

2011 Business Plans & Issue Papers

Clerks Department Service Overview

General Service Description

The Clerks Department provides support to the Warden, County Council and the C.A.O.'s Department. Its primary responsibilities are:-

- The business of County Council
- The Department Coordinator System
- Advisory Committees
- The Provincial Offences Office
- The Emergency Planning and Health & Safety Programs
- Information Technology
- Northumberland County Forest
- County Records Management

Provincial Offences

The County of Northumberland Provincial Offences office is responsible for the timely and efficient administration of the Provincial Offences Act in accordance with the terms and conditions set out in the transfer agreement and the Memorandum of Understanding with the Ministry of the Attorney General.

Emergency Planning & Health and Safety

Our commitment is to make the employment of Northumberland County Staff a safe and healthy experience through the reduction of workplace hazards and accidents. This reduction will assist County operations in being as cost effective as possible. Our Emergency Planning commitment is to assist Northumberland

County Member Municipalities in providing its residents and travelers a disaster resilient community.

Information Technology

To provide sustainable and consistent IT support and development to the County of Northumberland and to provide the IT systems, business applications and training and support which allow the County’s operating departments and County Council to most effectively deliver quality services to our residents and businesses and for them to readily access information about the County.

Northumberland County Forest

The County of Northumberland is committed to managing the County Forest in accordance with its six guiding principles to protect and enhance the integrity of the forest ecosystem

Records Management

Our commitment is to ensure that all departments follow a consistent format; that all County records are stored in a secure and economical manner and that records destruction is undertaken in a timely manner in accordance with the approved County Records retention by-law.

The following are the 2011 Business Plans and Issue Papers for each of the Divisions (please see the attachments for details):

Division	2011 ISSUE PAPERS	2011 BUDGET IMPACT
Provincial Offences Office	No Issue Papers	Ø
Emergency Planning & Health & Safety	#1 Emergency Exercise Reserve	\$10,000
Information Technology	#2 Phone Replacement Reserve	Reallocation of savings realized in 2010
County Forest	No Issue Papers	Ø
Records Management	#3 Records Management Resources	Reallocation of savings realized in 2010
<i>Initiated by the Municipal CAO’s</i>	#4 Municipal Bylaw Prosecutor	Ø

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2011 Business Plan & Budget

Provincial Offences

Service Mission Statement

The County of Northumberland Provincial Offences office is responsible for the timely and efficient administration of the Provincial Offences Act in accordance with the terms and conditions set out in the transfer agreement and the Memorandum of Understanding with the Ministry of the Attorney General.

General Service Description

Charges are issued under the Provincial Offences Act by various enforcement agencies within Northumberland County for non-criminal violations including those found under the Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor License Act, Environmental Protection Act, to name a few.

Enforcement agencies include the O.P.P., Cobourg and Port Hope Police Services, Ministry of Transportation officers, Ministry of the Environment officers, CN Police, and By-Law enforcement officers.

Once a charge is issued by an enforcement officer it is “filed” (delivered to) the POA offices at 860 William Street for accurate and timely processing and administration.

Northumberland POA receives approximately 15-18,000 charges per year which are issued in the form of a Part 1 - Certificate of Offence, Part - 2 Parking Infraction, and Part 3 – Information.

A Part 3 Summons/Information is issued to individuals when the charges are more serious in nature such as speeding in excess of 50 kms over the posted speed limit, driving while under suspension, and driving without insurance. Part 3 Summons/Information involve a mandatory court appearance and penalties are determined by the court upon conviction.

A person charged with a “traffic ticket”(Part 1 Certificate of Offence) issued by the officer at the side of the road for minor offences such as speeding, failure to wear complete seat belt assembly, liquor out of residence, etc, has 15 days to exercise 1 of 3 options available on the back of the ticket,

- ✓ Option 1 – Voluntary Plea of Guilty – Payment out of Court
- ✓ Option 2 – Guilty with submissions as to penalty – Individual meets with Justice of the Peace to plead guilty as charged and can request a reduction of the monetary penalty but not a lesser charge or reduction of related demerit points.
- ✓ *Option 3 – Not guilty - Trial Option*

The POA Prosecutor meets with individuals who wish to dispute the charge on the “traffic ticket” by selecting **Option 3 – Not Guilty Trial Option**. Those who are seeking outright dismissal of the charge will proceed directly to trial court and argue their case with the Prosecutor before a Justice of the Peace. Individuals hoping to obtain a resolution of “guilty to a lesser charge” may proceed with a one-on-one “First Attendance” meeting with the Prosecutor to discuss the possibility. Individuals are screened by POA administration staff for their eligibility for “First Attendance” based on the nature of the charge and whether the speed was reduced at the roadside by the officer already. “First Attendance” meetings are scheduled by administration staff and the date and time is given to the individual and the Prosecutor. Prior to meeting the defendant for First

Attendance the POA Prosecutor will obtain and review copies of the officer's notes (disclosure) regarding the circumstances of the charge and the individual's driving record to determine if an offer of a lesser charge is appropriate. The Prosecutor will deal with approximately 30-45 charges on an average First Attendance session (half day) which includes meeting/negotiating with the defendants, formally amending charges with the Justice of the Peace, and referring unresolved matters to administration to set trial dates.

When the POA Prosecutor is preparing for Trial, it is necessary for the Prosecutor to review all of the police officers notes regarding the incident (disclosure); prepare detailed questions and conduct examinations with the defendants, police officers, witnesses and research all pertinent case law prior to the Trial date. The prosecutor undertakes the responsibility to prepare and file appeals in circumstances where he believes the Justice of the Peace has erred in their decision in addition to representing the County on Defendant appeals.

There have been significant changes in the procedures and expectations since the downloading of the Provincial Offences Act matters to the County in 2000, and as such Mr. Van Duzer has willingly provided legal advice and interpretations to both the POA office and the County administration free of charge.

The POA revenue has been relatively steady with a spike in 2008. This was largely due to an increase in Part 3 charges which include charges with higher fines such as driving without insurance. Additionally, the collection of fines has been more difficult in 2009 and 2010 as a result of the economic downturn. The enhanced collection efforts initiated in 2010 have managed to keep the revenue levels stable despite the payment challenges.

Year	2008	2009	2010
Provincial Offences Gross Revenues	\$1,551,065	\$1,453,593	\$1,486,305 Projected

Legislative

On November 20, 2000 The County of Northumberland assumed responsibility for the administration of the Provincial Offences Act in accordance with the terms and conditions set out in the transfer agreement and the Memorandum of Understanding with the Ministry of the Attorney General. The Provincial Offences section's responsibilities include accurate and timely processing of POA offences, trial co-ordination, effective service delivery, and accurate financial reporting and accounts receivable management. The County of Northumberland must ensure that a reporting protocol is maintained between the Attorney General, the local Crown Attorney and the area enforcement stakeholders.

2010 Accomplishments

- Turn-around time for inputting of tickets was maintained at an acceptable level.
- Cross training of staff on a proactive basis to deal with emergency situations as they arise continued progressively with newly trained staff working independently in First Attendance Courts.
- Working with the Finance Department protocols for the recovery of outstanding fines have been developed.
- Staff has received Occupational Health & Safety training with respect to Workplace Bullying and Harassment (Bill 168).
- Continued development of a Court Reporter/Trial Coordinators working group with municipal partners in Lindsay and Peterborough to provide a networking forum for court staff.
- Establishment of an effective fire safety plan was completed and tested, working together with County staff, Superior Court staff, and fire representatives.
- Worked with POA Prosecutors and Managers from Lindsay and Peterborough on the implementation of POA related legislative changes arising from the passing of the Good Government Act (Bill 212).

Challenges

- Proclamation of further Legislative changes relating to The Good Government Act is anticipated in 2011 which may have a significant impact on POA administrative, prosecutorial, and courtroom procedures.

2011 Objectives

- Continue working with the Finance Department on reporting protocols with respect to outstanding accounts receivable to provide accurate and timely information regarding status changes such as license suspensions and extension of time to pay applications.
- Continue with Departmental review focusing on improved efficiencies attainable through cross training initiatives undertaken in 2010.
- Continue to work with POA Municipal Partners and Prosecutors proactively on implementation plans with respect to legislative changes anticipated in 2011.
- Increase and expand POA staff cross training efforts established in 2009.

