
2023 Department Overview

Corporate Services

Values

Mutual Trust and Respect

The Corporate Services Department branches out to touch all Departments within the County. We understand the diversity of each Department and fulfill our responsibilities with quality customer service. We strive to be considerate and fair in our dealings with all customers.

Honesty and Integrity

We aim to be transparent, align our actions with our values and hold ourselves accountable for our actions.

Collaboration/Communication

The relationship we have with our customers and partners are successful through the sharing of ideas, enhancing collaboration and open, consistent dialogue.

Caring and Supportive

The multi-disciplined Corporate Services Department provides care and support in many different circumstances. Subject matter experts in the department respect and understand the needs of our customers, business partners and constituents and deliver their services in a caring and supportive manner.

Accountability

The Corporate Services team is accountable to all of our customers and to each other, ensuring that we provide a service that is in line with our core values. We are responsible for working in and providing a safe environment and accountable for our actions and the results of our actions.

Innovation and Excellence

We strive to be a 'best practice' department while seeking opportunities to improve our services through innovative ideas, enhanced performance metrics, continuing training, and quality work practices.

Mandatory Programs

Legislative Services

The Legislative Services division of the Corporate Services Department, including the Clerk and Deputy Clerk perform the statutory duties that are assigned to the Clerk's role, ensuring legislative compliance to meet the requirements of the *Municipal Act*, the *Municipal Conflict of Interest Act*, the *Planning Act*, the Council Procedural By-law, the Council Code of Conduct, Corporate Policies and other related Acts and Regulations.

The Clerk is the designated 'Head' for the *Municipal Freedom of Information and Protection of Privacy Act* and maintains the annual records of Freedom of Information (FOI) requests submitted to the County, provides guidance to staff re: administration and compliance issues, and ensures that the legislative requirements of the *Act* are followed.

The Clerk must record, without note or comment, all resolutions, decisions and other proceedings of the Council, and record votes when required.

The Clerk must record and maintain the official Council and Committee records, including agendas, minutes, resolutions, by-laws, recorded votes, and other proceedings, and ensure open and transparent public access to meetings, documents, and information.

Legislative Services must comply with various Council enacted By-laws including:

- Council Remuneration By-law
- Provision of Notice Policy By-law
- Fees and Charges By-law
- Procurement By-law
- Confirmatory By-law

Legislative Services must ensure that Northumberland County has an appointed Integrity Commissioner (or, that all responsibilities of an Integrity Commissioner [as prescribed in the *Municipal Act*] can be provided by a Commissioner of another municipality).

Legislative Services must also help facilitate the public process, ensuring fair, open, and accountable practices for open and closed session meetings with transparency and professional integrity.

Legislative Services staff also act as a Commissioner of Oaths for the swearing of affidavits for the Corporation and public, as per the Commissioner for Taking Affidavits Act (Oaths and Affirmations).

Legislative Services staff provide services to Council, the public, external organizations and staff during regular business hours, after-hours when required, and in the event of an emergency.



Natural Heritage

Northumberland County's Natural Heritage Services division is responsible for managing approximately 2,225 ha (5,500 ac) of mainly forested land. The Northumberland County Forest is an ecologically and culturally important resources for the residents of Northumberland County. The Forest has a high conservation value for providing habitat for species that depend on large forest expanses and are often the remaining refuges for rare and at-risk habitats, vegetation, and wildlife.

The County's Forest Conservation By-Law promotes good forestry practices and the maintenance of Northumberland's woodlands. *Ontario's Weed Control Act* defines the requirement for enforcement of said *Act*. Permits are required for the destruction of trees within woodland greater than 1 ha for non-personal use or unless another exemption to the By-Law is met. Permits may be granted for the use of good forestry practices whereby a harvest plan (prescription) is prepared by a registered professional forester, harvesting where trees are greater than a threshold circumference limit and maintains a minimum amount of forest cover or is for relief from the By-Law to permit the owner to destroy trees for a reason other than what is allowed through an exemption.

The Ontario Weed Control Act dictates that every upper tier must appoint weed inspectors to enforce the Weed Control Act. Northumberland County receives inquiries from residents and lower-tier municipalities about noxious weeds on private and public property. Typically, inquiries are made regarding poison ivy, but since being added to the noxious weed list, more calls are being received for Giant Hogweed and Dog-Strangling Vine. When a Weed Control Act violation or the presence of Giant Hogweed is suspected the County's Weed Inspector will perform an inspection and make a recommendation which could include an order for the destruction of weeds.

