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Section A:

Introduction



On behalf of the staff at the Township of Zorra, I would like to welcome you to as a Councillor for the 2022-2026 term of Council. We look forward to working with you to make this a successful term and to continue the tradition of open and transparent governance, respectful Council/staff relations and strong fiscal management.

Zorra has 31 full time employees, 37 part-time and seasonal employees as well as 61 volunteer firefighters. These employees oversee two arenas/community centres, three fire stations, two public works shops (soon to be one shop), one outdoor swimming pool and over 475 km of roads. The net book value of all Township assets exceeds \$41 million dollars and is managed through an annual budget that in 2022 was approximately \$9.6 million dollars.

The municipal government landscape is constantly evolving and changing and Zorra has always prided itself on adapting and being on the forefront of change. This has been accomplished through strong Council leadership and dedicated staff that are able and willing to take on the varied challenges facing them. We look forward to next four years!

Don MacLeod,
Chief Administrative Officer

The information in this guide can help you meet your responsibility and the municipality's goals and objectives, satisfy provincial and federal requirements, and provide continued high-quality service to the residents of your community. This package includes legal documents (policies, regulations, by-laws, etc.) and general guidelines. The legal documents, and the provisions within, must be followed by Council members, whereas the general guidelines are more so rules of thumb. This document is not intended, nor should be construed, as legal advice.

For more information on municipal government roles and operations see the Ministry of Municipal Affairs Municipal Councillors Guide: <https://www.ontario.ca/document/ontario-municipal-councillors-guide>

Council Training Schedule



Township of Zorra's Brand

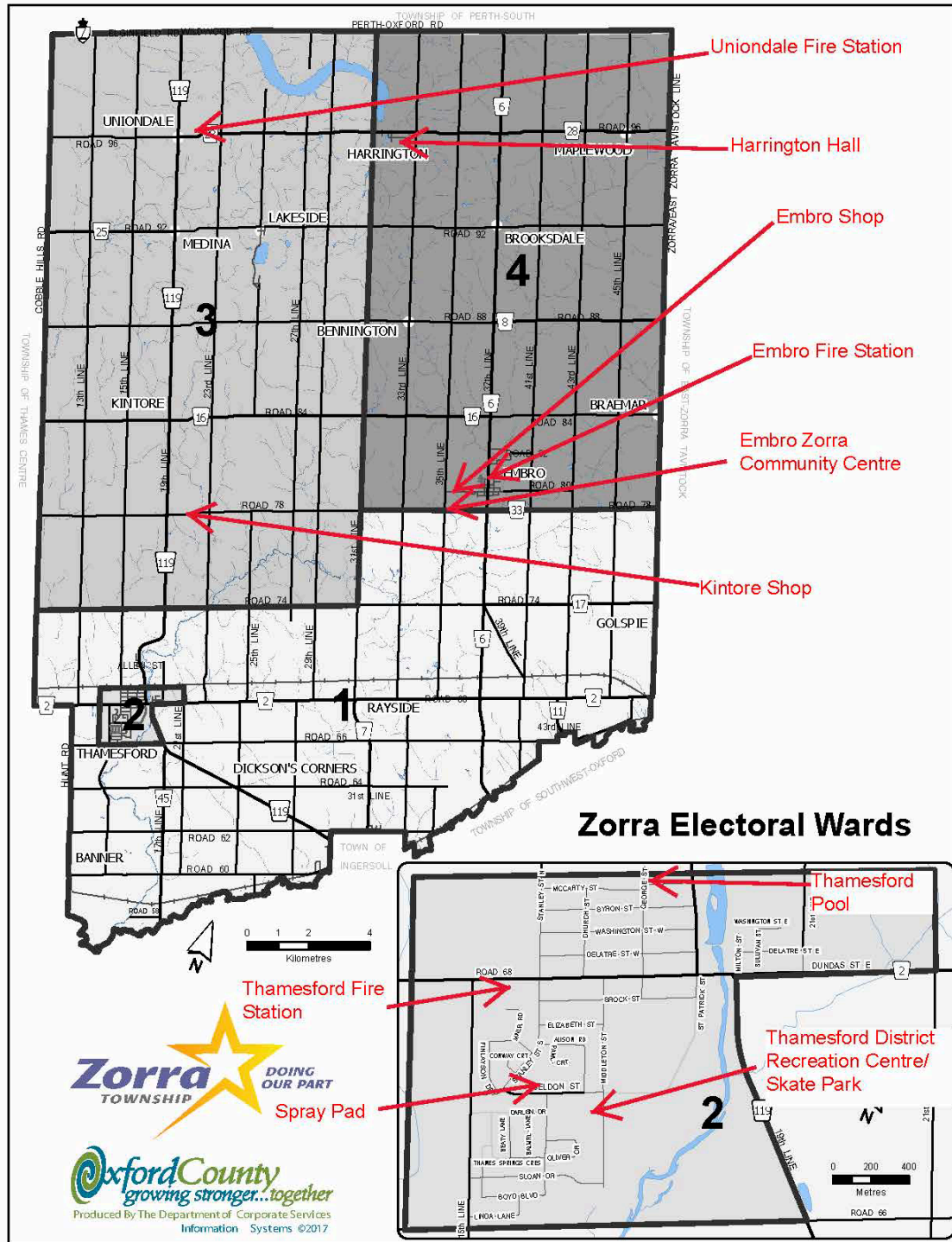


OUR BRAND

- We take great pride in our exceptional rural lifestyle in Zorra Township, made possible by our highly engaged community and government.
- Zorra Township's location allows residents and businesses to enjoy a small village atmosphere with abundant green space, easy and fast access to big city amenities and large consumer markets.
- Zorra is highly progressive, environmentally conscious, economically strong and prosperous.
- Our highly productive rural land provides a solid foundation for successful and varied agriculture and food production in Zorra Township.

We strive to make Zorra better by doing our part. In Zorra, we take great pride in maintaining our exceptional rural lifestyle, made possible by our highly engaged community and government. Our location allows residents and businesses to enjoy a small village atmosphere with abundant green space, easy and fast access to big city amenities and large consumer markets. Zorra is progressive, environmentally conscious, economically strong and prosperous. Our highly productive rural land provides a solid foundation for successful and varied agriculture and food production. In Zorra Township, we care.

Township of Zorra Ward Map



Ward 1 – Kevin Stewart

Ward 3 – Paul Mitchell

Ward 2 – Katie Grigg

Ward 4 – Crystal Finch

2018-2022 Council Achievements

Shortly after the 2018 Election, Council and Staff were asked to prepare a list of ideas, goals, objectives, projects, buildings, etc. they would like to see accomplished over the term of this Council. The ideas and thoughts were wide-ranging and provided valuable input on the collective vision from Council and Staff on the future of the Township. Members of the public were also asked for input on what they would like to see accomplished over the term of Council. In review of the goals and objectives, it became clear the Township Council was focused on long-term strategic planning. The discussion and debate that took place mimicked a typical strategic planning process without the formality or substantive public input. At that point, Council decided it was the appropriate time to consider enshrining a mission statement, vision and key principles and then refine specific goals to set the direction of the Township in its day to day operations. A set of specific strategic objections were then developed which underwent public consultation to provide assistance to Council in defining a mission statement, vision and key principles.

What started out as a goal setting exercise morphed into a community based strategic plan that established a vision, mission, values and goals for the Township of Zorra. The mission is for Zorra to be "A vibrant, prosperous, engaged and environmentally conscious community that evokes pride in residents for its accomplishments and continuing resilience as it forges the future".

For the remainder of this term, key initiatives and undertakings were tested against the Strategic Plan to ensure what was being proposed met the spirit and intent of the Plan.

Infrastructure Renewal

A vital element of maintaining and enhancing the community we live in is to ensure that critical infrastructure is not only maintained, but also improved. Zorra Township's book of assets includes, roads, bridges, storm sewers, arenas, fire stations, community centres and other public facilities. The net book value of all these Township assets is approximately \$60 million dollars.

In order to wisely manage these assets, Council and staff prepared a financial strategy to ensure that sufficient funds are allocated on an annual basis for capital spending. This multi-year capital forecasting allows for strategic planning on how funds are allocated for infrastructure renewal.

Zorra Maintenance Facility



Late in 2020, Council approved construction of the Zorra Maintenance Facility at a cost \$10 million. This facility will be carbon neutral, solar powered and heated and cooled using a geothermal HVAC system. In evaluating options for this building, Council reviewed 50-year life cycle costs and determined the most efficient option was go completely carbon neutral.

Embroid Splash Pad



What started out as a vision and a dream for a group of Embroid area residents two years ago, turned into reality in August of 2022 with the opening of the Embroid Splash Pad. Committee Chair, Crystal Finch and members, Alicia McCall-Vanginkle, Debbie Baker, Emily Moitoso (Vice Chair), Danika Lyons, Victoria Cybulski, Councillor Steve MacDonald and staff resource support, Matt Brown and Alycia Wettlaufer worked tirelessly to see this project come to fruition.

With the support of Council in the form of a \$75,000 contribution to the project, the Committee worked diligently to fundraise

and secure grants totalling \$280,000 to make this project a reality.

2019 Capital Budget Projects

Embroid Fire Station Cistern	\$171,000
Tanker Embroid Station	\$470,000
Recreation Building Upgrades	\$122,000
Recreation Machinery	\$180,000
Recreation Infrastructure	\$160,000
Public Works Vehicles	\$327,000
Public Works Road Construction	\$1,385,000
Public Works Bridges/Culverts	\$241,500

2020 Capital Budget Projects

Fire Equipment	\$110,000
Recreation Building Upgrades	\$201,000
Recreation Machinery	\$39,000
Recreation Infrastructure	\$331,000
Public Works Vehicles	\$420,000
Public Works Road Construction	\$2,505,000
Public Works Bridges/Culverts	\$485,000

2021 Capital Budget Projects

Fire Equipment	\$110,000
Pumper Uniondale Station	\$500,000
Recreation Building Upgrades	\$140,000
Recreation Machinery	\$156,000
Recreation Infrastructure	\$160,000
Public Works Vehicles	\$660,000
Public Works Road Construction	\$1,167,000
Public Works Bridges/Culverts	\$811,000

2022 Capital Budget Projects

Fire Equipment	\$110,000
Recreation Building Upgrades	\$202,000
Recreation Infrastructure	\$385,000
Public Works Vehicles	\$581,000
Public Works Road Construction	\$1,290,000
Public Works Bridges/Culverts	\$1,553,000

2023 and Beyond

- Strategic Plan
- Zorra Municipal and Child Care Centre
- Kingwood Subdivision Development
- Urban Storm Sewer Use Fee
- Thamesford District Recreation Centre site renewal
- Embroid Public Works Shop environmental cleanup and development



COUNCIL 2022-2024

Mayor Marcus Ryan

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Section B:

Zorra Government Basics

Zorra Government Basics

This section provides a brief overview of local government for the Township of Zorra. A more comprehensive review of general municipal government functions and operations can be found in the Ministry of Municipal Affairs' "Municipal Councillors Guide" (available online at <https://www.ontario.ca/document/ontario-municipal-councillors-guide>).