2011 Budget Issue Papers

There are no proposed budget issues related to the County's POA Program. The County CAO's Group which is comprised of the seven member municipal CAO's and the County CAO has initiated investigations in the feasibility of hiring one By-law Enforcement Prosecutor to serve all seven member municipalities.

2011 Business Plan & Budget

Health & Safety / Emergency Planning

Service Mission Statement

Health and Safety

Our commitment is to make the employment of Northumberland County Staff a safe and healthy experience through the reduction of workplace hazards and accidents. This reduction will assist County operations in being as cost effective as possible.

Emergency Planning

Our commitment is to assist Northumberland County Member Municipalities in providing its residents and travelers a disaster resilient community.

General Service Description

Health & Safety:

The Corporation of Northumberland County encompasses 500 employees within eight 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. Four 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 and Safety / Emergency Management Coordinator.

Emergency Planning:

The County's Emergency Management Program Committee develops, implements, and maintains a program for emergency management. The program addresses maintaining infrastructure and limiting hazards specific to County property. 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 Emergency Medical 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 and Safety / Emergency Management Coordinator.

Staffing:

Managing the Safety Program involves the liaison with internal staff, municipal member staff, provincial inspectors, and safety professionals to utilize internal best practice operational procedures. Managing the Emergency Program requires the liaison with internal staff, municipal member community emergency management coordinators, and provincial officers to develop mutual assistance plans.

Most municipalities have these programs managed by two separate staff positions each one associated with other dedicated job positions. The Corporation of Northumberland County has determined that it is cost effective to have one staff person dedicated to perform both of these roles. Both programs have similar issues of risk management functions that recognize hazards and develop methods to safely deal with the hazards.

Legislative

Health & Safety:

The Corporation of Northumberland County is committed to meeting and exceeding 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 includes, but is not limited to:

Ontario Occupational Health and Safety Act
Confined Spaces - Ontario Regulation 632/05
Construction Projects - Ontario Regulation 213/91
Critical Injury - Ontario Regulation 834/336
Health Care and Residential Facilities - Ontario Regulation 67/93
Industrial Establishments - Ontario Regulation 851
Training Requirements for Certain Skill Sets and 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

Emergency Planning:

The health, safety, welfare of people and the protection of property of the inhabitants of the County of Northumberland is the priority in the event of an emergency. It is for this reason that the Corporation of Northumberland County adopted the Emergency Management Program. The Emergency Management Program is designed to provide staff with guidelines to effectively manage the three distinct phases of the program, e.g., Pre-emergency, Emergency, and Post-emergency. Authoritative legislation which the County must abide by includes, but is not limited to:

The Emergency Management and Civil Protection Act R.S.O. 1990
Chapter E.9
Northumberland County By-law 72-08
Ontario Occupational Health and Safety Act

2010 Accomplishments

Health & Safety:

- ✓ Continued with a Corporate Wide Health and Safety Campaign to strive for zero lost time injury. The Transportation and Waste Service, Emergency Medical Service, and Golden Plough Lodge requested assistance with communicating safety to staff. The following goals were accomplished:
 1. Increased Staff Awareness
 - The H&S Coordinator prepared topic columns for newsletters within the Emergency Medical Service and Corporate Service.
 - Continued orientation and Traffic Control Training for Transportation Department Students
 - All Directors and Managers participated in a one day training session outlining the revised policies.
 - Presented Safety Talks at Finance Department Team Meetings
 2. Increased equipment training under the Ontario Association of Road Supervisor Training Program
 - Targeted training included Chainsaw, Loader, Rubber Tire Excavator, All Terrain Utility Vehicle, Truck/Van Driver Training Programs, and Winter Maintenance Operations for Supervisors and Patrollers.
 3. Increased workplace auditing
 - Progressively reviewed WSIB Audit for compliance
 - In coordination with the Human Resource Department and Health & Safety Representatives, conducted corporate wide risk assessments of violence in the workplace as legislated under Bill 168.
 4. Ergonomic Review and Physical Demands Analysis
 - Contracted with Ability Works Consulting to conduct an ergonomic review of the Emergency Medical Service stretcher release handle and lifting process for the center mount bariatric stretcher.
 - Contracted with the Industrial Accident Prevention Association to conduct a Physical Demands Analysis for positions at the MRF
 - Contracted with Ability Works Consulting to conduct training sessions for reducing back injury for all staff at the Golden Plough Lodge
 5. Increased Program / Policy Documentation

- Council passed the nine revised Sections of the Corporate Health and Safety Program
- ✓ Assisted the Human Resource Department with implementing training of violence in the workplace as legislated under Bill 168.
- ✓ Continued with H&S Training for Supervisors
- ✓ Continued WSIB Core Training and Workplace Specific for JHSC members
 - Emergency Medical Service
 - Provincial Offence Administration
 - Golden Plough Lodge
 - Material Recovery Facility
 - Administrative Staff
- ✓ Continued corporate wide training:
 - WHMIS
 - First Aid
 - TDG
 - MRF Wellness Program
 - Injury/Property Damage Reporting
- ✓ Continued the joint municipal ownership and operation of the Portacount Respirator Fit Tester
- ✓ Increased staff awareness and protection for infectious disease control, with specific emphasis towards Pandemic H1N1 2009/2010 Influenza

Emergency Planning:

- ✓ Emergency Management Ontario is preparing templates to assist municipalities with the production of Response Plans to identified hazards as laid out in the “Hazard Identification and Risk Assessment”. The Community Emergency Management Coordinators of Northumberland County are jointly participating in a pilot project to use the template to prepare a flood response plan.
- ✓ The Finance Department is completing a Business Continuity Plan as a pilot project to be used by other departments as an overall Corporate Business Continuity Plan.
- ✓ Continued developing Emergency Social Service Plan (ESS) and stock items for shelter operations by:

- Networking with the Canadian Red Cross for potential storage of ESS cots at the allocated storage garage at 600 William Street Cobourg which houses the ambulance and ESS supplies
 - Contributing \$10,000 to The Municipality of Trent Hills under the Major Improvements Emergency Planning Account to assist with the installation of backup power to the Hastings Civic Centre.
 - Continuing to network with the Town of Cobourg for use of the proposed community centre as an evacuation shelter and the intent to contribute \$10,000 to the town under the Major Improvements Emergency Planning Account to assist with the installation of backup power to the proposed centre.
 - Contributing \$10,000 to the Municipality of Port Hope under the Major Improvements Emergency Planning Account with the installation of backup power to the Town Park Recreation Centre.

- ✓ Initiated the Northumberland Evacuation Strategy Committee whose mandate is to prepare logistical layouts for dedicated evacuation shelters. The Committee comprises of member municipal staff, and non-government agencies that are responsible for the operation of emergency shelters. The committee completed shelter surveys for the King Edward Arena, Town Park Recreation Center, and Hastings Civic Center / Memorial Arena.

- ✓ Continued with already established Emergency Management training initiatives:
 - One Community Control Group Training Session
 - One Team Board Training Session
 - One Basic Emergency Management Training Session
 - Two CEMSPI Computer Software Training Sessions
 - One Emergency Information Training Session
 - One CSA Z1600 Workshop
 - Co-designed a joint Emergency Exercise in partnership with staff from the Town of Cobourg, Northumberland Hills Hospital, Haliburton Kawartha Pine Ridge District Health Unit, Golden Plough Lodge, and the Social Service Department. The exercise focuses around an evacuation of the Golden Plough Lodge.

- ✓ Continued networking to establish a County wide fire dispatch with the possibility for one center in cooperation with municipal police service.

- ✓ Continued networking with the Northumberland United Way for implementing the Emergency Volunteer Registration Database.
- ✓ Continued to advance the County Emergency Operations with the purchase of equipment.
 - Communications upgrades in the renovations of 600 William Street for use of the building as an alternate site to 555 Courthouse Road.
- ✓ Continued networking with the Northumberland United Way for implementing the Emergency Volunteer Registration Database as developed by the Peterborough United Way.
- ✓ Continued with implementing an Emergency Reserve as per MMAH suggestions under ODRAP. \$10,000 per year has been allotted.
- ✓ Entered into Agreement with Transport Canada Rail Safety to receive funding to increase warning systems for motorists crossing the Emergency Detour Route link on the Brook Road North/CN and CP Rail grade crossing.