Archives & Museum

Northumberland County Archives & Museum (NCAM) preserves and makes accessible historical records of the County in accordance with Section 254 of the Ontario Municipal Act wherein it states municipalities shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner. Fulfillment of this requirement means that the records can be retrieved within a reasonable time and that the records are in a format that allows the content of the records to be readily ascertained by a person inspecting the records. NCAM staff ensure restrictions on information access and appropriate use are documented and enforced as required under donor agreements and privacy legislation including, but not limited to, MFIPPA, PHIPPA, the Vital Statistics Act and the Education Act.

NCAM acts as the official repository for historical records of four member municipalities and 3 local boards/organizations as provided under subsection (3) of the Municipal Act. NCAM fulfills its obligations under the Act to retain and preserve records in a secure and accessible manner through adherence to institutional policies and industry standards.



Health & Safety

The County is guided by the Corporate Health and Safety Strategic Plan to meet and exceed where appropriate all of its legislative responsibilities to provide a safe and healthy working environment by adhering to the requirements of all legislation and regulations relevant to occupational health and safety. Such legislation is outlined later in this document. Mandatory programs encompass workplace specific hazard identification training and control measures.

Emergency Planning

The County is committed to meeting and exceeding, where appropriate, all of its legislative responsibilities to provide a disaster resilient community by adhering to the requirements of all legislation and regulations relevant to emergency management Ontario. The mandatory programs encompass community specific hazard identification, training, and control measures.

The County administers Fire Dispatch for all of the member municipalities and 911 call services on behalf of the Township of Hamilton, Township of Alnwick/Haldimand, Township of Cramahe, Municipality of Brighton and Municipality of Trent Hills.

Human Resources & Payroll

The role of the Human Resources division is to be a business partner that is aligned to and works closely with the County's ten departments to recruit and maintain professional, skilled, and dedicated staff to allow each department to perform as effectively as possible. We believe that our people are most important resource, and our goal is to implement programs and practices that align with the County's mission, vision, core values and Strategic Plan.

The payroll division provides accurate and timely payroll processing of employee pay, identified entitlements and deductions including CPP, EI, Income Tax, etc. and benefits administration. Payroll also prepares Ministry reporting to ensure that we receive the maximum possible funding for salaries and benefits throughout the County.

The following items are mandatory through the payroll process. The annual costs paid by the County, based on our annual payroll, are as follows:

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Employment Insurance (EI)	\$699,678
Canada Pension Plan (CPP)	\$1,874,199
OMERS	\$3,762,416
Employment Health Tax (EHT)	\$745,387
Workplace Safety Insurance Board (WSIB)	\$585,173
Total Employer Costs	\$7,666,853



Northumberland Accessibility Advisory Committee

The Northumberland Accessibility Advisory Committee (NAAC) is a standing committee of County Council and provides advice, recommendations and support to Council and all County departments regarding the development, implementation, and maintenance of an Accessibility Plan in accordance with the *Accessibility for Ontarians with Disabilities Act (AODA)*.

The Committee consists of a chairperson as chosen by the members. Committee membership includes representatives of community agencies, local business representatives and residents of the County with an interest in removing barriers to those with disabilities. The majority of committee members must have a disability as defined under the AODA.

Inter-Municipal Accessibility Committee

The mandate of the Inter Municipal Accessibility Committee is to share information, best practices, research and collaboratively develop policies, practices, and procedures in order to meet the compliance requirements of the various standards of the *Accessibility for Ontarians with Disabilities Act (AODA)*.

The formation of the Inter Municipal Accessibility Committee is in direct response to the request of the County and member municipal CAO's to:

- Identify the impact of the Standards on the County and its member municipalities
- To review and evaluate the Standards, Policies and Procedures for the AODA and provide feedback to the member municipalities and the County CAO's.
- Share AODA information and research.