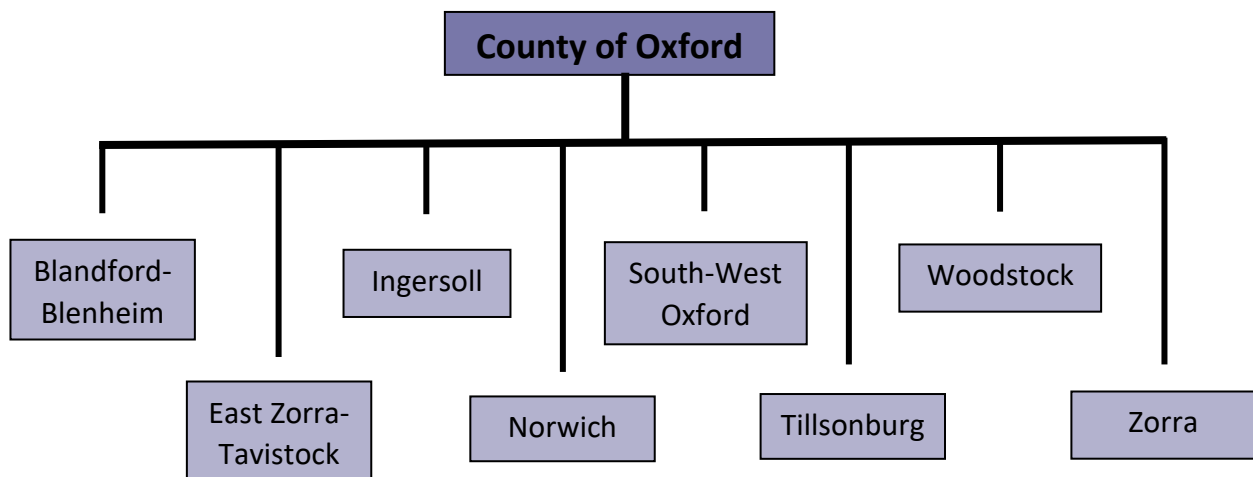
1. Council Composition and Term of Office

The composition of the Township of Zorra Council includes a Mayor and four (4) elected councillors. The Mayor serves on Council for both the County of Oxford and the Township of Zorra.

The term of office for the Mayor and councillors is 4 years. The current term of Council being November 15, 2022, to November 16, 2026.

2. Operating in a Two-Tier Municipal Structure

Ontario municipalities may be single-tier or two-tier. In two-tier government structures, the upper tier is either a county or a regional municipality and is formed by two or more area municipalities. The Township of Zorra operates in a two-tier county structure of government, whereby Zorra is an area municipality operating under the upper tier municipality of Oxford County.



Area municipalities are categorized as such when there is another level of municipal government (i.e., Oxford County) that is involved in providing services to residents. Some services are delivered by the upper tier municipality to the area municipalities. In many cases, services are assigned by legislation to upper tier or area municipalities either exclusively or non-exclusively. Responsibility can also be shared by both levels of local government.

As a citizen and a taxpayer, you have some idea of municipal functions. However, as a Councillor, you may need to deepen your knowledge of municipal functions and become familiar with the programs and services that your municipality does or does not provide.

Oxford County Service Examples	Zorra Township Service Examples
<ul style="list-style-type: none"> • Public health • Social services • Emergency medical services • Waste management and recycling • Water supply and wastewater treatment • Planning (developing and maintaining the Official Plan and Zoning By-law, providing pre-consultation and development review services for Planning Act applicants) 	<ul style="list-style-type: none"> • Local planning (minor variances) • Fire protection • Parks and recreation • Local tax collection • Vital statistics (deaths and marriages) • By-law enforcement • Township roads and bridges

3. Exercise of municipal powers

As a body of government, the Township of Zorra must comply with the laws under which governments act. The Township of Zorra may only exercise powers that are designated to the municipality through the relevant legislation (see below, “Guiding Legislation”).

According to the *Municipal Act*, 2001 (see below for more information on this Act), the powers of every municipality are required to be exercised by its council by by-law or resolution. Perhaps the biggest way you can make an impact on your municipality is through your council’s by-laws and resolutions. The policies established by council will shape the long-term health and well-being of your community for years to come.

Municipal by-law: a set of rules by which a municipality conducts its business. By-laws govern a variety of activities (e.g., Council meeting procedure, development charges, signs, trees, etc.).

Resolution: a record of decisions or wishes of council. Resolutions express the municipality’s position on various matters.

4. Guiding Legislation

Below is a short description of some significant Acts that guide the political and administrative operations of the Township of Zorra.

(a) **Municipal Act, 2001 S.O. 2001, Chapter 25**

The *Municipal Act* is a consolidated statute governing the extent of powers and duties, and internal organization and structure of municipalities in Ontario. The Act provides for the structure of local municipalities and counties and sets out their basic powers including the ability to regulate (e.g., licensing), provision of services, finances and roads.

Accordingly, the *Municipal Act* is a framework document for municipal government that the Township of Zorra must abide by.

The *Municipal Act* will be referenced repeatedly throughout this package, and it will govern your operations as a Council member. As such, you should familiarize yourself with this statute (available online here: <https://www.ontario.ca/laws/statute/01m25?search=municipal+act>).

(b) **Municipal Conflict of Interest Act, R.S.O. 1990, Chapter M.50**

The *Municipal Conflict of Interest Act*, which is Provincial Legislation, was enacted to prevent an individual from receiving financial benefit as a result of a decision made at a Council Meeting or Local Board Meeting. Members of Council are to make a decision on whether there will be any pecuniary interest (or financial interest) from any matter being discussed by Council. If so, a Member of Council should refrain from;

- **Discussing the matter;**
- **Voting on the matter; and**
- **Influencing any other member of Council in voting on the matter.**

The *Municipal Conflict of Interest Act* contains rules regulating a Councillor's participation in matters in which they have a direct or indirect pecuniary interest. Councillors who offend the *Municipal Conflict of Interest Act* may face significant consequences including the risk of losing their seat. See Section E for more information regarding pecuniary interests.

NOTE: A pecuniary interest is defined as an interest that expressly or unequivocally has an impact on a member's finances (either directly or indirectly) or property value. A member has an indirect pecuniary interest if it impacts the finances of a member's spouse, children, or parents.

EXAMPLE: Council has issued a Request for Proposal (RFP) for catering services for Council meeting lunches for the year. There are five (5) competing bids. Councillor B's son owns a catering business and has submitted a bid for the contract. At the Council meeting where the bids are being discussed, Councillor B declares a pecuniary interest for this item and removes himself from the discussion, debate, and vote on the item. Although this does not have a direct financial impact on Councillor B's finances, it does impact his son's finances and thus indirectly impacts Councillor B's finances.

Township Staff cannot provide advice to individual Members of Council as to whether they have a conflict with respect to a specific issue. The determination must be made by the member who may wish to seek outside legal counsel as necessary.

(c) Municipal Freedom of Information and Protection of Personal Privacy Act, R.S.O. 1990, Chapter M.56

The fundamental purpose of the *Municipal Freedom of Information and Protection of Personal Privacy Act* is accountability to the public. The intention of the Act is to create an open and accountable government by providing as much information as possible to the public, while ensuring that their personal privacy is protected.

In order to adhere to the provisions, put forth in the *Municipal Freedom of Information and Protection of Privacy Act*, the Township of Zorra has mechanisms in place to protect the privacy of an individual's personal information existing in government records, as well as provides individuals the right to request access to municipal government information (including most general records and records containing their own personal information).

(d) Municipal Elections Act, 1996 S.O. 1996, Chapter 32

The *Municipal Elections Act* sets out the rules that must be followed when conducting Municipal Elections. Provisions are set out in the Act with respect to who is eligible to run for office, who may vote in a municipal election, campaigning rules and requirements and the conduct of the election.

(e) Occupational Health and Safety Act

The *Occupational Health and Safety Act* sets out roles and responsibilities of workplaces with respect to workplace violence and workplace harassment, including developing and implementing policies and programs and providing information and instruction on these.

As such, Zorra has a number of policies in place to adhere to the provisions put forward in the Occupational Health and Safety Act, including, a **Harassment and Violence in the Workplace policy**.

Authority for important municipal activities can also be found in many other acts including the **Planning Act**, the **Building Code Act, 1992**, the **Fire Protection and Prevention Act, 1997**, and the **Emergency Management and Civil Protection Act**, which are all administered by the provincial government.

There are many more Acts that dictate the Township of Zorra's conduct. The list of Acts above is not exhaustive but was provided here as a starting point for your education in municipal statutes as all of these will affect the governance of the Township, as well as your own conduct as a Council member.

For more information on these acts, as well as any other acts that govern the Township of Zorra's conduct, please visit <https://www.ontario.ca/laws>.

5. Financial Role of Government

Municipal governments face a constant balancing act in delivering new and improved services and facilities to residents in a way that is fiscally sustainable. Pressures may come from servicing growing urban areas as well as from maintaining and replacing aging infrastructure. To meet or balance these demands, your municipality must manage its finances effectively.

The fundamentals of effective finance management include:

- An effective cash management and budgeting system;
- Effective capital financing policies;
- Regular financial reporting to Council; and
- Regular programs, services, and delivery reviews.

See Section H for more information on the fiscal context for municipal governments.

Section C:

Corporate Overview

Corporate Overview

The Township of Zorra is both a government (Township Council) and a corporation. The Corporation of the Township of Zorra must comply with the laws under which governments act, and with laws of a corporation and an employer in the Province of Ontario.

Councils and their administration have different roles within the municipality, but their roles have common goals and purposes. A key feature of effective and efficient Council is a well-developed understanding of Council-staff relations, more specifically the role of each party.

NOTE: It is the role of the elected Council to represent the community and set the direction and policy for the municipality, and it is the role of staff to manage people and resources to achieve Council's vision. Staff and Council rely on one another to move the municipality forward. Both are responsible for recognizing issues and working to resolve them.

1. Role of Staff

Section 227 of the *Municipal Act*, 2001 outlines the role of staff:

1. To implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions;
2. To undertake research and provide advice to Council on the policies and programs of the municipality; and
3. To carry out other duties required under this or any act and other duties assigned by the municipality."

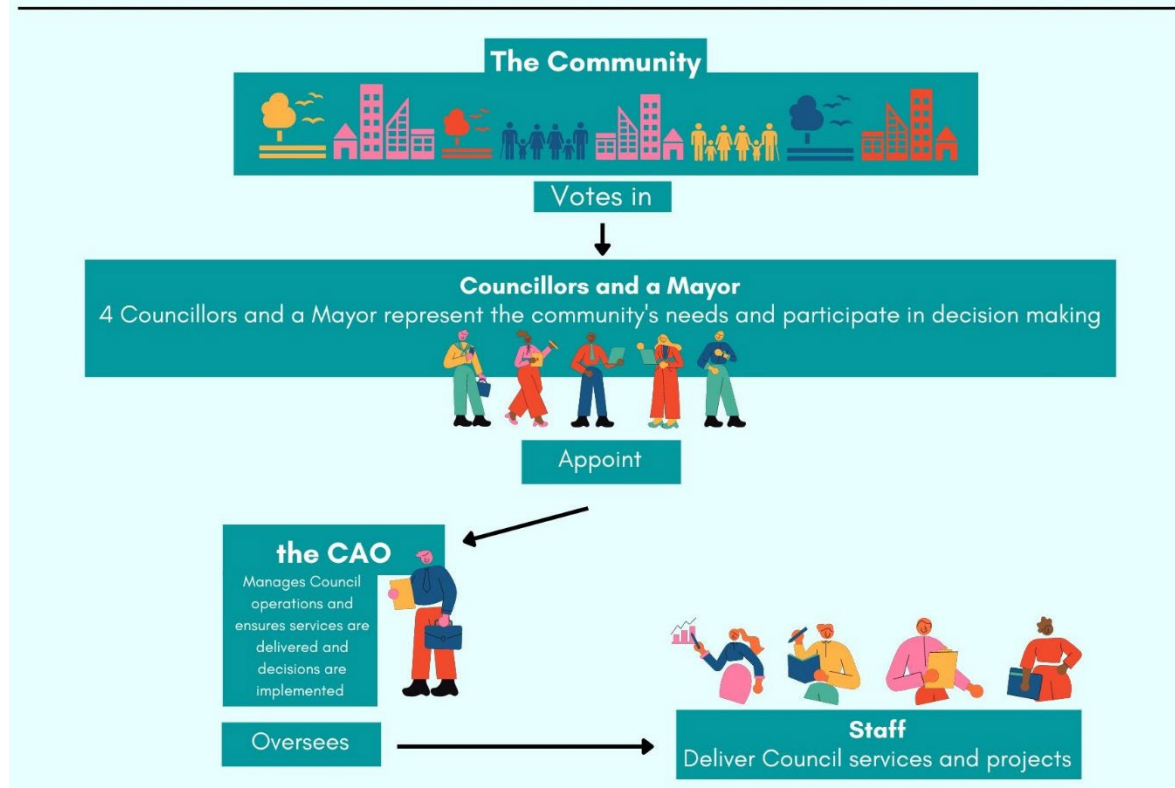
2. Political and Administrative Sides of Municipal Government

The structure of local government is divided into two primary roles: political (policy making) and administrative (day-to-day operations). The framework looks like this:

<u>Political</u>	<u>Administrative</u>
<u>Council</u> – policy makers	<u>Municipal Staff</u> – implement Council decisions
<u>Mayor</u> – chief executive officer (CEO)	<u>Manager</u> – chief administrative officer (CAO)

Governance is achieved by Council setting policies within its legislative authority that are then acted on by the administration (staff). The administration acts under the direction of the Chief Administrative Officer (CAO). Council speaks by resolution; the Administration's role is to carry out the policies established by resolution of Council.