Challenges

Health & Safety:

- Northumberland County employees strive to work in a safe and efficient manner. The size, scope, and diversity of the corporation make it difficult to maintain continuous overall awareness and commitment to safety as the prime focus. The Emergency Medical Service, Golden Plough Lodge, and Transportation/Waste departments have inherently dangerous work environments with 24/7 operations, dangerous weather conditions, hazardous chemical handling, and intensive labor operations. The documentation process as regulated by the WSIB can at times be overwhelming when trying to complete extensive workloads in a cost effective way.
- Evaluation forms completed by staff during corporate health and safety training indicated that managers desired continuation of policy training and due diligence training for compliance with regulations.
- One prime document that can greatly assist an organization and its managers in showing due diligence for complying with the legislation is the "Job Hazard Risk Analysis". The "JHA" identifies:
 - Hazard and Risk Priority associated with a job.
 - Physical Demands put onto employees when conducting a task
 - Safety equipment and training requirements for the job
 - Immediate Training Priorities

- Job requirements for Job Descriptions
- Return to Work Abilities for injured workers

Northumberland County currently lacks corporate wide Job Hazard Risk Analysis for most positions.

- A great number of employees must drive either County owned or personal vehicles when conducting business on behalf of the County. Over the past two year period approximately 12 occurrences – some major/some minor - have resulted in injuries and/or property damage leading to financial burden to employees.

Emergency Planning:

- The Northumberland County Service Departments can be significantly impacted by a range of potentially disastrous situations. The most effective way to prepare for responding to a disruption in service is to have a Business Continuity Plan. All departments need to identify critical services and begin planning a Business Continuity Plan.
- Evaluation forms completed by staff during control group training indicated that staff desired continuation of training relating to direct roles during emergency situations. Staff indicated a desire for more frequent training.
- In 2010, the Owner and Administrator of a Retirement Home in Orillia, where fire killed four residents and several were critically injured, have been fined a total of \$81,250. The Northumberland County Emergency Management Program Committee has identified the need to enhance the Emergency Plan for the Golden Plough Lodge. The County has partnered with the Town of Cobourg to implement a 3 year Emergency Exercise Plan focusing around an evacuation of the Golden Plough Lodge.
 - Year 2010 carried out a simulation cell / table top exercise.
 - Year 2011 will encompass a functional Community Control Group notification and internal GPL evacuation.
 - Year 2012 will encompass a full scale internal/external evacuation

In 2007, Northumberland County partnered with the Town of Cobourg in conducting a full field exercise with the County's cost portion amounting to \$18,000. The 2012 exercise will require more resources and costing than the 2007 exercise. Northumberland County will need to reserve funding within the 2011 Budget to assist with the costing of the 2012 exercise.

- A goal of the Northumberland Evacuation Strategy Committee is to compile Plans of the dedicated evacuation shelters into one binder. All agencies involved with the operation of the shelters will work from the same plan in a coordinated effort. The committee needs to continue networking to prepare layout plans with the intent to exercise those plans.
- The 2008/2009 study into requirements for County wide fire communications and dispatch identified a positive possibility of networking all fire communications in Northumberland County to accommodate a single county communication system. The Northumberland County Fire Chiefs expressed a desire for a dedicated County wide Fire Dispatch. The police service of Cobourg and the Municipality of Port Hope are presently exploring the feasibility of shared communication systems. The County, in consultation with its member municipalities, should complete investigations into the viability of a combined dispatch center for operation of a police dispatch and fire dispatch.

2011 Objectives

Health & Safety:

- Continue a Corporate Wide Health and Safety Campaign to continue awareness for due diligence with all levels of employees
 1. Increase Staff Awareness
 - Provide columns in monthly newsletters
 - Continue manager awareness of due diligence initiatives
 2. Continue with already established Health and Safety training initiatives within various departments and JHS Committees
 3. Continue workplace auditing
 - Progressively review WSIB Audit for corporate compliance
 4. Conduct corporate wide Job Hazard Analysis:
 - Hazard Identification / Risk Priority
 - Physical Demands Analysis
 - PPE and training requirements
 - Identify Immediate Training Priorities
 5. Increase Program / Policy Documentation
 - Continue revisions, additions and awareness of the Corporate Health and Safety Program

- Continue assisting departments with equipment specific training and defensive driver training.

2011 Objectives

Emergency Planning:

- Coordinate departments for the completion of a Corporate Business Continuity Plan

- Continue developing the three year emergency exercise program for the evacuation of the Golden Plough Lodge. The partnership with the Town of Cobourg and interested agencies will continue.

- Continue developing Emergency Social Service Plan for shelter operations by:
 - Finalize the Campbellford and District High School Emergency Shelter Agreement
 - Finalize an agreement with the Town of Cobourg for use of the proposed community centre as an evacuation shelter and contribute \$10,000 to the town under the Major Improvements Emergency Planning Account to assist with the installation of backup power to the proposed centre.
 - Continue networking with the Northumberland Evacuation Strategy Committee in preparing an overall evacuation plan for Northumberland County

- Continue with already established Emergency Management training initiatives with focusing on direct duties.
- Complete the study report of a County wide fire dispatch with the possibility for one center in cooperation with municipal police service and have a report and recommendations go to County Council and to each of the County's seven member municipalities.

Funding

Health & Safety:

- The Health and Safety Objectives for 2011 will be funded within the 2011 budget.

Emergency Planning:

- The Emergency Management equipment will be funded within the 2011 Planning Supplies Budget.
- The costing for the 2012 Emergency Exercise will require monies to offset replacement staff wages at the Golden Plough Lodge and Emergency Medical Services. An additional reserve of \$10000 should be established within the 2011 budget to be used during the 2012 exercise.
- The Emergency Planning Training will be funded within the 2011 Budget.
- The departmental equipment initiatives identified in the study for County wide fire dispatch are the responsibility of the Municipal Fire Serves. The purchase of communications tower equipment would require Council approval with funding beyond the scope of the 2011 Emergency Management Budget.

2011 Business Plan & Budget

Information Technology

Service Mission Statement

To provide sustainable and consistent IT support and development to the County of Northumberland and to provide the IT systems, business applications and training and support which allow the County's operating departments and County Council to most effectively deliver quality services to our residents and businesses and for them to readily access information about the County.

General Service Description

The County has four staff who are responsible for the information and telecommunication backbone of the County operations. The group is responsible for:

- 12 Physical Servers
- 18 Virtual Servers hosted on 4 high powered servers connected to a Storage Area Network
- 200 workstations
- County Phone System, voice including Blackberry
- 60 Operating and Network Systems (Email, Office, etc.)
- County Website
- 70 photocopiers and printers

They are also responsible for the remote computer and telecommunication systems and users at the following locations:

- Golden Plough Lodge
- 600 William Street
- 860 William Street
- Material Recovery Facility
- Brighton Landfill
- Seymour Landfill
- Bewdley Landfill
- Morganston Garage
- Veronica St. Garage
- Port Hope Ambulance Base
- Cobourg Ambulance Base
- Colborne Ambulance Base
- Brighton Ambulance Base
- Roseneath Ambulance Base
- Toughbooks in EMS Vehicles
- Port Hope Social Services Hub
- Brighton Social Services Hub
- Campbellford Social Services Hub
- Colborne Social Services Hub
- County Headquarters

In addition to the management and maintenance of the above, staff are also heavily involved in several I.T. related projects each year. Some examples are listed below.

- ▶ Help Desk support for all County departments. Initial calls are prioritized and distributed among IT staff
- ▶ General application and computer use training. Delivered via an IT staff member in varying class size. Focusing on software application or general computer usage depending on the needs of the requesting department
- ▶ Detailed software application process training and development. Working closely with County staff on software applications to improve the applications use or the staff member's knowledge of the application.
- ▶ Project planning and business development. Working with department heads to determine areas needing improvement or further development; such as application reporting, enhancements or outright changes in software. Followed by implementation and either providing the necessary training in house or coordinating training via a third party.

The attached Appendix A details the County hardware and software that the IT department is responsible for.