Discretionary Programs

Legislative Services

Discretionary programs offered by Legislative Services are necessary by virtue of their nature. Some examples are as follows:

- Facilitate timely communications between Council, the public, and County staff.
- Provide procedural advice to Council and the senior management team, in accordance with the *Municipal Act* and the *Procedural By-law*.
- Provide support for the Northumberland County Housing Corporation and its Board of Directors; the County's six Standing Committees; County Council meetings
- Maintain and update County website re: Council, Committees and Public Notices as required.
- Assist delegations who wish to address Committees and Council.
- Conduct research, prepare, and update policies.
- Commission documents for the public (*Commissioner for Taking Affidavits Act*).



Natural Heritage

The County Forest is a major recreational resource in Northumberland County, providing residents and tourists with a variety of recreational opportunities through a designated trail network. Examples include hiking, walking, snowshoeing, mountain biking, ATViing etc.

Additionally, the Northumberland County Forest is used for recreational pursuits that are not necessarily trails based. As an example, nature (plants and wildlife) appreciation and viewing, art such as photography and hunting.

The Forest recreation infrastructure includes a total of 112 km's of operational trails, 6 km's of closed access roads and 105 km's of closed trails, trailhead signage, trail markings and parking area maintenance.

Archives & Museum

Northumberland County Archives & Museum ensures the responsible management of archival records and artefacts created or received through corporate duties and activities of the County or acquired from participating member municipalities and private sources. Through the establishment of policies and procedures, the Archives and Museum program provides a standard for the acquisition, preservation, exhibition, access and storage of all archival records and artefacts entrusted to the care of the County.

Discretionary archival and museum services include curatorial activities, education, programming and outreach, and exhibition development. Details of each are available through the County Archivist.

Health & Safety

The County is committed to maintaining a healthy workplace for its employees. In the interest of reducing and preventing illness and injury, the corporation undertakes to promote and maintain safe and health living practices through the Wellness Committee. The Committee continuously solicits employee input on requirements for wellness to develop programs and wellness initiatives based on employee feedback. Examples of topics include quarterly health work and lifestyle initiatives such as fitness, financial health and wellness, health trends, inner health, healthy snack program, mental health etc.

Occupational Health Services

Together with Human Resources, Health & Safety continue to place a concentrated effort on reducing the number of workplace related incident/illnesses. All forms of absenteeism are costly and directly affect the productivity and culture of the workplace. Disability management is an integrated and systematic strategy to reduce absenteeism, whatever the reason.



The County is legislated through Workplace Safety and Insurance Act to accommodate injured workers however, the method of disability management is discretionary. The Occupational Health Services position is an approved position on the Organization Chart, however the County contracts out the Occupational Health function in order to ensure that the program is an 'arms-length' program with respect to confidentiality, employer entitlements etc.

Emergency Planning

The County is committed to assisting the member municipalities with developing emergency management programs throughout Northumberland County. The County continues to provide assistance in areas such as networking through the Northumberland Emergency Management Coordinator, Northumberland Evacuation Strategic Committee, Northumberland Emergency Information Committee, and joint publications of emergency management advertisement for public awareness and education.

Human Resources & Payroll

Human Resources and Payroll support all County departments in managing their labour costs in a very labour-intensive industry. The department offers expertise in employee and labour relations, recruitment and selection, employee retention, training and development, disability case management, attendance support and payroll and benefit administration. Additionally, the Human Resources department provides support through Shared Services Agreements with Cramahe Township and the Township of Alnwick/Haldimand.

Detailed overviews of discretionary learning and development opportunities coordinated and funded by the Human Resources department are available upon request.

Partnerships

Legislative Services

The Legislative Services staff regularly liaise with Member Municipalities, the Eastern Ontario Wardens' Caucus member municipalities, provincial and federal ministries, MPs and MPPs, and networks with members of the Association of Municipalities of Ontario (AMO) and the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO).

The Clerk and Deputy Clerk work closely with the CAO, Directors, Managers, and staff throughout the Corporation.



Natural Heritage

In order to carry out the management of the County Forest, Natural Heritage staff have established partnerships with:

- The Rice Lake Plains Partnership – a group of natural heritage conservation organizations that manage natural areas within the area around the County Forest and meet on a quarterly basis to discuss management activities, opportunities for collaboration and new science. This partnership includes: The Nature Conservancy of Canada, Alderville Black Oak Savannah, Willow Beach Field Naturalists, Lone Pine Marsh Trust, Northumberland Land Trust, Ontario Parks, Lower Trent Conservation, Ganaraska Region Conservation Authority, Tallgrass Ontario, Sir Sandford Fleming College.
- The Eastern Ontario Model Forest – The Forest Service is a member of the Eastern Ontario Model Forest's Forest Stewardship Council certification group which meets regularly to discuss forest management options and activities. This certificate includes many municipal forests, conservation authorities and private industry from the eastern border of the Province to Norfolk County.