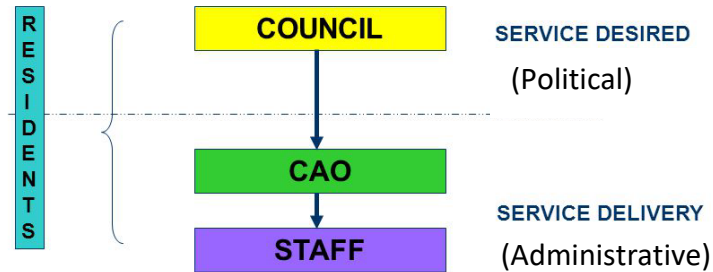
HOW DOES LOCAL GOVERNMENT WORK?



The CAO is the primary link between the administrative side and the political side of the Township of Zorra. The principle underlying the CAO model of municipal government is the separation of the policymaking function of government (by Council) from the administrative side (staff). The CAO provides their expert advice to Council for policymaking and ensures the proper implementation of council decisions by staff.

The policy and administration functions of government will never be completely separated, but it is helpful for councillors and staff to understand the different roles they have.

Relationship Model



2

EXAMPLE:

A community group brings a delegation to Council voicing their concern that there are not enough parks in the Township of Zorra. Council then must decide whether to act on the delegation. Say Council agrees that Zorra needs more parks, and they decide to direct staff to increase Zorra's parks by 3 structures in the next 5 years. This is an example of a **policymaking decision**. Council have set and directed a course of action regarding Zorra parks. Namely, that the Township has committed to 3 new play structures in the next 5 says.

Council also decides that the Township is only willing to spend \$100,000 on the three new playground structures. Again, this is a **policymaking decision**. Council has decided that the Township has committed to the 3 play structures provided that the cost is less than \$100,000.

Staff are then tasked with carrying out the work to complete these decisions. They have been directed to increase Zorra's play structures by 3 units with a timeline of 5 years. This may include analyzing park location options, procuring estimates for park structures, etc. These are examples of **administrative functions**. Council does not interfere with staff while they carryout the work directed to them by Council. The CAO oversees staff who are carrying out the work.

Once staff complete the estimates, they discover that it will cost approximately \$150,000 for 3 play structures. The policy direction from Council stated that the Township would pay \$100,000 for three structures. As such, staff then need another **policymaking decision** to be made by Council. What does Council want to do now that the cost estimates have come back? Does Council want to move forward with only 2 play structures; do they want to increase the budget to \$150,000; do they want to add the third play structure but complete the project in 10 years instead of 5 years? There are multiple avenues that Council could take, but they will need to decide how to direct staff on next steps regarding the play structure.

Once Council decides, staff will then carry out the necessary actions, such as tendering for the playground structures, signing contracts with the awarded company for the structures, and overseeing the project management for the playgrounds. The CAO will oversee staff as they complete the project.

Additionally, staff provide the research and expert advice to help Council in their decision-making process. Once Council decides, staff have the responsibility to implement the policy of Council, for example through administering and delivering services and programs to the community. Since the role of the Administration is to implement Council policies, the Administration is always accountable to Council for its actions.

EXAMPLE: Previously, the Township of Zorra had a dog licensing program in the Township. The purpose of dog licensing being to identify and re-unite lost dogs with their owners. Dog owners were required to register all dogs over the age of three months with the Township, pay a small fee, and obtain a dog tag for their dog.

In 2021, Township staff began researching and analyzing the dog licensing program at the Township. From their research, it became apparent that the dog licensing program was inefficient and unpopular with residents. The cost and resources needed to run the program were no longer commensurate with the benefits and value provided to the community/pet owners.

Township staff presented the results to Council. In turn, Council analyzed the results and relied on staff's expertise/advice regarding dog licensing. As a result, Council decided to disband the dog licensing program in Zorra and staff carried out the work to disband the program. This is an example where staff provided a recommendation to Council regarding a policy issue, Council then decided on the policy issue, and staff carried out the work to complete the policy decision.

3. Statutory Officers Role

The positions of Clerk, Treasurer, Chief Building Official and Fire Chief are required by legislation to fulfill certain duties which may not be superseded or affected by Administration or by Council direction or resolution.

The Clerk is a statutory officer of the Corporation and is assigned various duties by several Provincial statutes, including the *Municipal Act*, the *Planning Act*, the *Municipal Elections Act* and the *Vital Statistics Act*. These duties include things such as recording all resolutions, decisions, and other proceedings of the council, preparing for the election, and the registration of births, deaths, and marriages.

In accordance with the *Municipal Act*, the Treasurer is a statutory officer of the Corporation and is responsible for handling all the financial affairs of the municipality on behalf of and in the manner directed by the Council of the municipality. The duties of the Treasurer include paying all debts of the municipality and other expenditures authorized by the municipality, maintaining accurate records and accounts of the financial affairs of the municipality, and providing the council with such information with respect to the financial affairs of the municipality as it requires or requests.

The Chief Building Official is a statutory officer of the Corporation in accordance with Section 3.2 of the *Building Code Act*, for the enforcement of the Act. The duties they are responsible for include establishing operational policies for the enforcement of the *Building Code Act* and the building code within the applicable jurisdiction, coordination and overseeing the enforcement of the *Building Code Act* and the building code within the applicable jurisdiction and exercising powers and performing the other duties assigned to them under the *Building Code Act* and the building code.

The Fire Chief is a required officer, in accordance with the *Fire Protection and Prevention Act*, of the Corporation for the management and delivery of fire, rescue and emergency response to the residents of the municipality. Some of the specific duties the Fire Chief is responsible for include public education, fire prevention, and carrying out inspections for the purpose of assessing fire safety.

4. Township Staff – Roles and Responsibilities

The Township has several departments that provide the services previously mentioned to the residents of Zorra. The following are all Township departments and their current staff and responsibilities.

Building and Drainage

The Building and Drainage Department is responsible for the administration and enforcement of various provincial legislation and policies. These include the Ontario Building Code Act, Drainage Act and Planning Act as they apply to buildings, structures and their occupancy and drainage issues, as well as numerous municipal by-laws such as the Building Control By-law, Zoning By-law, Nutrient Management By-law and Fencing by-laws.

The main role of the Building and Drainage Department is to ensure that the building environment in which we live and work is safe and healthy. This is accomplished through the issuance of building and demolition permits, approval of nutrient management plans, and by conducting inspections.

Meet the Staff:



Mike Hughes - Chief Building Official and Drainage Superintendent

- Administration of Ontario Building Code, Drainage Act, and Tile Drainage Program
- Locates
- Perform site inspections
- Issuance of building and demolition permits



Mathew Paul - Municipal Law Enforcement Officer and Deputy Chief Building Official

- Perform site inspections
- Review building plans
- Administration of Building Code Act
- Review and amend by-laws
- Enforcement of by-law infractions



Nicole – Building Services Coordinator

- Administrative duties for the building department
- Track permits and payments
- Schedule inspections
- Prepare general reports
- Customer service support

Planning

The planning services at the Township are provided by the Office of Community and Strategic Planning under the Clerk's Department at the County of Oxford. A Planner (currently Spencer McDonald) is assigned to the Township and is responsible for providing professional planning advice and recommendations on all types of planning applications including official plan amendments, zone change amendments, and minor variances.

Meet the Staff:



Spencer McDonald - Development Planner

- Review and process planning applications under the Planning Act
- Prepare and present planning reports and recommendations to Council
- Liaison between Oxford County and the Township with respect to Provincial and County lands use policies, goals, and objectives
- Respond to development inquiries and conduct pre-consultations for all manner of planning applications

Recreation

The Recreation Department is responsible for the operation and maintenance of two Community Centres, 70 acres of parkland and playground equipment, Thamesford Library, Embro Town Hall, and Harrington Community Hall. The Recreation Department also provides support for the Zorra Multi-Use Courts Committee.

They look after things such as facilities including pools, centres and halls, park facilities, and the dog park. Services offered by the Recreation Department include but are not limited to: swimming lessons, public swims, summer camps, hall rentals, ice rentals, and public skating.

Meet the Staff:



Matt Brown – Director of Recreation and Facilities

- Manage, co-ordinate, and promote all aspects of recreation and leisure within the Township
- Co-ordinate daily operations and maintenance of Zorra's recreation facilities through scheduling and directing of department staff and contractors
- Oversee implementation of the Recreation, Arts and Culture Master Plan



Stephanie Starchuck – Recreation Program Coordinator

- Plan, organize, publicize, and evaluate recreation programs
- Event booking, hall rentals, ice rentals
- Community relations
- Administrative/financial support
- Grants and purchasing support
- Advertising and sponsorships



Jason McEachnie – Supervisor of Recreation & Facilities

- Daily supervision of department facility operations and maintenance
- Recommend and carry out regular maintenance and repairs
- Provide input into and monitor the department annual budget
- Facilitate the completion of departmental capital projects
- Interact with the public and resolve complaints

Corporate Services

The Corporate Service's Department is responsible for providing support services to Council and preparing information presented to Council such as by-laws, resolutions, Council agendas, and corresponding minutes.

This department also:

- Conducts municipal elections
- Issues marriage licenses, prepares birth registrations, issues burial permits
- Processes Municipal Freedom of Information requests
- Authority as a Commissioner of Oaths signing officer
- Coordinates records management
- Publishes the Township newsletter "Zorra Now" and maintains Township website

Meet the Staff:



Don MacLeod – Chief Administrative Officer

- Administrative head of the municipality
- Primary policy advisor for Council
- Developing and maintaining Strategic Plan and initiatives
- Preparing and reviewing administrative policies
- Special project administration
- Civil marriage ceremonies



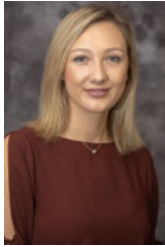
Karen Martin – Director of Corporate Services / Clerk

- Council support
- Responsible for conducting municipal elections
- Administration of policies and procedures
- Planning and development co-ordination



Lisa Teeple – Records Management Coordinator and Executive Assistant

- Vital Statistics
- Administrative support
- Maintaining Zorra's records management system



Alycia Wettlaufer – Legislative Coordinator / Deputy Clerk

- Carry out policy, program, and legislative development projects
- Council support
- Lottery licencing
- Accessibility coordination
- Assisting in the conduct of Municipal Elections
- Civil marriage ceremonies



Michelle McLellan – Customer Service Representative

- Customer service
- Website and social media administration
- Administrative support
- Locates



Maggie McLaughlin – Corporate Services Intern

- Research and review by-laws, plans, and policies
- Council and committee support

General department support

Finance

The Finance Department's primary role is to manage financial resources for the Township in a fiscally responsible manner. The Department is responsible for the receipt and expenditure of Township funds, maintaining the Township's accounting and other financial records, budget development, payroll and employee benefits administration, and year-end financial reporting. The Director of Finance is responsible for providing financial information and advice to Council, all Township Departments, and various levels of government.