2010 Accomplishments

- Continued moving Servers requiring hardware upgrades to Virtual Machines (VM), and consolidated on new hardware/Virtual Machine Ware (VMWare) infrastructure
- Blackberry Enterprise Server upgrade. Blackberry device upgrades
- Symantec antivirus server upgrade. Workstation antivirus version upgrade
- Co-ordinated and implemented all required technology (phones, networking etc) for EMS, and Economic Development/Tourism move to 600 William
- Photocopier RFP. Including rollout with new print server, centralizing management. Total savings of \$80,000 per year.
- Workstation upgrades
- Provincial Offenses Terminal Emulation software upgrade

- CAMS-DB/Server for POA and other County Collections
- New Blade server and drives added to VMware infrastructure for further expansion
- Virtual Machines software upgrades
- Accessibility upgrades to Tourism website
- Added Survey module to Corporate website
- Tourism Website homepage update. Addition of Video and Photo Galleries, Facebook and Twitter
- Continued computer education and training
- Helpdesk implementation with centralized issue admin and ticket tracking capability
- Social Services Hub improvements and additional technology set up for Colborne Hub
- Firewall update and external IP address changes

Challenges

Staff Training and Development

- ▶ During both the recent Corporate Services Reviews, it has been highlighted that County staff, although currently completing tasks in a timely manner, need further and ongoing education in the computer programs and processes that are now in place. The County has a state of the art financial package, Great Plains, however, due to the lack of IT resources, staff have been unable to take full advantage of the many time saving features and reports that are generated by this financial package. Many staff require updating and training in other software programs such as Excel Spreadsheets, Word, Presentations, etc. Currently IT staff have been working very hard to ensure that Finance staff have the proper training in for the new PSAB accounting practices. A new General Ledger coding system has been put in place and IT has provided a test site on a server for staff to train on. This has kept our IT staff very busy as they deal with ongoing maintenance issues of all the other County departments at the same time. An ongoing education and training program is on the wish list for the IT staff.

IT Strategic Planning

- ▶ Over the 2011 year, the IT department would like to update the IT Operational Plan and begin gathering research materials to develop a 3-5 year IT Strategic Plan. IT staff want to contact other County IT Departments regarding their Strategic Plans to

see what they have done and look at various best practice models in formulating a strategy for the County of Northumberland.

2011 Objectives

- ▶ **Computer education & training for all County staff**
- ▶ **Workstation upgrades**
- ▶ **Centralized switch management solution**
- ▶ **EMS barcode scanning and asset tracking**
- ▶ **EMS Electronic charting upgrade**
- ▶ **Improved email archiving system**
- ▶ **Research for Strategic Plan**
- ▶ **Work with finance to introduce electronic Purchase Order system**
- ▶ **TAB FusionRMS Records management system implementation**
- ▶ **Improved network connection for remote sites (MRF, Morganston, landfills)**
- ▶ **Disaster Recovery installation for EOC phone system**
- ▶ **Identify Critical Services requiring minimal recovery time in the event of disaster and determine best method for restoration of service**
- ▶ **Update private section of website with updated forms, Sharepoint version and employee access**

Appendix A County Hardware & Software

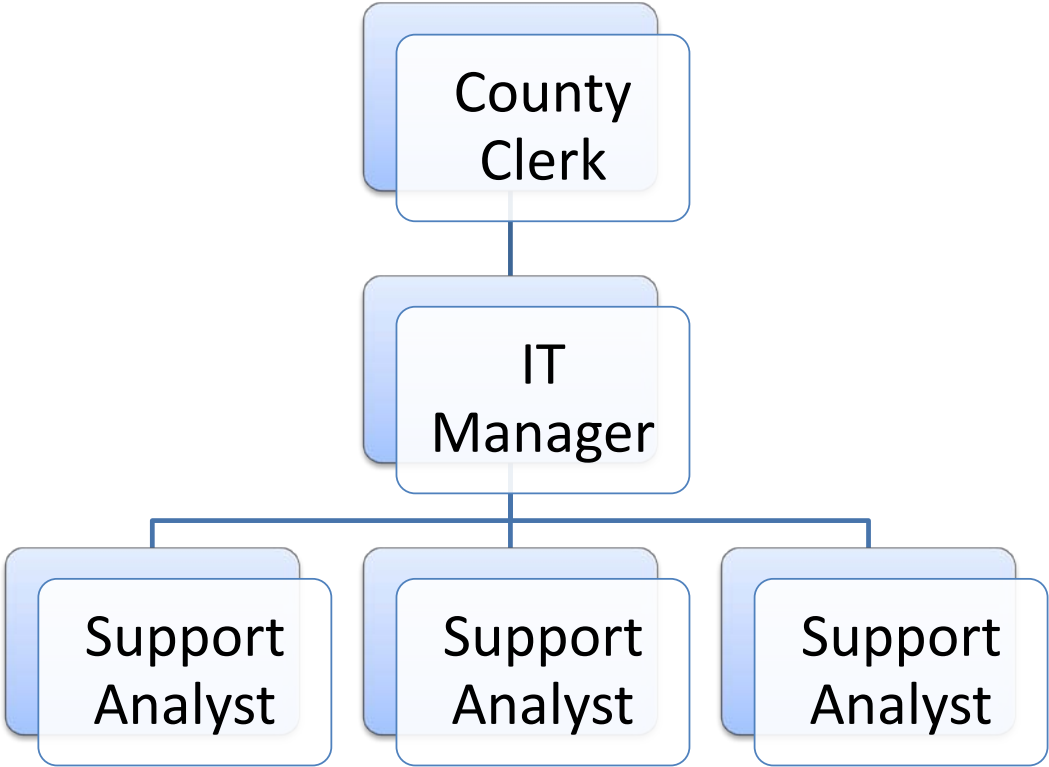
Server	Model	Role	Installed Software/Role	Replacement Date
North-Management	ProLiant DL380	Management For Blade and SAN	Command View/System Insight Manager	2012
Storage Area Network	EVA4400	File Storage and host for VMWare connected servers	N/A	2012
Blade Enclosure	c3000	Enclosure for Blade servers, provides power, cooling and backplane	N/A	2012
Blade1	HP BL460c	VMWare host server 1	VMWare	2012
Blade2	HP BL460c	VMWare host server 2	VMWare	2012
Blade3	HP BL460c	VMWare host server 3	VMWare	2012
Blade4	HP BL460C	VMWare host server 4	VMWare	2013
NORTHDC1	PowerEdge 1950	Domain Controller	Schema master	2011
			Domain Naming Master	
			PDC emulator	
			Global Catalogue	
			DNS	
			WINS	
			DHCP	
NORTHDC2	PowerEdge 1950	Domain Controller	RID	2011
			Infrastructure master	
			DNS	
			WINS	
			Global Catalogue	
North-CAMS	VM	Provincial Offences SQL server	Management of all Provincial Offences Court administration and collections.	Virtual Machine
Northemsdata	PowerEdge 2950	EMS SQL SERVER	Zoll data systems dispatch billing and fielddata workstation	2011
Northemsweb	PowerEdge 2950	EMS IIS SERVER	Located in DMZ for synchronizing of medic forms to EMS SQL Server	2011
NorthGP	PowerEdge 2900	Great Plains SQL 2005	Great Plains 10 and FRX	2012
Northumberland8	VM	SQL Server	Yardi Database, Geotab Database, ChildCare Database, GPL Time manager	Virtual Machine
NORTHPOA	PowerEdge 2850	POA HIS Server	HIS 2000	2011

NORTHGEOWARE	PowerEdge 2850	Geoware 4.0 Server	Geoware 4.0	2012
NORTHEMSFAX	VM	EMS FAX Server	FAX SERVER	Virtual Machine
NORTHBES	VM	BES Server	BES	Virtual Machine
555 BCM 400	BCM 400	Main office phone system	N/A	N/A
GPL BCM 400	BCM 400	GPL phone system	N/A	N/A
POA BCM 50	BCM 50	POA phone system	N/A	N/A
NorthGIS	VM	Temporary storage of Northumberland GIS data	Currently only a data store	Virtual Machine
NorthCCWeb	VM	DMZ based web server for Child Care Center	IIS	Virtual Machine
North Email-Archive	VM	Emailing archiving system	Outlook	Virtual Machine
NorthFS	VM	File Storage	Data store only	Virtual Machine
North-Print	VM	Print Server	Print Drivers	Virtual Machine
North-SAV	VM	Symantec Antivirus Management Station	Symantec Control Center	Virtual Machine
North-TS	VM	Terminal Server	Terminal Server/Shared Apps	Virtual Machine
North VC	VM	VMWare Control Center	VMWare	Virtual Machine
NorthWeb	VM	ChildCare IIS Server	OCCMS Childcare	Virtual Machine
test-server1	VM	Great Plains Test Server	Great Plains 10 and FRX	Virtual Machine
Switch	Powerconnect 6224	24 Port Switch	N/A	2011
Switch	Powerconnect 6248	48 port switch	N/A	2011
Switch	Powerconnect 6248	48 port switch	N/A	2012
Switch	Powerconnect 6248	48 port switch	N/A	2012
Switch	Powerconnect 6248	48 port switch	N/A	2012
Switch	Powerconnect 6248	48 port switch	N/A	2012
Switch	Powerconnect 6248P	48 port switch	N/A	2013
Switch	Powerconnect 6248P	48 Port Switch	N/A	2013
Switch	Powerconnect 6248	48 Port Switch	N/A	2013
Server Room UPS	POWERWARE 9355	Server Room UPS	N/A	N/A
Server Room Monitor	AKCP sensorProbe8	Monitors Systems in Server Room	N/A	2011