Archives and Museum

Archives and Museum staff partner with external groups, committees of Council, associations, and institutions to share and discuss industry best practices, policies, procedures, training, and support one another's mandates in the promotion and development of cultural heritage collecting, programming and events. Staff partner with member municipalities, four Williams Treaty Mississauga First Nations including Alderville, Curve Lake, Hiawatha and Mississauga of Scugog Island, local community groups, societies and service clubs, local elementary, secondary, and post-secondary schools, cultural institutions, and other content experts to co-develop community exhibitions and programming. Archives and Museum staff also partner with post-secondary institutions to provide onsite and remote training and mentoring opportunities for students and emerging cultural heritage professionals. Volunteers provide generously of their time to complete collections management projects that support greater access to and understanding of NCAM's collections.

Health, Safety and Emergency Management

Managing the safety and emergency management programs for the County requires liaison with external agencies to develop baselines, share policies and training, and to network regarding legislative compliance. The Department partners with; the Ontario Municipal Health and Safety Professionals Association, Health and Safety Ontario, Workers Health and Safety Centre, Ontario Ministry of Labour, municipalities of the Severn Sector of the Office of the Ontario Fire Marshall and Emergency Management, Office of the Ontario Fire Marshall and Emergency Management and the Ontario Association of Emergency Managers.



Customer Care Services

Customer Services is the first point of contact for all visitors entering the County Headquarters and for all phone calls for all services of the Corporation.

Human Resources

In order to ensure the Human Resources and Payroll staff stay current with policies and legislation they liaise with external agencies to determine best practices, share, and develop policies, training, establishment of best practices and networking on legislative compliance. The team are active members of; Eastern Ontario Human Resources Group, Inter-Municipal Human Resources Group, Human Resources Professionals Association of Ontario, Ontario Municipal Human Resources Association, Canadian Payroll Association, Inter Municipal Accessibility Committee and Northumberland Accessibility Advisory Committee.

Environmental Scan

Population & Demographics

Legislative Services

Legislative Services and the role of the Clerk touch every area of the Corporation in some way. The Clerk is the conduit between County Council, the public, other levels of government and administration.

Natural Heritage

The Northumberland County Forest serves Northumberland County residents and tourists. Surveys have shown that approximately 80% of the forest users are Northumberland County residents and that the remainder are visitors, mostly from within southern Ontario. The average user spends three hours in the County Forest. As Tourism is economically important to Northumberland County and outdoor activities, historic sites and provincial parks are the main activities for that tourism (Ministry of Tourism 2009), the Northumberland County Forest can be an important tourist location. Based on counts from trail counters in the Forest, we estimate that there are approximately 100,000 trail uses per year.

Archives & Museum

Northumberland County Archives and Museum (NCAM) is the only cultural institution dedicated to representing the documentary and material culture of Northumberland County. NCAM is open to the public via appointment for research, donation inquiries, educational programs, and tours. Patrons may conduct research onsite, or staff may provide remote research assistance.



The Archives and Museum division consists of two full-time positions (Archivist and Curator) and one full time summer student position (May-Aug).

NCAM continues to examine the roles and relevancy of cultural institutions and how they may best serve the needs of our communities.

Health, Safety Emergency Planning and Customer Care Division

Managing the Health Safety Emergency Planning and Customer Care Division involves the liaison with all internal staff, municipal member staff, provincial officers, safety professional, and municipal member community emergency management coordinators to utilize internal best practice operational procedures mutual assistance plans.

The Health and Safety Program and Emergency Management Program have similar issues of risk management functions that recognize hazards and develop methods to safely deal with the hazards. The Customer Care Service assists public customers to access services of all departments of the Corporation.

The administration of the Division is shared by the team of the Manager, two Coordinators, one Occupational Health Nurse, one Customer Care Representative and one part time Administrative Support position.