Meet the Staff:



Diane Larder – Director of Finance

- Annual budget
- Asset management
- Annual audit
- Management of investments & reserves



Lynda Thornton – Tax Collector and Deputy Treasurer

- Tax levy and collection
- Drainage Department support
- Accounts Receivable
- Payroll
- 911 administer



Jenna Gallman – Financial Services Clerk

- Departmental assistance
- Zorra Now advertising administration
- Payroll and employee benefits
- Accounts Payable
- Employee onboarding
- Facilitate employee online training
- Backup customer services

Public Works

The Public Works Department is responsible for all Township roads, including construction projects and ongoing maintenance work. This department maintains the 130.5 kilometres of paved roads, 343.7 kilometres of gravel roads, 27 culverts spanning over 3 meters, and 42 bridges within the Township's boundaries.

Maintenance of roadways is an ongoing program which includes such activities as grading, snow removal, salting and sanding, gravel resurfacing, dust layering, ditching, tree removal, grass cutting, sign and culvert installations, and debris pick up. The Department's goal is to keep the Township's roadways in good repair to ensure the safety of our residents and the travelling public.

Meet the Staff:



Steve Oliver – Director of Public Works

- Administration of day-to-day Public Works operations, facilities, and equipment
- Equipment and goods procurement
- Responsible for construction and maintenance of all Township roads and bridges
- Winter maintenance, public issues, and response
- Major construction projects
- Traffic Calming
- Capital and Operating budget preparation
- Operation of Municipal owned aggregate pit

In addition to the Director of Public Works, there is a Foreman for the Embro Works Yard, as well as the one in Kintore. Below are the current Foremen and their respective duties:



Scott Simmons
Embro Works Yard Foreman



Derek Collins
Kintore Works Yard Foreman

- Investigate and follow up on questions and complaints from the public
- Plan, organize, assign, and supervise the work of the public works crew
- Locate current or potential problems and make the necessary repairs
- Review work in progress

Fire and Emergency Services

Protective Services encompass a number of departments and services including fire, policing, and emergency management programs. The Township is serviced by volunteer fire stations located in Embro, Thamesford, and Uniondale. Policing service to Township residents is provided by the Oxford Detachment of the Ontario Provincial Police. The Township's Emergency Management program is managed by the Township's Emergency Management Coordinator and operated in accordance with the provincially legislated Emergency Management Act.

Meet the Staff:



Deanna Kirwin – Fire Chief and Community Emergency Management Coordinator

- Procurement, inspection, and maintenance of firefighting equipment, apparatus, and facilities
- Develop fire prevention and public education programs
- Oversee inspections, enforcement, and cost recovery
- Organization and administration of Zorra Fire and Emergency Services
- Coordination of the Township Emergency Plan
- Recruitment, training, and directing on active scene

In addition to the Fire Chief, there are three District Chiefs, one at each station. Below is a list of the current District Fire Chiefs and their respective duties:

Matt Cockle – Embro District Fire Chief

Andy Martin – Thamesford District Fire Chief

Scott Matheson – Uniondale District Fire Chief

- Manage and direct the operations of volunteer firefighters both at the station and at emergencies
- Maintain station records
- Develop and maintain operational plans and procedures

Municipal Services

Municipal Services

This page is intended to outline the various services offered to the Municipality

For more information on the services that the Township provides, please see the previous Township Staff Roles and Responsibilities

Trees down/tree maintenance
Public Works Department
519-485-2490 // ext. 7227



Street signs missing or damaged
Public Works Department
519-485-2490 // ext. 7227

Pot holes/road maintenance
Public Works Department
519-485-2490 // ext. 7227



Building inspection
Building Department
519-485-2490 // ext. 7231

Drainage
Building Department
519-485-2490 // ext. 7231



Dogs at large
By-law Enforcement
519-485-2490 // ext. 7230



Property Standards
By-law Enforcement
519-485-2490 // ext. 7230

Parking violations
By-law Enforcement
519-485-2490 // ext. 7230



Water/wastewater main breaks
County of Oxford
519-539-9800 // 1-800-755-0394

Traffic light outages
County of Oxford
519-539-9800 // 1-800-755-0394



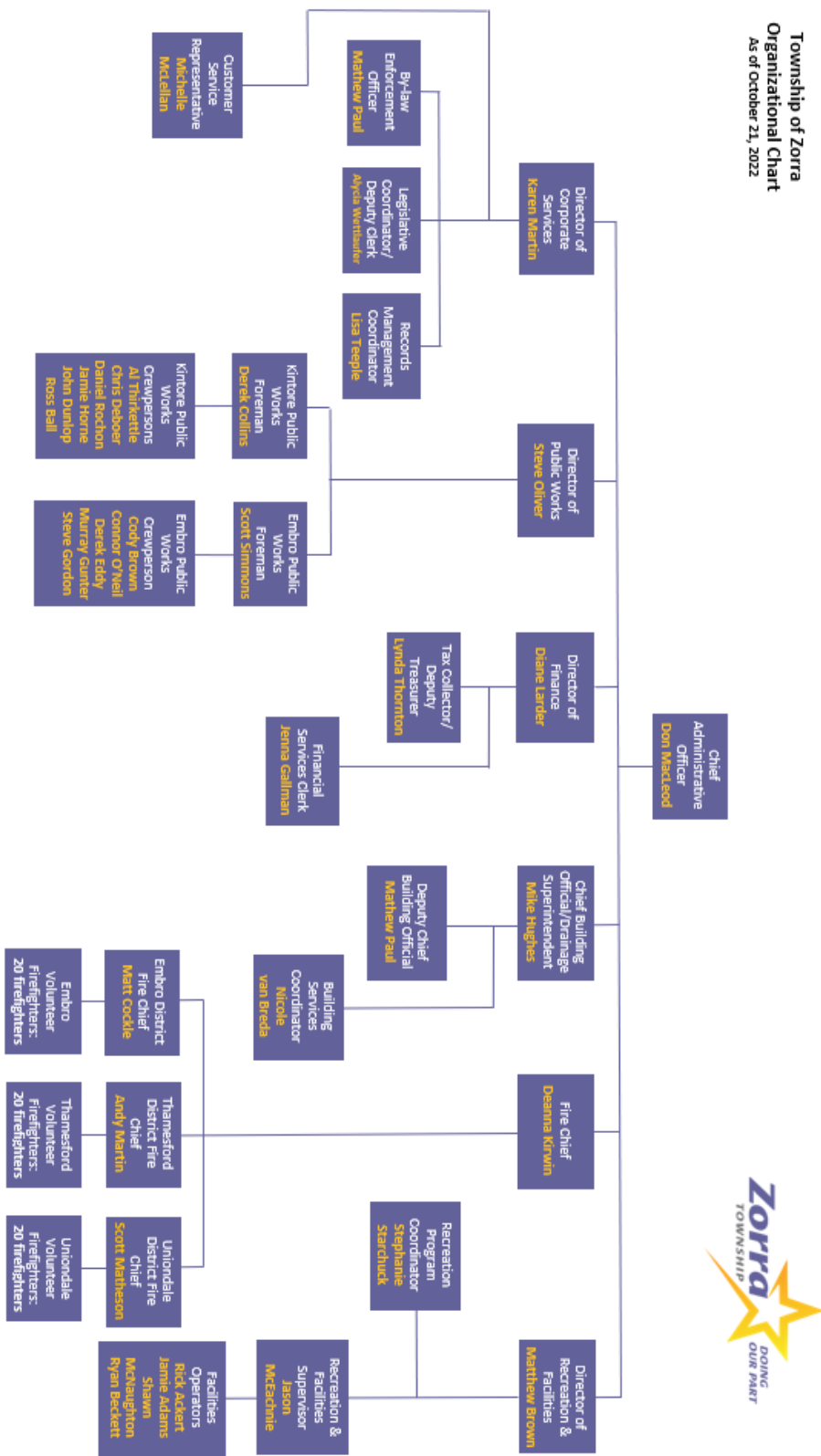
Garbage & Recycling
County of Oxford
519-539-9800 // ext. 3159

Speeding
Ontario Provincial Police
1-888-310-1122



Street light outages
Erie Thames Powerlines
519-485-1820 // 1-877-850-3128

Township Organizational Structure Chart



Section D:

Role of Council, Mayor and Councillor

Role of Council, Mayor & Councillor

1. Role of Council

Council, as a whole, represents the people, their values, and their beliefs. As such, individual councillors may not give direction to the Administration (staff), civic agencies, or employees, nor interfere with the performance or work of the Administration, unless Council (as a whole) has delegated authority to that Council member to give direction.

EXAMPLE: Council passes a resolution at a Council meeting to direct staff to draft a Flag Policy. Outside of the Council meeting, Councillor A also meets with a staff member and directs them to draft a Land Acknowledgement Policy. Which of the policies will staff be required to draft?

Staff will draft the Flag Policy because Council, as a whole, directed them to do so and stated as such through the passing of a formal resolution. Staff will not draft the Land Acknowledgement Policy at this time as only one member of Council directed staff to complete said policy, and the direction was given outside of a Council meeting.

NOTE: “Council as a whole” does not mean all the members of Council necessarily. Council directs staff through the passing of resolutions and by-laws, which is done through a majority vote. Thus, Council as a whole may sometimes mean the voting majority and not all the members of Council.



Section 224 of the *Municipal Act*, 2001 is a good starting point for laying out the role of Council. It outlines the role of the municipal Council as follows:

- (a) **Representation:** to represent the public and to consider the well-being and interests of the municipality;
- (b) **Policy and Program Development:** to develop and evaluate the policies and programs of the municipality;
- (c) **Service Delivery:** to determine which services the municipality provides;
- (d) **Practices and Procedures:** to ensure that administrative practices and procedures are in place to implement the decisions of Council
 - to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality
- (e) **Financial Stewardship:** to maintain the financial integrity of the municipality; and
- (f) **Law-making:** to carry out the duties of Council under any necessary legislative Acts.

Limitations on Council decisions/actions

- (a) **Not in bad faith:** actions cannot be based on fraud, oppression or improper motive – often question of interpretation;
- (b) **Public interest:** if it serves a private interest only, not generally upheld – must be able to demonstrate a public interest;
- (c) **Reasonableness:** lack of reasonableness may be used as evidence of bad faith; and
- (d) **Not discriminatory:** the duty to act consistently and without discrimination (can “differentiate” but don’t “discriminate”)

2. Role of the Mayor

The Mayor for the Township of Zorra is the head of Council.

The duties of the Mayor as the Head of Council are laid out in the *Municipal Act, 2001* in s.225 and are as follows:

- (a) To act as Chief Executive Officer of the Municipality;
- (b) To preside over Council meetings so that its business can be carried out efficiently and effectively;
- (c) To provide leadership to Council;
- (d) To represent the municipality at official functions; and
- (e) To carry out the duties of Head of Council under any Act.