Firewall	Nokia IP390	Firewall	Appliance	2010
Digital KVM	Dell 2161 DS2	Digital KVM	N/A	2011
Reporting Appliance	FortiAnalyzer 100C	Log collecting and reporting appliance	N/A	2013
Intrusion Prevention System	FortiGate 200A	Intrusion Prevention/Antivirus/Webfilter	N/A	2012

APPENDIX B

Organizational Chart





2011 County Forest Business Plan

Purpose

The purpose of this report is to provide information regarding the Northumberland County Forest Budget. For 2011 it is proposed that the Forest Budget remain at its 2010 level..

Service Description

The County of Northumberland is responsible for the management of a collection of forested properties totaling 5,424 acres located on the Oak Ridges Moraine, designated as a Natural Core Area under the Oak Ridges Moraine Conservation Plan (ORMCP). In 2010 the County initiated the first of four phases to protect the Forest's ecological integrity and to improve the County Forest Trail systems in order to provide quality recreational experiences for the wide variety of trail users (snowmobiling, ATV riding, off road motorcycles, cross country skiing, hiking, snowshoeing, horseback riding, dog walking, dog sledding, orienteering, mountain biking etc). Trail improvements in 2010 included designating trails by compatible user types, extensive signage installation and upgrading, establishing parking areas with trail information, new educational materials (online and on site at trail entrances), volunteer involvement and a media campaign to advise of the changes to trail use. Logging operations also returned to the Forest in 2010; these operations are conducted to ensure the long term sustainability of the Forest's ecosystems by selective logging to allow regeneration of natural species while providing some revenues to minimize the cost of operations on our taxpayers.

The Forest Master Plan will be presented to County Council in 2011 and will include components such as environmental monitoring, 5 year to 20 year timber harvest operations, conservation objectives, emergency and fire response and educational opportunities.

Environmental Protection and Monitoring

The County has committed to annual monitoring efforts to ensure that permitted uses are not causing harmful or adverse effects on the integrity of the Forest's ecosystems. Monitoring frameworks are being developed for birds, plant and tree health and erosion

on recreational trails. The execution of environmental monitoring entails consulting fees, working with volunteers and staff training. The County has been working with Sir Sandford Fleming College and the Rice Lake Plains Joint Initiative on research projects to establish monitoring protocols as well as monitoring plots (locations).

Costs associated with environmental monitoring include some consultant fees to review or develop monitoring protocols and the purchase of materials required to establish monitoring locations (e.g. rebar, measuring tapes, GPS units for data collection). There are no budget increases required for this item.

Timber Harvest Operations

Currently, the County does not have internal expertise for tree marking and harvest supervision and will need to continue to outsource this service. The hiring of a consultant to mark trees and supervise harvest operations has been a regular budgetary item for the last several years and is not scheduled for any increases. Competitive rates were reviewed in 2008 and a new consultant was hired to administer these operations. The consultant works closely with County staff to ensure harvest operations are consistent with the Forest's management goals, as well as working cooperatively with recreational groups to coordinate harvest operations with trail use. The revenues generated from these operations are returned to the Forest Operational Budget to reduce the impact on the County levy. In 2010 the revenues totaled \$88,161.00 with a cost of \$ 10,767.59 for tree marking, harvest supervision and a five year harvest plan.

Recreational Opportunity

Over the next two to three years the County will continue to develop the trail system to improve trail signage, establish trail heads and implement access controls and enforcement. This project commenced in 2010 with the installation of 26 access controls, the design and purchase of numerous trail signs (and their installation) and the purchase of a trail head design. Subsequent progress, over the next two to three years, will include the construction of three trail heads and ongoing access controls and signage.

Once the initial changes to the Forest Trails are complete much of the work will be related to maintenance and repair of infrastructure. In 2010 the County entered into agreements with the three motorized user groups (ATV, snowmobile and off road-motorcycle), who are responsible for maintaining an acceptable trail standard, conducting sign inspections and performing peer education on the motorized trails in the Forest. To assist with the non motorized trails, a group of volunteers is being established through initiatives such as County hosted volunteer training workshops. This group of volunteers will assist with trail inspection, signage installation and/or replacement, trail watch programs, natural heritage programs and environmental monitoring. Costs associated with this service component include onetime costs and ongoing costs. Onetime costs are capital trail infrastructure related, such as trail heads,

trail closures and access controls. Ongoing costs relate to the maintenance of the trails and the work of the user groups and volunteers, such as surface grading, signage replacement costs, trail tools (e.g. shovels, hammers, hand saws) and support for volunteer workshops and work days (e.g. staff time, specialty tools such as compass or GPS unit and personal protective equipment).

Hunting

In February 2010 the permitted hunting activities allowed in the Forest was amended by County Council resolution 59:02:10 from all game and all seasons throughout the Forest to the pursuit of white tailed deer east of County Road 45 only. This provides a year round no hunting zone and maintains 2/3 of the property for the deer hunt. The implementation of this resolution is largely captured under the implementation of changes to trail use with regards to signage and information (via trail heads) at the Forest. A critical component of ensuring the successful implementation of the changes to permitted Hunting in the Forest is a public education campaign; this will be accomplished through the ongoing use of paid advertisements in local radio stations and newspapers as well as other available sources such as outdoor magazines and/or through the Ontario Federation of Anglers and Hunters.

Costs to administer public education and outreach are accounted for in the advertising portion of the County Forest Budget and no increases are scheduled for the 2011 operating year.

Educational Opportunities

The County forest offers a myriad of learning opportunities for the public and the school system. A Trent University student has completed a thesis on the educational opportunity of the County Forest, under the supervision of Dr. John Marsh, which will be incorporated into the Forest Master Plan. The group of newly established volunteers has a keen interest in participating in natural heritage education programs within the Forest. Many other County Forests in Southern Ontario have recently secured funds to build new forest centers. Such a facility greatly assists with the administering, education and enforcement presence and natural heritage opportunities. Staff will be assessing the feasibility of a small center as part of the Forest Master Plan as a future project. Over the next few years however, costs to offer such programs are minimal and budgeted under the existing Forest Operating Budget.

Fire and Emergency Response

The County has completed a comprehensive Forest Fire Management Plan and accompanying Fire Risk Assessment Plan (specific to the County Forest). These documents have been provided to the Hamilton and Alwick Haldimand Fire Departments and the County Fire Coordinator. An operational response plan is currently being developed in partnership with these two Fire departments, the County Fire Coordinator and the County's Health and Safety Coordinator to ensure that proper

training and knowledge is provided for forest fire response and other wild land fires in Northumberland County. A comprehensive 911 signage system is also going to be established as part of the four phase trail improvement plan to ensure that emergency responders can easily and quickly locate lost or injured people. This task will require outsourcing consultants and training for command levels and fire fighting which is scheduled under the existing Forest Operating Budget. The purchase of a joint use utility vehicle has been a great step forward to address the emergency rescue and fire needs for the Forest.

Tree Conservation By-Law

A tree conservation by-law was established in Northumberland County in 2001 and updated in 2009. The purpose of this by-law is to promote good forestry practices and the maintenance of woodlots in Northumberland County as to provide a sustainable forest cover in the County. This service is contracted out and accounted for under the existing Forest Operations Budget.