Health & Safety:

The Corporation of the County of Northumberland encompasses 683 employees within ten departments, which operate in multiple work sites across the county. All levels of workers are responsible for ensuring that work is performed in a healthy and safe manner. Seven Health and Safety Committees form joint management/employee consultative groups, with the aim of identifying and resolving occupational health and safety issues, as well as monitoring the progress of the safety management plan. Overall implementation of the Corporate Health and Safety Program and coordination of safety training is achieved through the Health, Safety and Emergency Management Division.

Emergency Planning:

The Corporation of the County of Northumberland networks with its member municipalities to develop programs for emergency management. All County services are dedicated to assisting the member municipalities to prepare for and act in times of emergencies. The Community Emergency Management Coordinators network to share training and planning exercises. The Emergency Information Staff network to share communication procedures and Public Inquiry training. The Emergency Social Service staff network to develop operational plans for evacuation sheltering. The Public Works Staff have Mutual Aid Agreements for sharing resources. The Paramedic Service liaises with the Medical Officer of Health and area hospitals. Overall implementation of the Corporate Emergency Management Program and coordination



of emergency training is achieved through the Health, Safety and Emergency Management Services.

Customer Care Service

In addition to being the first point of contact for all visitors, the Service is also responsible for administrative duties such as sending/receiving deliveries and mail, booking meeting facilities, clerical support (printing copying), financial reconciliation. The service supports all departments of the Corporation.

Human Resources and Payroll

683 Employees County Wide (461.7 FTE's)

Paramedics 24/7 – 162 employees (139 OPSEU, 22 Non-Union, 1 Director)

Golden Plough Lodge – 248 employees (208 CUPE, 19 Non-Union, 20 ONA, 1 Director)

Community & Social Services – 41 employees (31 CUPE, 8 Non-Union, 1 Director) including 1 Student

Transportation, Waste and Facilities – 139 employees (23 CUPE, 33 UFCW, 82 Non-Union, 1 Director) including 10 Students and 10 Seasonal.

Finance – 19 employees (18 Non-Union, 1 Director)

Information Technology – 13 employees (12 Non-Union, 1 Director)

Corporate Services – 26 employees (25 Non-Union, 1 Director) including 5 Summer Students

Economic Development, Tourism, Planning & Inspections – 25 employees (21 Non-Union, 1 Director) including 2 Students and 1 Seasonal

CAO – 2 employees (1 CAO, 1 non-union)

Communications – 5 employees (1 Director, 4 Non-Union)

Legal – 3 employees (1 solicitor, 2 non-union)

Funding

Natural Heritage

Funding for the Northumberland County Forest is a mixture of forestry revenues and County tax levy. As a commodity, forest revenues fluctuate and are difficult to predict. Staff continue to seek funding for natural conservation, recreational trail management and timber and non-timber resource opportunities when funding programs are available.

Archives and Museum

Northumberland County Archives and Museum is funded through the County levy, revenue from goods and services based on a cost recovery fee model, grant funding, and donations.



Staff continue to seek out funding opportunities, including sponsorships in alignment with department objectives and mandates.

Health, Safety and Emergency Planning

The Health Safety and Emergency Planning objectives are funded within an annual budget funded by the County Levy.

Legislative Services, Human Resources and Payroll

The above support services are considered a corporate overhead expense and therefore the cost of delivery is allocated to each operating department.

Legislative

Legislative Services

As a requirement of the *Municipal Act 2001* the County must appoint a Clerk for specific duties under the act.

- Fulfills the statutory duties assigned to the Clerk under the *Municipal Act, 2001* including:
 - Record all resolutions, decisions, and other proceedings of the council;
 - Record the name and vote of every member voting on any matter or question;
 - Keep originals or copies of all by-laws and of all minutes of the proceedings of the council;
 - Perform the other duties required under this Act or under any other Act;
 - Perform such other duties as are assigned by the municipality.
- Oversees the Municipal Conflict of Interest Act
- Signatory Officer for the Corporation
- Fulfills the obligations under the *Planning Act*
- Appointed “Head” under the *Municipal Freedom of Information and Protection of Privacy Act*.
- Performs all responsibilities prescribed under the *Commissioners for Taking Affidavits Act*.
- Fulfills other Acts and Regulations of the Ontario Legislature and County By-laws, including:
 - *Ombudsman Act*
 - *Accessibility for Ontarians with Disabilities Act*
 - Northumberland Council Procedural By-law
 - Provision of Notice Policy By-law
 - Council Remuneration By-law
 - Fees & Charges By-law
 - Confirmatory By-law