As chief executive officer of the municipality, the head of Council has special responsibilities, which are set out in section 226.1 of the Act and include the following actions:

- (a) Uphold and promote the purposes of the municipality;
- (b) Promote public involvement in the municipality's activities;
- (c) Act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally, and internationally; and
- (d) Participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents."

With such responsibilities, the head of Council has a prominent and public profile. Nevertheless, decisions of the municipality are made by Council as a whole. The head of Council does not have any more power than any other member of Council to make decisions on behalf of the municipality.

3. Role of the Councillor

As a member of Council, you will make decisions that will develop and evaluate the policies and programs for your municipality.

As a councillor, you have three main roles to play in your municipality:

- (a) **A representative role;**
- (b) **A policy-making role;** and
- (c) **A stewardship role.**

These roles may often overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your municipality that extend beyond your four-year term of office and should be made in the context of your municipality's directions for the long-term health and welfare of your community.

Representative Role

On the one hand, you were elected by your constituents to represent their views as closely as possible when dealing with issues that come before Council. However, your constituents have many views and opinions, and you cannot represent all of them all the time.

On the other hand, your election to office requires you to have a broader understanding of the issues. With many issues you will have to consider a variety of conflicting interests and make decisions that will not be popular with everyone.

You should use your judgement and decide based on the best interests of the municipality as a whole. In practice, there is no single, correct approach to the representative role and on most issues, you may find that you fall somewhere between the two opposing viewpoints.

EXAMPLE: The Township has a surplus piece of land that has been put up for sale. Two developers are interested in purchasing the piece of land. Developer A has a proposal to purchase the property for \$150,000 and plans to put a single detached dwelling on the property. Developer B has a proposal to purchase the property for \$120,000 and plans to put a medium density dwelling (6 units) on the property. The neighbours of the property have voiced their concerns over Developer B's proposal, as they believe the multi-residential unit would be an "eye-sore" on their street. Council has also heard from many, many residents about their concerns over the current housing affordability crisis and have asked Council to consider promoting more affordable housing options. What should Council do? What factors would influence your decision? Whose interests should Council represent?

Factors to consider:

- Developer A is offering \$30,000 more than Developer B. This means that the Township would receive \$30,000 more to go towards Zorra services and projects.
- The Township has heard many concerns from residents regarding the housing affordability crisis. Developer B is offering more units at a more affordable price than that of Developer A.
- Council has also heard complaints from neighbours regarding Developer B's proposal.

Policy-Making Role

Many Council decisions are routine, dealing with the ongoing administration of the municipality, but others establish general principles to help guide future actions. Those are considered policy decisions.

EXAMPLE: In 2018, the Township of Zorra Council adopted Zorra's Recreation Arts and Culture Master Plan (RACMP). The Master Plan was adopted to guide Council and staff in the strategic management and decision-making process relative to the provision and sustainability of parks and recreation facilities, programming, and services for the Township for the next 10 years. The RACMP acts as a road map for the Recreation Department and upcoming projects, as well as needs and services for Zorra's growing community. This is an example of a policy-making decision as Council adopted a Plan that sets the tone and direction for the recreation department up to 2028.

Council is the primary policy-making body of the municipality. The administration is responsible for carrying out Council's policy decisions. The two roles would appear to be distinct, but there can be overlap.

Stewardship Role

Part of a councillors' role, together with the rest of Council, is to ensure that administrative policies, practices, and procedures are in place to implement the decisions of Council and to maintain the financial integrity of the municipality. Although staff is responsible for implementing a policy, Council should develop appropriate reporting mechanisms to help ensure that the policies are being carried out as intended, and as effectively as possible.

4. Disqualifications

The *Municipal Act, 2001* s.258 and 259, specifies certain actions that lead to the disqualification of Members of Council.

You must be eligible for nomination under the *Municipal Elections Act* when you are nominated, and you must remain eligible throughout the term. A Member of Council is disqualified if they fault under any provisions under section 258 or 259 of the *Municipal Act*.

Section 258 outlines in which cases a person is ineligible to be an elected member of office, which includes, but is not limited to, an employee of the municipality, a person who holds any administrative position of the municipality, a judge of any court, a member of the Assembly as provided in the *Legislative Assembly Act* or

of the Senate or House of Commons of Canada. Section 258 also outlines in what scenarios a member of council is disqualified from holding office, which includes, but is not limited to, if they cease to be a Canadian citizen, are not a resident, the owner or tenant of land or the spouse of an owner or tenant of land in the municipality, or would be prohibited under the Municipal Act or any other Act from voting in an election for the office of member of Council of the municipality if an election was held at that time.

Section 259 outlines at what point the office of a member of council of a municipality becomes vacant, which includes, but is not limited to, if the member becomes disqualified from holding the office of a member of council under section 256, 257, or 258, fails to make the declaration of office before the deadline in section 232, is absent from the meetings of council for three successive months without being authorized to do so by a resolution of council, resigns from their office and the resignation is effective under section 260, or has their office declared vacant in any judicial proceeding.

Section E:

Council Conduct

Council Conduct

1. Code of Conduct

Section 223.2 of the *Municipal Act*, 2001, requires the municipality to establish codes of conduct for their members of Council and local boards. On April 20, 2022, Township of Zorra Council adopted a new Code of Conduct for members of Council.

This code establishes the ethical standards expected of all Council members. The Code of Conduct has been structured based on several principles. Contained within each principle are the expectations of Council and staff relative to their roles, and what will be required to ensure a healthy and positive working relationship. Principles include **working together as a team, trust founded on respect, accepting accountability, timeliness, and confidentiality of information, how disagreements are dealt with, climate and conduct of Council Committees.**

Integrity Commissioner

All municipalities are required to appoint an Integrity Commissioner. Integrity Commissioners have powers to conduct inquiries about whether members have contravened the municipal code of conduct and/or the *Municipal Conflict of Interest Act (MCIA)*.

The role of the Integrity Commissioner is to report to Council and to operate in an independent manner. His or her role is to perform the functions assigned by Council with respect to the application of a Code of Conduct for members of Council and local boards, as well as the application of procedures, rules and policies governing the ethical behavior of members of Council and local boards.

The Commissioner's functions may include conducting inquiries into complaints from Council or a local board, a member of Council or a board, or a member of the public. If the Commissioner reports that a member of the Council or local board has contravened the Code of Conduct, the municipality may impose a penalty in the form of a reprimand or a suspension of pay.

It is the duty of all members to abide by all applicable legislation and policies pertaining to their position as a member. For example:

- i. *Criminal Code (R.S.C., 1985, c. C-46)*
- ii. *Municipal Act, 2001, S.O. 2001, c. 25*
- iii. *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*
- iv. *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*
- v. Declaration of Office

Members are also required to follow specific Township policies, by-laws, and protocols, which include but are not limited to the following:

- i. Procedural By-law
- ii. Accountability and Transparency Policy
- iii. Workplace Harassment Policy
- iv. Council-Staff Relations Policy

2. Procedural By-Law

Township Council makes its decisions by passing resolutions and by-laws. Township Council must conduct itself in accordance with its Procedural By-law and must meet regularly in a public forum (i.e., Council meetings). The Township of Zorra's **Procedural By-law #62-22**, as amended is a By-law to govern the proceedings of committees and Council and as such:

- Establishes rules of procedure for Council meetings, including the manner by which resolutions may be passed, and the manner by which by-laws may be adopted;
- Establishes rules regarding how Council members should conduct themselves in meetings;
- Provides for the taking and certifying of minutes at Council meetings; and
- Establishes procedures for giving advance public notice of Council meetings.

3. Accountability and Transparency

Accountability and transparency are a priority in maintaining public trust in Council and in the management of your municipality. Part of the role of Council is ensuring the accountability and transparency of the operations of the municipality. Councillors are, of course, accountable to the public every 4 years through municipal elections, but it is important that procedures and policies are clearly set out and accessible, and that the day-to-day operations of the municipality are transparent as well.

Furthermore, the Township of Zorra has an **Accountability and Transparency Policy #100-08** to provide guidance for the delivery of municipal activities and

services so that the Township is accountable to the public for its actions and the way the municipality will try to ensure that its actions are transparent to the public.

4. Workplace Violence and Harassment

The Township **Harassment and Violence in the Workplace Policy #300-25** defines behaviour that constitutes workplace violence and harassment and explains procedures for reporting and resolving such incidents. The Township is required to have said policy as per the Occupational Health and Safety Act. The Township of Zorra is committed to providing a working environment free of violence and harassment by familiarizing all workplace parties with the related terminology as well as their individual responsibilities for prevention and corrective action.

5. Municipal Conflict of Interest

A pecuniary interest is when a member has a direct or indirect financial interest in an agenda item. If a Council member has a direct or indirect pecuniary interest in a matter, the member must declare a conflict and cannot participate in the decision.

NOTE: A direct pecuniary interest is defined as an interest that expressly or unequivocally has an impact on a member's finances or property value.

A member has an indirect pecuniary interest in any matter in which council is concerned, if the member is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public, has a controlling interest in or is a director or senior officer of a corporation that offers its securities to the public, or is a member of a body that has a pecuniary interest. A member also has an indirect pecuniary interest if the member is a partner, parent, or child of a person or is in the employment of a person or body that has a pecuniary interest in the matter.

As soon as possible after a member discloses an interest, the member shall file a written statement of the interest and its general nature with the Clerk. A Municipal Conflict of Interest Registry has been established and maintained on the Township website, as per legislative requirements, and the registry includes copies of the written statements provided by Council members.

NOTE: Councillors should use the Township's Integrity Commissioner as a resource for all questions related to the Municipal Conflict of Interest and pecuniary interest.

For more information about the *Municipal Conflict of Interest Act (MCIA)*, visit <https://www.ontario.ca/laws/statute/90m50?search=municipal+conflict+of+interest>.

6. Council-Staff Relations

The Township of Zorra has a Council-Staff Relations Policy (#100-12), which guides the nature of business interactions between Members of Council and Township staff. The policy provides direction on how the Township of Zorra ensures a respectful, tolerant, and harassment-free relationship and workplace between members of Council and the officers and employees of the corporation.

There have been vast amounts of research done on the qualities that are conducive to a healthy, productive, and successful Council-Staff relationship. The following are some of the “rules-of-the road” that were pulled as guiding principles for those relationships:

1. Treat all Council Members Equally

Both staff and Councillors must be reminded that staff members need to avoid favouritism or even the appearance of favouritism. It is essential to treat Council as a collective decision-making body, not as a collection of individuals.

2. Remember that Council Acts Collectively

Council, as a whole, directs the Administration by resolution. Individual councillors may not give direction to the Administration, civic agencies, or employees nor interfere with the performance or work of the Administration.

3. Keep Politics and Administration Separate

There is a difference between policy and administration. Whatever their professions or work experience in private life, elected representatives at the municipal level are not elected to be managers or technical experts for managing projects and staff. They are elected to make policy decisions and represent community needs.

Staff members are there to offer viable policy options, but also to make recommendations whether they are welcome or not. To promote good relationships, staff must respect democracy, and councillors must respect professional management.

4. Ensure there are No Secrets

Councillors are cautioned against making important policy decisions in a vacuum or “on the fly” such as during a council meeting in response to a public delegation’s request or complaint.

It is always a matter of good professional courtesy for councillors to warn staff ahead of time if they are going to raise an issue or criticize staff’s actions to ensure that an informed response can be provided. Additionally, staff need to anticipate the challenges that councillors might face and to provide them with information to frame a cogent public response to predictable questions from citizens or the media, especially when facing the immediacy of social media.

5. Don’t Air Dirty Laundry in Public

There are many reasons why Council should discourage acrimonious debate and personal attacks. This can lead to dissatisfaction and a loss of competent staff, as well as looking bad for elected representatives themselves.