Environmental Scan

Environmental Protection

The County Forest is a large, contiguous forested tract of land surrounded by fragmented lands of urban development and agriculture. As such a large natural area, on the Oak Ridges Moraine, the Forest provides many regionally significant ecological functions including acting as a recharge area and major watershed divide between the Trent Severn waterway and Lake Ontario, connecting major wildlife corridors from the Canadian Shield to Lake Ontario and providing refuge for migratory species. There are many species at risk occurrences on the property itself as well as globally rare ecosystems including Black Oak Savannahs and tall grass prairie species. The County works in partnership with the Rice Lake Plains Joint Initiative to identify, protect, enhance, restore and monitor the unique ecosystems in the Forest and across Northumberland County.

Legislation

The Northumberland County Forest is almost entirely situated on the Oak Ridges Moraine and classified as Natural Core Area under the *Oak Ridges Moraine Conservation Act 2001* and Oak Ridges Moraine Conservation Plan. This requires the County to ensure that permitted activities are low impact and that diligent monitoring be adopted to ensure impacts can be evaluated in order for management to be adjusted accordingly. This legislation also requires that an Oak Ridges Trail be provided as a non motorized link across the Moraine; an Oak Ridges Trail through the Forest has been designated and a Grand Opening was held on July 29, 2010.

Other applicable (environmental) legislation includes the *Species at Risk Act*, The Greenbelt Plan and the *Endangered Species Act 2007*. These legislative documents

provide regulations for the protection of species, their habitat and other significant ecosystems.

The County Forest is also subject to the *Off Road Vehicles Act 1990*, the *Motorized Snow Vehicles Act 1990* and the *Trespass to Property Act*. These legislative documents provide regulations which assist the County in ensuring the Forest policies are clear, understandable and enforceable. They also direct the OPP to lay provincial charges when violations occur.

Recreational Trends

Recreational demand for large natural spaces has been increasing over the last several years due to the increase of sales in off road vehicles, the promotion of the outdoors for healthy living and growth in the tourism sector. People who use the County Forest typically spend 3 hours using trails, including motorized and non-motorized recreation, and the majority of these users are residents of Northumberland County. Other natural areas in more dense population centers appear to be increasing the restrictiveness of permitted activities (e.g. fee systems, restricted motorized access), creating an increased demand on properties with fewer restrictions. As the County Forest is located in close proximity to areas of high population density and currently has fewer restrictions than similar properties in this area, it is expected that pressures for recreational opportunity will continue to increase on the County Forest.

Funding

While some specialized funding and grants are available the costs of operation are derived from the revenues generated through the harvest operations and the levy contribution. Staff expects that non motorized user fees may have to be implemented in the near future and will be assessing this need once the trail infrastructure work is complete. Once the Master Plan is adopted by County Council project specific funding will be sought out from various organizations such as the Nature Conservancy of Canada, Provincial and National Trails Councils and several specialized MNR funding grants (e.g. Species at Risk funding).

Prior Year Accomplishments

- County Council approval of the County Forest Trails Network Study
- County Council approval of the recommendation on permitted hunting activities
- Awarded the 2010 Moraine Hero Award for Municipal Leadership for the County Forest
- Grand Opening of the Oak Ridges Trail in the County Forest
- A Volunteer Workshop establishing some 30 new volunteers for the Forest

- Installation of 26 access controls (gates and concrete blocks)
- Signing three Memorandums of Understanding with the three motorized clubs in the Forest
- Conducted another “credit for product” project with Sir Sandford Fleming College on volunteer protocols for post burn vegetation monitoring
- Partnered with Sir Sandford Fleming College to bring in student work crews for 6 days
- Installed signage along the off road vehicle route with the ATV and Snowmobile club
- Installed signage along the designated trails stating permitted and prohibited activities as well as trail markers
- Initiated a public education campaign on local radio and newspapers
- Hosted the 2010 “Community Foresters of Southern Ontario” Annual General Meeting
- Hosted a “Timber Harvest 101” Work Shop to educate the public on forestry operations
- Established a Trails Advisory Committee
- Completed a County Forest Sign Manual
- Received funding from the Ministry of Health Promotion for a “Forest Steward” summer student position
- Hosted the third annual Forest Advisory Committee Hike in the County Forest
- Purchased a John Deere XUV for joint use between the County Forest Department and the Alnwick Haldimand Fire Rescue-Centreton Station
- Supplied wild land fire training to Alnwick Haldimand Fire Rescue
- Pursued ongoing certifications such as the Forestry Pesticide License and Municipal By-law Enforcement Officer refresher course
- Updated and revised content and messaging of County Forest website to reflect changes to management and trail networks

2011 Service Objectives and Related Work Initiatives

Protect the ecological features and functions of the Northumberland County Forest

- Work with volunteers to monitor environmental conditions such as trail erosion, post prescribed burn vegetation and bird populations.
- Conduct seasonal floral surveys in partnership with the Ministry of Natural Resources, the Rice Lake Plains Joint Initiative, Forest Volunteers and other special interest groups.
- Develop and manage a database with this information from which future impacts of trail use and forest management can be evaluated against.
- Using the data from the Ecological Sensitivities Atlas, develop guidelines for the protection of unique ecosystems and restoration or conservation initiatives which will enhance those habitats (e.g. sand barrens, species at risk habitat, unique woodlands).
- Perform annual reviews of conservation programs and identify any recommendations for modification (if necessary) to Council.

Provide opportunity for recreation, where compatible with protecting ecological features and functions of the Forest, to address safety and liability issues of trail use

- Continue to implement the County Forest Trail Network Study by installing signage, access controls and education of Forest users.
- Monitor and track problem areas, work with the O.P.P. and trail user groups to resolve renegade behaviours.
- Establish three recognized trail heads (entry points) for recreational users with clear, understandable and enforceable rules and recognizable designated use areas.
- Implement 911 signage for enhanced emergency response and clearly define property boundaries.
- Continue to consult with trail user groups via sub-committee to address trail issues.
- Maintain an inventory of signs and gates/barriers and their annual condition.
- Provide an annual report on recreational management to Council.

Forest Stewardship

- Develop public awareness strategy to increase public awareness on the ecological sensitivity and significance of the Forest and to promote responsible recreational use.
- Develop programs for natural heritage interpretation to engage the community in learning about the Forest's unique ecosystems, flora and fauna.
- Engage Forest Volunteers in a "Trail Watch" program to provide greater presence and monitoring of activities in the Forest.

Sustainable Forest Management

- Implement sustainable forest management practices (with regards to harvest) by reinvesting harvest revenues into the maintenance and management of the Forest.
- Conduct harvest operations by adhering to the Ministry of Natural Resources' "A Silvicultural Guide to Managing Southern Ontario Forests" and following the criteria of the Forest Stewardship Council to ensure sustainable practices are utilized.
- Develop forest fire fighting training to improve municipal fire departments' ability and understanding in responding to forest fires in the County Forest.

- Develop operational fire response plan to support municipal fire response to County Forest fires and other wild and fires in Northumberland County.
- Offer public education workshops on the timber and fire management of the Forest.

2011 Forecast and Strategic Priorities

- To ensure the ongoing ecological integrity of the NCF through monitoring and adaptive recreational management
- To reduce liability and risk by providing sustainable recreational opportunities for Northumberland County residents and visitors and by improving emergency access and ability to respond
- To continue to expand upon public education and awareness of the ecological significance of the NCF (nature interpretation, environmental surveys)
- To continue to work with public stakeholders, the Forest Advisory Committee and the Trails Advisory Committee in addressing management and/or recreational concerns
- Assess forest fire response infrastructure in the County Forest with municipal fire departments and develop a plan to improve logistics of forest fire fighting strategies and equipment

Five to Ten Year Strategic Objectives

- Monitor Forest conditions to foster adaptive management
- Restore and/or enhance rare habitat and ecological conditions for rare, vulnerable, threatened and endangered species
- Complete a natural heritage assessment on the County Forest to update the 1995/96 Lower Trent Conservation Authority Natural Areas Study
- Provide outdoor programs for youth, adults and tourists and provide opportunities for eco-tourism
- Continue ongoing multi agency partnerships and support in County wide conservation initiatives
- Continue sustainable harvest operations primarily for forest health and secondly for forest revenue
- Host a mock emergency response exercise in the Forest involving EMS, OPP, Fire and the Northumberland County Community Control Group

Budget Synopsis

2010 Budget: \$348, 230.00

2010 Projected Year End: \$416, 565.00

Variation in 2010 Budget:

- Re-allocation of Tree Enforcement Bylaw Officer costs from Corporate to Forest
- Advertising costs higher than anticipated

FINANCIAL FORECAST (External Services)

		2011	2012	2013	2014
1	Timber Harvest Revenues	<\$75,000>	<\$75,000>	<\$75,000>	<\$75,000>
2	Contracted Services:				
	A) Snow Removal	\$3,000	\$4,500	\$4,500	\$4,500
	B) Portable Sanitation	\$2,000	\$2,000	\$2,000	\$2,000
	C) Timber Harvest Supervision	\$18,000	\$18,000	\$18,000	\$18,000
	D) Prescribed Burns	\$9,000	\$9,000	\$9,000	\$9,000
	E) Weed Control	\$2,000	\$2,500	\$2,500	\$2,500
3	Capital				
	A) Fencing	\$2,000	\$2,000	\$2,000	\$2,000
	B) Access Control	\$13,800	\$14,050	\$15,000	\$20,800
	C) Trail Heads	\$20,000	\$20,000	\$18,000	0
	D) Other trail development	\$3,000	\$3,000	\$6,400	\$20,800
4	Trail Improvement Consultant	\$17,200	\$17,200	\$17,200	\$17,320
5	Other:				
	A) Tree bylaw Officer	\$47,000	\$48,175	\$49,379	\$50,613
	B) Policing	\$24,000	\$24,600	\$25,215	\$25,845
	C) Consultants	\$23,000	\$23,575	\$24,164	\$24,768
	D) Legal Fees	\$18,000	\$18,450	\$18,911	\$19,384
	TOTAL	202, 000	207,050	212,226	217,531
	Vehicle	0	\$35,000	0	0
			242,050		



2011 Business Plan & Budget

Records Management

Service Mission Statement

Our commitment is to ensure that all departments follow a consistent format; that all County records are stored in a secure and economical manner and that records destruction is undertaken in a timely manner in accordance with the approved County Records retention by-law.

General Service Description

As a requirement of the *Municipal Freedom of Information and Protection of Privacy Act* and the Ontario Municipal Act the County must retain and preserve the records of the municipality in a secure and accessible manner including bylaws, minutes, records and financial information. The creation and maintenance of accurate and complete records is necessary to meet the needs and protect the interest of the County Council, the staff and the public affected by its actions and decisions. The main objectives of the record management system are:-

- To capture complete, accurate and reliable information needed for quality decision-making and service delivery;
- To facilitate the identification, storage and retrieval of relevant information;
- To allow authorized access on one hand and the protection of confidential information and client privacy on the other;
- To comply with legal, evidential and accountability requirements;
- To support regulated records disposal involving destruction of information no longer needed and the survival of information of continuing value;
- To provide the means of accounting for the County's activities and service

delivery to County Council and the public affected by its actions and decisions.

The current records management system at the County of Northumberland follows the guidelines as set out by The Ontario Municipal Records Management System (TOMRMS). Under the current arrangement, County staff are responsible for establishing files under these guidelines and storing these files within their individual departments and offices. The Ontario Municipal Records Management System (TOMRMS) system also has retention guidelines and these are also adhered to by County staff. Records that are required to be stored permanently or for extended periods of time are stored off site by Iron Mountain, a company that specializes in the warehousing of documentation. Iron Mountain was introduced in an effort to minimize the filing storage space required in the new Headquarters building.

2010 Accomplishments

- Updated alphabetical TOMRMS list from 2006 version to 2009 version both alphabetical by code and alphabetical by description
- Reviewed “updated file listing” on Access used by Transportation and Waste with the now updated listing of TOMRMS
- Sent signed digitization agreement to Archivist – Ciara Ward to allow County documents held by them to be accessed and copied by various groups – ie: the Genealogical Society
- Inventory and box up minutes of Council hard copies – four boxes 1842-1973
- Met with Ready Print re binding minutes of Council, currently stored in three ring binders from 1984 to date, as well as binding the current by-laws in the same manner.
- Sorted and recorded minutes of Council by year from 1984 to 1999 in Clerks storeroom
- Pull committee minute binders, 1984 to 1999 for shredding – prepare listing of these documents, Diane Cane signed off on these records.
- Met with Ciara Ward the Archivist at the Cobourg and District Historical Society Archives – to see what County documents they are holding – they have the old by-laws 1845 – 1873. The actual minutes are in the Clerks storeroom

- Sorted and recorded minutes of Council – soft cover monthly editions from June 1916 to Nov 1981 – four boxes, destroyed duplicate copies – incomplete sets.
- Sorted and recorded two boxes of County Council Photo's from the period 1970-1980's
- Coordinated with staff and Ready Print, regarding the preparation of a 'sample copy' of the Council Minutes – and discussions of cost if Ready Print was provided with a clean copy, copied double sided on acid free paper, no staples and dividers.
- Double sided 1984 to 1986 minutes of Council for "test" book.
- Ongoing work involves the Social Services, Golden Plough, MRF, Cobourg and Morganston Depot files.
- Liaised with TAB Data File Corporation representatives and IT staff to install TAB Fusion software and scheduled upload of central file data to new software application.
- Coordinated input of Social Services file information in Excel to be uploaded to new software package. Implementation of bar code and scanning system for Social Services discussed with staff and TAB.

Challenges

Staff Training and Development

- ▶ Many staff will require training in the records management software program, i.e. TAB Fusion. Currently IT staff have been working hard to ensure that the software package is installed and ready for the uploading of all the current records management data. Once the upload has been successfully completed, training for staff will take place in the operation of the new system.

Strategic Planning

- ▶ Over the 2011 year, the Records Management Analyst would like complete the physical layout and implementation for the central filing storage at 555 Courthouse Road. Once completed, the Analyst will then incorporate the other service area records into the Records Management Central File System that are to be stored offsite over the next five year period, i.e. Golden Plough Lodge, EMS, MRF, etc. It is anticipated that the process will include staff training and on site re-organization of existing files and records.

2011 Objectives

- ▶ ***Education & training for all County staff***
- ▶ ***Workstation filing system software upgrades***
- ▶ ***Barcode scanning and asset tracking***
- ▶ ***Improved archiving system***
- ▶ ***TAB Fusion RMS Records management system implementation***
- ▶ ***Improved records management for remote sites (MRF, Morganston, landfills)***
- ▶ ***Complete strategic plan for the incorporation of off-site records for other service areas.***



ISSUE PAPER #1 – Allocate Funding within the 2011 Budget to establish a Reserve to offset replacement staff wages at the Golden Plough Lodge and Emergency Medical Services during the 2012 Emergency Exercise

Purpose

To establish a \$10,000 reserve to be used to offset the costing of supplying replacement staff at the Golden Plough Lodge and Emergency Medical Services during the training for and conducting of the 2012 Emergency Management Full Field Exercise.

Background

Long term care facilities face great challenges in evacuating their residents when faced with an emergency such as fire or power outage. The Golden Plough Lodge houses 151 residents. A significant percentage of them have mobility and cognitive awareness challenges. Further, the residents are housed on two levels which can pose great difficulties when the elevators do not function or cannot be used as in the case of a fire.

In 2010, the Owner and Administrator of a Retirement Home in Orillia, where fire killed four residents and several were critically injured, have been fined a total of \$81,250.

The Northumberland County Emergency Management Program Committee has identified the need to enhance the Emergency Plan for the Golden Plough Lodge. The County has partnered with the Town of Cobourg to implement a 3 year Emergency Exercise Plan focusing around an evacuation of the Golden Plough Lodge.

- Year 2010 will encompass a simulation cell / table top exercise.
- Year 2011 will encompass a functional Community Control Group notification and internal GPL evacuation.
- Year 2012 will encompass a full scale internal/external evacuation

The 2012 exercise will be a full scale field exercise in which County Staff, Cobourg Staff, and Partnering Agencies will conduct a near true to life evacuation of GPL residents and set up of an alternate emergency shelter. During the exercise, GPL and EMS staff time will be occupied to physically move people and equipment. Staff who participate in the exercise will not be available to conduct regular work duties. Daily business within the GPL and EMS Departments must continue. Supply staff will be required to cover the work shifts of staff attending training sessions for, and participating in, the exercise.