Natural Heritage

Management of the Northumberland County Forest is subject to- and influenced by- (but not limited to) the following legislation:

- Endangered Species Act, 2007 (Provincial)
- Fish and Wildlife Conservation Act, 1997 (Provincial)
- Forestry Act, 1990 (Provincial)
- Greenbelt Act, 2005 (Provincial)
- Highway Traffic Act, 1990 (Provincial)
- Migratory Bird Conventions Act, 1994 (Federal)
- Motorized Snow Vehicles Act, 1990 (Provincial)
- Oak Ridges Moraine Conservation Act, 2001 (Provincial)
- Occupiers' Liability Act, 1990 (Provincial)
- Off-Road Vehicles Act, 1990 (Provincial)
- Species At Risk Act, 2002 (Federal)
- Trespass to Property Act, 1990 (Provincial)
- By-Law 31-09: Camping and Alcohol (County)
- By-Law 21-10: County Forest Land Use and Recreation (County)

In addition to the County Forest, weed inspection duties are legislated by Ontario's Weed Control Act and forestry by-law enforcement is governed by County By-Law 2015-27: Forest Conservation By-Law and Forest use By-Law 21-10.

Archives and Museum

- Ontario Municipal Act, 2001
- Municipal Freedom of Information and Protection of Privacy Act, 1990
- Personal Health Information and Protection of Privacy Act, 2004
- Freedom of Information and Protection of Privacy Act, 1990
- Personal Information Protection and Electronic Documents Act, 2000
- Vital Statistics Act, 1990
- Education Act, 1990
- Copyright Act of Canada, R.S.C., 1985, c. C-42

Health, Safety & Emergency Planning

- Ontario Occupational Health and Safety Act
- Awareness Training Ontario Regulation 297/13
- Confined Spaces - Ontario Regulation 632/05
- Construction Projects - Ontario Regulation 213/91



- Critical Injury - Ontario Regulation 834/336
- Notice of Injury – Ontario Regulation 420/21
- Health Care and Residential Facilities - Ontario Regulation 67/93
- Industrial Establishments - Ontario Regulation 851
- Training Requirements for Certain Skill Sets & Trades - Ontario Regulation 572/99 / 678
- Window Cleaning Ontario Regulation 859
- Workplace Hazardous Materials Information System Ontario Regulation 860
- First Aid Requirements Ontario Regulation 1101/731
- Designated Substance - Asbestos on Construction Projects and in Buildings and Repair Operations - Ontario Regulation 278/05
- Needle Safety - Ontario Regulation 474/07
- The Ontario Building Code
- The Ontario Fire Code
- The Transportation of Dangerous Goods Act and Regulations
- Workplace Safety and Insurance Act
- Accessibility for Ontarians with Disabilities Act and Regulation 429/07
- The Emergency Management and Civil Protection Act R.S.O. 1990 Chapter E.9
- Ontario Regulation 380/04
- Northumberland County By-law 01-2022 (Corporate Health and Safety Policy)
- Northumberland County By-law 34-2022 (Emergency Management Plan)

Human Resources & Payroll

- Ontario Employment Standards Act,
- Labour Relations Act,
- Ontario Human Rights Code,
- Occupational Health & Safety Act
- Ontario Pay Equity Act,
- Personal Information Protection and Electronic Documents Act, 2000
- Workplace Safety and Insurance Act,
- Accessibility for Ontarians with Disabilities Act and Regulation.

Economic Factors

Natural Heritage

Reductions in wood prices would mean less timber revenues from the County Forest. Conversely, an increase in wood prices will increase the amount of wood being harvested within the County. This will mean more site visits and an increase in administration time for our



staff through the Tree Conservation By-Law. This could have a significant impact on the section and budget.

An increase in invasive species, which will happen if they are not treated, will increase the control work required both within the County Forest and an increase in administration work within the County as Forestry staff oversee the Weed By-Law.

As the use of the forest increases challenges will increase with enforcement, visitor experience, user and staff safety and protection of the habitat. Monitoring of trail use, trail impacts, user numbers and impact to the natural environment are necessary. Cost to maintain and repair the trail increases with increasing number of users, especially if users are outside seasonal timelines enforced in the By-Law.