6. Make Good Use of Staff Time and Talent

It is important for Council to use staff resources to their best advantage. Every staff report costs taxpayers money and takes staff time away from some other issue or problem that needs attention. Where possible, Councillors should avoid temptation to defer or to refer for a staff report if it really is not necessary. The broader community usually appreciates intellectual courage and decisiveness in its elected representatives, even if some community members might not agree with the specifics of a particular decision.

Staff are available for Council to use as a resource. Council is encouraged to contact / schedule meetings with staff to ask questions on reports or general municipal matters.

7. Respect the Chain of Command

Councillors should be aware of who’s in charge of what so that they can deal with the appropriate member of senior management on anything of significance

Section F:

Meetings and Procedure

Meetings & Procedure

The purpose of a meeting is to see that ideas or items of business are proposed, considered, and decided.

Section 238(2) of the *Municipal Act*, 2001, provides that every municipality shall pass a procedure by-law for governing the calling, place, and proceedings of meetings. As was previously mentioned in the “Council Conduct” chapter, the Township of Zorra’s **Procedural By-law #22-62** (hereinafter referred to as the “Procedural By-law”) establishes Township Council procedures for governing the proceedings of Council, the conduct of its members and the calling of meetings of the Township Council.

Prior to reading this chapter, you should familiarize yourself with the Township of Zorra’s Procedural By-law. You can find a copy of the Procedural By-law in the Additional Resources package.

This chapter will elaborate on some of the components found in the Procedural By-law as well as expand on some concepts that are not contained within the Procedural By-law but are worth noting for proper preparation for and procedure of meetings.

1. Meeting schedule and notice

Each year, Council approves an annual schedule of meetings for the following year. Previously, meetings have typically been held on the first and third Wednesday of every month.

The Director of Corporate Services/Clerk gives notice of every Council meeting to Members of Council, the CAO, department heads, and the public. Notice to councillors is in the form of an agenda, including all reports and any relevant material for consideration at the meeting. The agenda is posted on the Township’s website as well as emailed to each council member no later than 48 hours prior to the meeting date and time but usually the Thursday or Friday, prior to a Wednesday meeting.

2. Attendance and voting

Attendance at and participation in Council, committee, and task force meetings, is important if you are to fulfill the representative and legislative responsibilities of elected office.

REMINDER! Council members are expected to come to meetings prepared:

- Read the agenda ahead of the meeting.
- Reach out to staff for clarification and questions on reports prior to the meeting so that Council can make an informed decision, and staff are prepared to provide Council with qualified answers.
- Draft sample motions for items on the agenda. The Clerk and Deputy Clerk are available for assistance when needed.

Council members not only attend meetings, but also vote on matters. As a member of Council, you are required to vote on all items of business, unless you have an obligation or right to abstain under the *Municipal Conflict of Interest Act*. You must abstain if you have a pecuniary interest in the matter.

Voting on motions is how policy is created. Council members should review the information before them and vote, whether in the affirmative or negative. A Council member who is present and abstains or does not respond to a roll call vote shall be counted as voting in the negative and shall be recorded, unless otherwise excused or prohibited by law from voting.

3. Meeting record

The *Municipal Act*, 2001 specifies that minutes be kept of all meetings of Council. The *Municipal Act*, 2001 239(7) states:

“A municipality or local board or a committee of either of them shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not.”

The Township Clerk records the meeting through the taking of meeting minutes. Once the minutes are approved (adopted at the following meeting by Council), they are posted on the Township website and are available for Council and the public to access.

4. Preparation of the agenda

The Clerk is responsible for the preparation and distribution of agendas, in accordance with the Procedural By-law and related administrative procedures for agendas.

Minutes of previous Council meetings are circulated in the agenda package for Council approval. Approval is for form and content only. If there are any errors or omissions, Council must correct the minutes and adopt them as amended. The Clerk should be advised immediately upon the discovery of an error to ensure the minutes are corrected in accordance with procedure.

Staff reports proposed to be included as agenda items on any Council agenda are signed off by the department head and submitted to the Clerk for the review and approval of the CAO by the Wednesday before the meeting at 4:30 p.m. This deadline also applies to any notice of motion that a member of Council may wish added to an agenda.

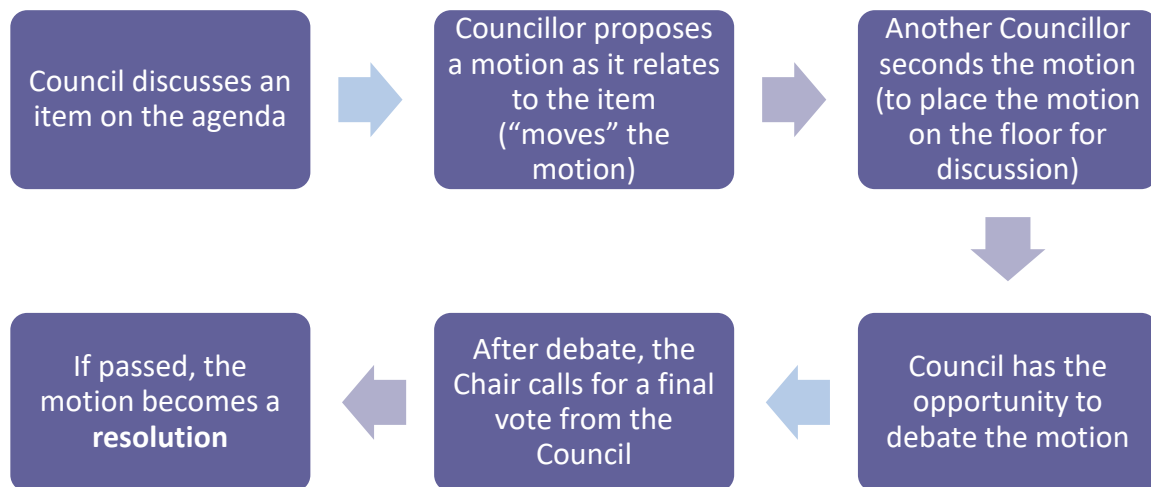
5. How to Make a Motion and Pass a Resolution

Councils make decisions through the passing of resolutions.

Councillors may propose a *motion* for any item on the agenda. A motion is a proposal that Council take certain action, or that Council express itself as holding certain views. A motion can only be discussed if it is moved and seconded, which then places the item on the floor for discussion. Seconding a motion does not mean that you support the motion. You may still vote down the motion even after you second it.

A resolution is a motion that has been voted on then passed/adopted by Council. Once a motion has been passed for an item, the item is considered concluded. Resolutions represent Council's views/actions on a particular matter.

The following flow chart shows the process of moving from a motion to a resolution:



NOTE: The Clerk and Deputy Clerk are available to assist councillors with writing and preparing motions. Councillors are encouraged to use staff as a resource when preparing motions.

If a Councillor wishes to make a motion for an item that is not on the agenda, they must submit a **notice of motion**. A notice of motion may be brought up at a Council meeting provided the motion is duly moved and seconded and Council waives the need of notice by a two-thirds vote.

Councillors may also submit a notice of motion to the clerk to be included on the upcoming agenda no later than the Wednesday prior to the upcoming Council meeting. The notice of motion may be seconded upon submission to the clerk or may be seconded at the meeting. However, the notice of motion must be seconded one of these ways for the motion to be placed on the floor at the Council meeting.

EXAMPLE: Councillor A wishes for the Township to provide free menstrual products at all the Township facilities. Councillor A prepares a notice of motion stating “THAT staff include the addition of implementing free menstrual products in all female and family/universal designated washrooms in Zorra Township owned facilities for the 2022 budget”. Councillor A submits the notice of motion to the Clerk to be included in the upcoming Council agenda.

The notice of motion is placed on the agenda under “Notices of Motion.” However, before Council can discuss the notice of motion it needs to be seconded by another councillor. Councillor A does not submit the notice of motion with a seconder and thus, the notice of motion needs to be seconded at the meeting.

Councillor C seconds the motion. Councillor A is then given the opportunity to speak to the item before debate is opened to the remaining council members. Once debate has concluded, the Chair will call the vote on the notice of motion. If passed, the notice of motion then becomes a resolution.

Following the meeting, staff would then be tasked with supplying menstrual products for designated washrooms in Zorra facilities.

6. Public / Planning Meetings

When Council has planning or drainage reports on the agenda, they must move into a public meeting. This is done by passing a resolution to adjourn the Council meeting for the purposes of holding a public meeting. A statutory public meeting is required under the Planning Act for certain types of planning applications, as well as under the Drainage Act. Public meetings are open to the public and provide an opportunity for individuals in attendance at the meeting to provide feedback on the application.

A public meeting is different from a regular Council meeting because during public meetings, the public can speak to, and discuss, a matter with Council.

7. Sample Agenda and Order of Business

Staff have included a sample agenda on the following pages. On the agenda, there is sample wording that the Chair will say to conduct the meeting business (this wording is in purple font). There is also additional information regarding some of the sections of the agenda, which is in blue font.



AGENDA

Regular Council
Township of Zorra
274620 27TH Line
November 2, 2022 at 9:00 AM

1 CALL TO ORDER

The meeting must be called to order to start discussing business.

Mayor – “I Call the meeting to order at ____ (time).”

2 ADOPTION OF AGENDA

The agenda must be adopted so that Council, staff, and the public are aware of the items of discussion. If there are any additions to the agenda, Councillors may request that the agenda be adopted as amended, and that the additional item be included in the agenda.

Mayor – “The first item is the adoption of the agenda.”

The resolution is then read by the Mayor.

Moved by: _____ **Seconded by:** _____

“THAT the agenda be adopted as circulated.”

A vote is taken.

The Mayor – “All those in favour? Opposed?”

If majority of members vote in the affirmative, then the motion is carried
 whereas if the majority of members vote in the negative then the motion fails.

3 DECLARATION OF PECUNIARY INTEREST

A pecuniary interest relating to a matter is one where there is a reasonable likelihood or expectation of financial loss or gain by a Councillor member or related persons as defined in the Municipal Conflict of Interest Act (MCIA).

The MCIA requires that members of council declare any direct or indirect pecuniary interest in relation to an agenda item. The onus to declare a pecuniary interest rests with the member and they should declare it during this portion of the meeting.

Mayor – “Are there any declarations of pecuniary interest or the general nature thereof?”

If there are no pecuniary interests, the Mayor will move forward with the Council meeting – “Seeing no pecuniary interests, we have the resolution of the minutes.”

If there are councillor member(s) with a pecuniary interest(s), the member(s) will raise their hand and complete the required form provided by the Director of Corporate Services. Members that declare a pecuniary interest should refrain from voting on the matter for which they declared a pecuniary interest.

4 MINUTES & BUSINESS ARISING OUT OF THE MINUTES

The minutes from the previous Council meeting must be adopted to confirm the business that took place at that meeting. The Chair will ask if there are any questions about the minutes prior to reading the resolution.

Mayor – “Are there any questions about the minutes?”

The councillors are then given the opportunity to ask any questions pertaining to the minutes. Councillors are urged to contact the Director of Corporate Services with administrative changes to the minutes prior to the meeting (e.g. spelling mistakes, punctuation, etc.).

(a) Minutes from the Council meeting held on October 19, 2022.

(date) Moved by: _____ Seconded by: _____

“THAT the minutes from the October 19, 2022 Council meeting be adopted as printed and circulated.”

If there are any non-administrative changes to the minutes, Councillors would indicate what the changes were and then resolution would be to adopt the minutes as amended.

5 PUBLIC COMMENT PERIOD

Residents may sign up for the “public comment period” of the agenda to speak to an item on the agenda. Residents who have signed up for public comment period are given 3 minutes to speak to the item. There is no debate or questions from Council at this time, but the public comment may be considered when the item is on the floor.