The existing Emergency Planning Budget covers the expense of material items and resources required for the preparation and conducting of the exercise. The existing budgets of the Emergency Planning Service, Golden Plough Lodge, and Emergency Medical Service do not cover supply staff wages for conducting corporate wide emergency exercises. Northumberland County will need to reserve funding within the 2011 Budget to assist with the costing of the 2012 exercise.

Financial Impact

A full field exercise involving Golden Plough Lodge and EMS staff will require extra staff being called in to enable the service areas to carry on with day-to-day business when the exercise is taking place. Staff are recommending that a Health & Safety / Emergency Planning Budget reserve be established in 2011 to assist with offsetting the cost GPL and EMS staffing replacement wages for the 2012 Golden Plough Lodge Full Field Emergency Exercise.

Recommendation

THAT County Council authorizes the establishment of an Emergency Exercise Reserve in the amount of \$10,000 within the 2011 budget to be used to offset the staffing costs for the 2012 Golden Plough Lodge Emergency Exercise.



ISSUE PAPER # 2 – Allocate main office and GPL phone system lease payment of \$21,000 to a reserve account for future phone system replacements.

Purpose

To establish a reserve phone system fund, for the eventual replacement of the phone systems at the Golden Plough Lodge and main office.

Background

The lease payments of the current systems were completed at the end of September 2010. The County had the option to purchase equipment in the amount equal to the lease payment until the end of December 2010. This buyout option was selected giving the County ownership of the equipment.

This equipment has a life expectancy of approximately 4 more years. In 4 years' time the estimated cost to purchase new equipment will be approximately \$80,000.

County staff wishes to establish a reserve within the 2011 IT budget using the funding room from the previous leasing arrangements to build a reserve to offset these replacement costs.

Financial Impact

The amount of \$21,000 set into reserve will not have an impact on the budget as it was previously designated to lease payments

Recommendation

That County Council authorizes staff to establish a communications equipment reserve of \$21,000 for future phone system purchases.

ISSUE PAPER #3 – Records Management Resources

1. Purpose:

To provide the necessary Records Management Program re-organization of the existing storage areas; installation of the central file system equipment and the completion of staff training for the TABfusion software program.

2. Background:

A crucial component of the Central File Records Management Program for the County of Northumberland has been the selection of the software program and the training for “train the trainer”.

In September 2010, the County purchased the appropriate software program, known as TAB Fusion, together with the necessary training for the Records Management Analyst to commence the implementation of the program across the County departments. The cost of this software program was approved as part of the 2010 County Budget. The completion of staff training on the new software program is to be completed in 2011 at a cost of \$5,000.

The second stage (2011) of the Central File Records Management Program will be the design, estimation work and the purchase of the necessary equipment to house the existing files that are required to be kept on site for each department as per the The Ontario Municipal Records Management System (TOMRMS) Retention Schedule, allowing for additional capacity for future needs. For the two major records file areas, Social Services and Transportation and Waste Management, it will almost certainly be necessary to adopt a rotating file system. The structural design of the County Headquarters did take into account the additional dead weight loading associated with these files.

3. Financial Implications

A preliminary estimate for the second stage has been received indicating that the completion of the re-organization of the storage areas and equipment would cost approximately \$70,000, which is based upon the number of existing files and records that require storage however, this figure does not factor in the use of any existing filing cabinets or equipment. As well, the final purge of records has not been completed. All efforts will be made to re-utilize existing cabinets where possible. The \$70,000 also includes the \$5,000 for the completion of the staff training on the new software program.

Commencing in 2011, annual savings from the service contracts that were negotiated in 2010 for photocopier leases, telephones, cell phones and office supply agreements, are being projected at approximately \$80,000 for Corporate Services departments and this amount will be used to offset the second stage of the Central File Records Management Program in 2011.

4. Recommendation

Staff are recommending to County Council that funding in the amount of \$70,000 be included in the Corporate Services budget to be made available for the second stage of the Records Management Program and the completion of staff training on the new software program. This cost will be offset by the projected annual Corporate Services savings of \$80,000 in 2011 that have been realized through service contracts including photocopier leases, telephones, cell phones and office supply agreements.

ISSUE PAPER #4 Municipal Bylaw Prosecutor

5. Purpose:

To provide the necessary part time prosecutor hours to prosecute charges laid under the member municipalities bylaws.

6. Background:

The member municipalities in the County of Northumberland are responsible for the prosecution of any charges laid under their individual municipal by-laws. Northumberland member municipalities endeavour to resolve by-law conflicts amicably which sometimes requires repeated meetings with members of the public to bring them into compliance after a Bylaw Enforcement Officer has notified them of an offence. Member municipalities are reluctant to lay charges as per their municipal by-laws when the cost and time involved in prosecuting the charges becomes prohibitive and the result is sometimes not worth the time spent on the process. Most municipalities are using the contracted services of law firms to prosecute these charges.

At the request of the Northumberland CAO's group, a meeting was organized by Christie Alexander, CAO for Cramahe Township, on September 8th, 2010, John and VanDuzer (POA prosecutor) and Diane Cane attended the meeting in Colborne with the municipal CAO's, CBO's and by-law enforcement officers to discuss the possibility of retaining a part time County prosecutor to prosecute all charges laid under the municipal bylaws on behalf of the seven municipalities. The consensus of the group was that it would be beneficial to have a part time prosecutor to prosecute any charges that may be laid under the member municipalities' by-laws. It was also agreed that additional information on current costs would be gathered and forwarded in a formal report to the municipal CAO's group outlining the groups support for moving forward.

The current POA Prosecutor, Mr. John VanDuzer, cannot add the municipal bylaw prosecution to his current workload. The new regulations that have come into place over the past 18 months have increased the daily administrative work substantially. Additionally, CAO Bill Pyatt and staff have had discussions about succession planning for Mr. VanDuzer whose current contract extension is for a 2 year period ending in 2013 and we would like to start planning for this.

7. Recommendation

Additional work needs to be carried out by the Northumberland CAO's Committee. A detailed business plan will be produced which will outline the anticipated costs and revenues and the net costs, if any, of the program. The report will also detail the required Municipal Council process to consider and possibly approve this change. It is recommended that a "placeholder" budget of \$25,000 be established in the County's 2011 Budget to cover any one-time start-up costs.

2011 Issue Paper 1

Corporate Communications Coordinator

Purpose

The purpose of this report is to provide a recommendation to add the contractual position of **Corporate Communication Coordinator** to the County's organizational chart.

Background

Corporate communication is a critical element in the success of any organization. Northumberland County provides essential services to its 81,000 constituents from transportation and waste, emergency medical and disaster support services, long-term care, community and social services supports as well as economic development and tourism coordination.

All of these functions are within the public domain and all of these functions require support to insure that the image and message being presented to constituents, elected officials, senior bureaucrats, potential investors and visitors, positions Northumberland as the best possible place to live, invest and visit.

With social media becoming an ever present and expanding feature of everyday life, it is essential to create an integrated corporate communication strategy and to implement it.

A Corporate Communication Coordinator would be responsible for:

- Developing and implementing an effective media coordination system and policies to ensure Corporate and Council media announcements/releases are planned and coordinated
- Coordinating corporate public relations activities and events
- Developing and implementing protocols to ensuring key messages and priorities are linked and supported in communication messages/media releases
- Developing and administering the **corporate Communications Plan** including all print, broadcast, and electronic publications

- Overseeing and supervising the graphic presentation and content management of the corporate website
- Researching and developing policies/protocols regarding electronic social networking mediums to communicate messages
- Assuming responsibility for corporate identity and **Northumberland brand management**
- Developing policies and standards and ensure implementation across the Corporation for all corporate identities
- Coordinating the dissemination of information through various media channels in a crisis incident response situation
- Issuing and managing key communications from County Council (Warden) and the CAO
- Participating in the development of corporate and/or departmental strategic plans, studies, special projects and committees
- Supporting corporate communication requirements of the seven member municipalities

In the absence of a focal point for these activities departments are left to their own devices to communicate corporate messages which can result in public misunderstanding and /or confusion amongst residents.

The position of Corporate Communication Coordinator would be an integral part of achieving the County's strategic objectives.

Financial Implications

It is anticipated that 2011 costs of the contractual position would amount to 9 months salary and benefits totaling \$57,600.

Recommendation

It is recommended County Council approve the contractual position of Corporate Communications Coordinator.