Residents must sign up for the public comment period by noon the day before the meeting.

Mayor – “Are there any public comments?” If none, then Council will move on to the next item.

6 PUBLIC MEETINGS & DRAINAGE MEETINGS

This portion of the meeting is for planning and drainage reports, as well as other public meetings as needed. Specific times are set for these items. In the public meeting, the public is given the opportunity to speak to the item and provide input.

A resolution is passed to adjourn the Council meeting and open a public meeting. If the public meeting is for a planning or drainage item, then the public meeting needs to be opened according to the relevant legislation.

Moved by: _____ **Seconded by:** _____

“THAT the Council meeting be adjourned at ____ (time). for the purposes of holding a public meeting pursuant to the provisions of the Planning Act/Drainage Act.”

NOTE: In some instances, public meetings are mandated through legislation, such as the Planning Act or the Drainage Act. However, the Township may host public meetings for various other items that are not mandated through legislation. For example, the Township may decide to host a public meeting during budget deliberations to allow the public to provide input on the municipal budget at a Council meeting.

Council must adjourn the public meeting before resuming the regular Council meeting.

7 DELEGATIONS

Delegations are any individual or group presenting information to Council regarding a specific subject matter. Specific times are set for these presentations.

Those wishing to present a delegation to Council must submit a delegation request form and all presentation materials by the Wednesday prior to the Council meeting at 4:30 p.m. The delegation form can be found on the Township’s iCompass website.

Any individual shall be limited in speaking for not more than 15 minutes and any group more than 3 people shall be limited to not more than 20 minutes. This includes Council question period as well. The chair will enforce these timelines.

8 REPORTS FROM STAFF

Reports from staff - Department reports are provided monthly to Council as well as additional reports regarding specific subject matter relative to that department. A motion is required to either receive and file the report or take another action with the report.

Councillors are expected to read and review the staff reports ahead of the Council meeting. Township staff may present a high-level overview of their report and are available to respond to questions and comments from Council. Council is encouraged to send questions to staff ahead of time so that staff can respond to Council with qualified answers.

8.1 Fire Department

Mayor – “Up first we have reports from the Fire Department. There is only one report for the Fire Department this meeting. Chief is there anything you would like to highlight in the report?” The Fire Chief will then highlight / present information from their report to Council.

Once the Fire Chief has provided their update, they will leave it open to questions from Council on the report.

Mayor – “Does Council have any questions for the Fire Chief on their report?” Council is then given the opportunity ask the Fire Chief follow-up questions and discuss the report with Council.

Once discussion has ended, the Mayor will either read the motion prepared (moved and seconded before the meeting) or ask Council to prepare a motion regarding the report. Council is then allowed to debate the motion that has been placed on the floor.

Once debate on the motion has ended, the Mayor shall read the motion and call for a vote.

NOTE: Typically, the monthly department update reports are for Council’s information only and no action is needed from Council regarding the report. The sample motion for these items would be:

(a) Report 2022-111 from the Fire Chief regarding monthly departmental activities.

Moved by: _____ **Seconded by:** _____

“THAT Report 2022-XXX from the Fire Chief be received and filed for information purposes only.”

Disposition: Carried

8.2 Recreation Department

- (a) Report 2022-XXX from the Recreation Facilities Supervisor regarding monthly departmental activities.

(date) Moved by: _____ Seconded by: _____

“THAT Report 2022-XXX from the Recreation Facilities Supervisor and Program Coordinator be received and filed for information purposes only.”

Disposition: Carried

8.3 Building and Drainage Department

- (a) Report 2022-xxx from the Chief Building Official/Drainage Superintendent regarding monthly departmental activities.

(date) Moved by: _____ Seconded by: _____

“THAT Report 2022-XXX from the Chief Building Official/Drainage Superintendent be received and filed for information purposes only.”

Disposition: Carried

8.4 Public Works Department

- (b) Report 2022-xxx from the Director of Public Works regarding monthly departmental activities.

(date) Moved by: _____ Seconded by: _____

“THAT Report 2022-XXX from the Director of Public Works be received and filed for information purposes only.”

Disposition: Carried

8.5 Finance Department

The Finance Department does not provide a monthly report. However, the department provides quarterly budget updates and other required reports as needed.

8.6 Corporate Services Department

The Corporate Services Department does not provide a monthly report. However, the department provides other required reports as needed.

9 CORRESPONDENCE REQUIRING DIRECTION

Items that have not been previously presented, considered and/or acted upon that require direction or a decision.

A resolution is typically required for each item with the intended direction.

10 BOARDS AND COMMITTEES

Items resulting from the Townships boards and committees, including the Upper Thames River Conservation Authority, Zorra Multi-Use Courts Committee, task forces, etc. are placed on the agenda here.

11 INFORMATION ITEMS

Information items are items that usually do not require action. A resolution is passed to receive and file all information items. Should Council wish to act on an information item, they will notify the Chair, and that item shall be dealt with separately.

12 UNFINISHED BUSINESS

Unfinished business items are items from prior meetings which have not been resolved.

13 NOTICES OF MOTION

Councillors may submit a motion to be included on the agenda. Notices of motion include a request for action regarding any matter relevant to Council.

A notice of motion must be seconded prior to debate on the item.

All notices of motion must be submitted to the Clerk by the Wednesday prior to the Council meeting to be included on the agenda.

At the meeting, the mover (the Councillor who submitted the notice of motion) will be asked to speak to the item first before opening the floor to Council to debate.

14 BY-LAWS

A by-law is a regulation that municipal Councils can adopt. Council can adopt by-laws for a variety of municipal functions and services.

The number and an explanation of every by-law that is noted in the agenda shall be listed here.

15 ITEMS OF COMMUNITY INTEREST

Items of Community Interest is for announcements about past or upcoming events, meetings, notices, or declarations that a Member of Council considers to be of general interest to the community.

16 CLOSED MEETING SESSION

From time to time, Council may need to hold closed meeting sessions to discuss certain items. A closed meeting session is when proceedings or deliberations take place where access is restricted, and no public representation is present. The *Municipal Act* allows for a meeting, or part of a meeting, to be closed to the public if the subject matter falls under one of the exceptions in the Act.

A resolution is required to go into closed session. A vote may be taken in closed session if the vote is for a procedural matter or for giving directions or instructions to Township staff.

17 CONFIRMATORY BY-LAW

Since the powers of every municipality are exercised by its Council, by by-law, many municipalities, pass what is called a "confirmatory by-law" at the end of each council meeting, confirming all decisions taken at that meeting.

A resolution is required to pass this by-law.

xx-22 Confirmatory By-law.

Moved by: _____ Seconded by: _____

“THAT By-law xx-22, being a by-law to confirm the proceedings of Council held _____, 2022, be read a first, second and third time this _____, 2022, and further that the Mayor and Clerk are hereby authorized to sign the same and affix the corporate seal thereto.”

18 ADJOURNMENT

Mayor – “If there’s nothing further, I now have a motion to adjourn the meeting.”

Moved by: _____ Seconded by: _____

“THAT this session of Council be now adjourned and herewith closed at _____ a.m. and the next meeting of Council be called for the 19th day of October, 2022 at 6:00 p.m. in the Council Chambers at the Township Municipal Office.”

Section G:

Zorra Governance Groups

Governance Groups

Municipal Councils have a broad range of responsibilities and workload. For this reason, Councils often have various governance groups made up of a mix of councillors and appointees from the public to help with decision-making. These governance groups carry out much of the work of Council and are either delegated authority to carryout decisions on behalf of Council or report back to Council with recommendations.

There are two types of governance groups that the Township currently uses: **advisory committees** and **task forces**.

Advisory Committees

Advisory committees provide recommendations to council on a particular matter so that Council can make an informed decision on said matter.

Typically, advisory committees are formed to provide recommendations to Council regarding a particular project that has a significant financial component to it (e.g., skate park, splash pad, multi-use courts, etc.).

1. Role

The role of an advisory committee may be summarized as follows:

- (a) To advise and recommend;
- (b) To provide knowledge and expertise;
- (c) To facilitate community awareness, support and education about the issues at hand;
- (d) To assist in the work of the municipality by ensuring open dialogue on specific issues;
- (e) To be sensitive to the range of views in the community which it represents; and
- (f) To act as a liaison between politicians, organizational staff, members of the public, and other stakeholders.

2. Structure

Council appoints citizens to various boards and committees in December at the start of the new Council term.

All committees shall consist of the following executive structure:

- i. Chair;
- ii. Vice-Chair; and
- iii. Recording Secretary

All committees shall consist of the following general structure:

- i. Voting members who must be Zorra residents;
- ii. Member(s) of Council who shall have full voting privileges; and
- iii. The mayor who shall sit “ex officio” on the committee and may attend all meetings and shall have full voting privileges, but shall not be counted for the purpose of quorum.

3. Committee Recommendations

When committees make recommendations to Council they are in the form of motions. Committees pass motions recommending, or asking something from Council, which Council then considers at their meetings.

All recommendations made by the committee must relate to the committee’s mandate.

4. Zorra’s Committees

Council members are required to sit on various committees/boards throughout their term in office. Council members will be appointed to one or more committees/boards when the appointment by-law is brought to Council in December. The table depicts the committee/boards that Zorra Council represents as well as the number of Council members that are to be appointed to the respective committee/board.

Committee/Board Name	Frequency of Meetings	Meeting Time	# of Council Members
Zorra Multi-Use Courts Committee	11 times per year	evening	1 councillor
North Embro Cemetery Board	3 times per year	evening	1 councillor
Ingersoll Rural Cemetery Board	4-6 times per year	evening	1 councillor
Beachville & District Museum Board	10 times per year	evening	2 councillors
Upper Thames River Conservation Authority	10 times per year	daytime	1 councillor

Currently, the Township of Zorra has one advisory committee – the Zorra Multi-Use Courts Committee (ZMCC).

The purpose of the Zorra Multi-Use Courts Committee is to make recommendations to Council on all aspects relating to the potential Multi-Use Courts being constructed behind the Thamesford District Recreation Centre and Embro Zorra Community Centre, in the Township of Zorra whilst

adhering to the visions put forward in the **Township of Zorra's Strategic Plan** and the **Recreation, Arts and Culture Master Plan**.

5. Task Forces

In 2021, the Township of Zorra transitioned from an advisory committee governance model to a task-force model. Advisory committees are still a part of the Township of Zorra's governance structure; however, the Township has added task forces to said structure and intends to use task forces over advisory committees where possible.

Task forces advance previous decisions of Council. They are delegated authority from Council to "get the work done" (i.e., carryout work to complete Council decisions).

Task forces are like committees, but they can operate much more informally and give volunteers more flexibility with how and when they will participate. Task forces allow residents to participate in local government, remain informed, offer suggestions, and provide meaningful input without the bureaucratic constraints that Zorra Township committees operate within (e.g., formal agendas and minutes, scheduling set meetings at the beginning of the year, formal meeting procedure, etc.).

Zorra councillors will not be appointed to sit on task forces. However, they are still expected to participate on task forces. The type and level of participation expected from Councillors will vary based on the task force.

Cultural Mapping Task Force

The Cultural Mapping Task Force was formed in October 2022. The purpose of the task force is to create an inventory of arts and culture assets in the Township, which will then be plotted on an interactive map. The cultural map will then be used by the Township to identify potential partnerships, policies, and strategies to improve Zorra's arts and culture sector, as well as identify gaps in this sector.

See the following insert for the ZMCC Terms of Reference and the Cultural Mapping Task Force Scope of Work

Section H:

Financial Information

Financial Information

This section will provide an overview of the general financial aspects of municipal government. For additional information regarding municipal finances, please visit the Ontario Municipal Councillor's Guide here - <https://www.ontario.ca/document/ontario-municipal-councillors-guide/9-fiscal-context>

1. FINANCIAL ADMINISTRATION

Budgeting

Budgets are powerful management tools. They help your municipality define levels of municipal services and identify how revenues will fund expenses. Budgeting involves prioritizing projects, programs, and service levels considering the available and potential financial resources.

Your Council must prepare and adopt an annual budget that includes estimates of all of your municipality's financial needs during the year (see sections 289 and 290 of the *Municipal Act*, 2001).

Essential Elements of Budgeting

Budgeting involves at least three key elements: planning, coordination, and control.

1. **Planning**

Budget planning involves thinking strategically, clarifying the challenges facing your municipality, and setting priorities. Long-term financial planning can help a community clarify its goals for the future and can help articulate a pathway to get there. It can also help navigate barriers to those goals.

2. **Coordination**

Zorra's Senior Management Team (SMT) is responsible for reviewing the budget. The SMT will meet to review the budget prior to the Council meeting at which it will be presented.

3. **Control**

Once Council adopts the budget, it may serve multiple purposes as a municipal policy document, an operations guide, a financial plan, and a communications tool.

There are several different types of financial reporting that the Township completes to stay accountable to the budget.

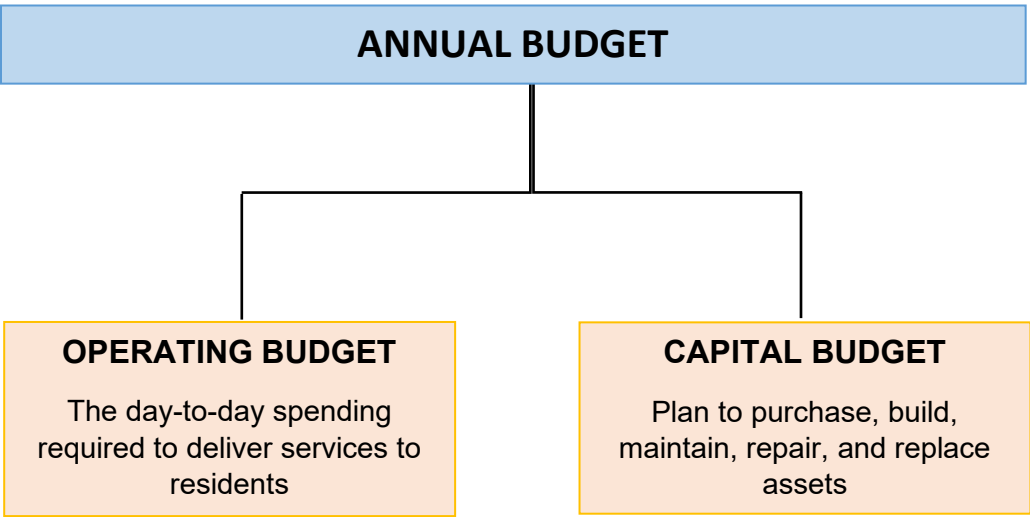
Preparation of the Budget

The time of year when budgets are started and finalized varies among municipalities. The steps usually taken include:

- Establishing a budget timetable and plan;
- Evaluating/reviewing draft estimates;
- Compiling an overall budget document;
- Approval of the budget and levying by-law(s); and
- Budget implementation and budgetary control.

Engaging the public in the development of the budget is important to build community ownership over the process and outcomes. This may include holding public meetings, publishing surveys, accepting feedback, etc.

The overall budget includes the **operating budget** and the **capital budget**.



The operating budget and capital budget are developed separately and are responsible for the activities within each. Once the cost of both budgets has been established, they are consolidated to form the overall tax requirement.

The chart on the next page highlights examples of different activities that form each budget.

Type of Facility	Capital Budget Expenditure	Operating Budget Expense
Streets	Physical change, such as street widening or design	Paving repair, seal-coating
Traffic	New or upgraded signal equipment	Equipment repair, lane marking
Public Building	Major remodeling and structural changes, new construction	Preventive maintenance repairs that do not significantly upgrade the structure or increase its previously estimated useful life (for example, minor roof repair)

Operating Budgets

Operating budgets are normally used to plan for your municipality's day-to-day spending, such as salaries, wages, benefits, heat, hydro, maintenance of buildings and infrastructure.

As a financial plan, a budget usually includes projected operating expenditures and revenue sources for the period covered.

Capital Budgets

A capital budget typically covers existing infrastructure, such as core assets like roads, recreation centres and parks, as well as other types of assets to be maintained, or new infrastructure needs to be met in the future. It may set out the specific capital projects to be approved for the budgetary period, such as capital improvements, land acquisitions, new facilities/equipment, and identifies a source of financing for each.

Through capital budgets, your municipality can plan future expenditures, debt repayment and potential reserve fund needs to manage the financial position of your municipality over a specific period of time.

The capital budget process calls for a coordinated effort between municipal departments and results in a financing plan for the new construction, acquisition, or replacement of municipal assets.

Financial Reporting to the Public

There are several types of financial reporting that municipalities must complete to external municipal partners, as well as other levels of government. Financial reporting includes:

- Annual Financial Statements
- Financial information Return (FIR)
- Municipal Auditor and Audit Function

The Municipal Auditor and the Audit Function

Municipalities must appoint an auditor licensed under the *Public Accounting Act, 2004*. The auditor must not be an employee of the municipality or local board of the municipality. (See section 296 of the *Municipal Act*.)

The Auditor's Responsibilities

- Annually auditing the accounts and transactions of the municipality and its local boards, and expressing an opinion on their financial statements based on the audit; and
- Performing duties for the municipality or local board, as required.

2. SOURCES OF MUNICIPAL REVENUE

Revenues may be seen as income for your municipality. They are typically used to pay for the services that the residents of your municipality receive. Some examples of revenue that municipalities may receive include:

- Property taxes;
- Conditional and unconditional grants;
- User fees and charges for services such as recreational and cultural facilities (arenas, pools, etc.) and local improvement charges (sidewalks, etc.);
- Fees for licenses, permits and rents;
- Fines and penalties;
- Investment income; and
- Development charges.

Property Taxes

The property tax is your municipality's main source of revenue. It is calculated by your municipality based on two main components – a tax base and tax rates, determined by your municipality, but subject to provincial rules.

Assessment (Tax Base)

The base for property taxation is the assessment roll. The *Assessment Act* governs the assessment process in Ontario, including rules on how the assessed value of property is derived.

Properties are assessed by the Municipal Property Assessment Corporation (MPAC). Every municipality is a member of this corporation and pays MPAC for the services it receives.

The assessment of land is based on current value, generally as measured by the price that would be paid by a willing buyer to a willing seller at arm's length.

Section 7 of the *Assessment Act* and *Ontario Regulation 282/98* set out the eight main categories of property classes on the assessment roll:

- Residential,
- Multi-residential,
- New multi-residential,
- Farmland,
- Managed forest,
- Commercial,
- Industrial, and
- Landfill

Tax Rates

A tax rate is the rate applied to each dollar of taxable assessment to determine the amount of taxes to be paid. In simple terms, a tax rate of 1.23% raises 0.0123 cents per dollar of assessment.

Property tax has two components: a municipal portion and an education portion. There are separate tax rates for each property class.

The rates for the education portion of the tax are established by the Minister of Finance and help to fund the elementary and secondary education system in Ontario. Education tax rates are set in *Ontario Regulation 400/98* under the *Education Act*.

Setting Tax Rates

To minimize the possibility that taxes are shifted arbitrarily from one property class to another, the provincial government restricts the relative tax burden on the different property classes in several ways such as tax ratios and transition ratios.

The upper-tier municipality, Oxford County, determines tax ratios and transition ratios.

A tax ratio is the ratio that the tax rate for a property class must be in relation to the residential class tax rate (the tax ratio for the residential class is set at 1.00). They determine how much of a municipality's tax burden is borne by each of the property classes.

The Minister of Finance prescribes a transition ratio for certain circumstances, such as when a new class is established in a municipality (for example large industrial). The transition ratio represents the maximum tax ratio value the municipality can adopt. Tax ratios can only be equal to or less than transition ratios, unless the transition ratio is below or within the range of fairness.

Please see the Municipal Councillors Guide developed by the Ministry of Municipal Affairs and Housing for more information on setting tax rates.

Reduced Rates for Farm and Managed Forest Classes

Properties in the Farm and Managed Forests property classes are taxed at 25 per cent of the residential rate established in the municipality. Upper-tier municipalities can further reduce the municipal tax rate on the farm property class to below 25 per cent of the residential tax rate. Oxford County has set the farm tax ratio to 0.2177.

Tax for General Municipal Purposes

Simply put, tax rates are calculated as part of the budget process. Estimated revenues from all sources other than property taxes are subtracted from the estimated total expenses to calculate the amount the municipality intends to raise through its property tax levies. Deficit and surplus must also be considered. Then the tax rates are calculated. Even in cases where the budget remains constant from one year to the next, taxes may change because of property reassessments.

Taxes are collected by Zorra Township for Oxford County and the School Board.

If taxes are not collected within 2 years, then the Township may sell the property in question to collect the taxes. This is known as a **tax sale**.

Tax Roll

Each year, MPAC provides every municipality with a copy of the assessment roll to calculate taxes for the following year.

The treasurer of a lower-tier municipality must prepare a “tax roll” based on the last returned assessment roll for the year (see section 340 of the Act for more information). The tax roll shows the total taxes payable and a breakdown of the general and special local municipal taxes payable, for general and special upper-tier taxes, for each school board, and for all other purposes.

The treasurer adjusts the tax roll for a year to reflect any changes to the assessment roll for that year under the Assessment Act (e.g., from assessment appeals). Taxes are collected in accordance with the adjusted tax roll, as if the adjustments had formed part of the original tax roll and the relevant local municipality refunds any overpayments or sends another tax bill to raise the amount of any underpayment, as the case may be.

Government Contributions

Grants and Subsidies

Grants and subsidies may be contributions made by the provincial and federal governments to help a municipality, for example, meet the costs of delivering services to its residents. Provincial grants play an important role as a revenue source for municipalities.

Conditional and Unconditional Grants

Generally, conditional grants are understood as made for a specific program or service. By contrast, generally unconditional grants can be used to pay for expenses as Council decides. Conditional grants are subject to specific eligibility and spending criteria. The major conditional grants are for social and health services, transportation, social housing, and protection services. Unconditional grants consist mainly of funding provided through the **Ontario Municipal Partnership Fund (OMPF)**, the province’s main transfer payment to municipalities.

In 2021, the Township of Zorra received \$781,300 from OMPF, and \$789,200 from OMPF in 2022.

Other Revenue Sources

Ontario municipalities rely more heavily on municipal revenue sources than on federal and provincial government contributions, both in amount and in impact on the municipal budgeting and financing process. These municipal revenues are increasingly important for the operation of municipalities.

User Fees

Municipalities have a range of choices in deciding on the services for which it will charge a fee, the amount of the fee, the basis for calculating the fee, and who will pay the fee. Examples of fees charged by Zorra include fees for inspections, administration charges, recreation facility booking, etc.

Local Improvement Charges

A local improvement is generally described as a municipal capital work (or project) that a municipality undertakes through the local improvements process. Municipalities may put in place local improvement charges to raise all or part of the costs of these capital works. A municipality may impose costs of local improvement works through special charges on properties abutting (or bordering) the work, and on properties that will immediately benefit from the project.

Licenses, Permits and Rents

Revenues under this category include those from issuing licenses, permits and fees related to businesses, vendors, trailers, and animals. These revenues also include rents charged to use or occupy municipal properties, and concessions or franchises to use or operate municipal facilities.

Fines

This source of revenue includes fines imposed for not complying with municipal bylaws, fines related to the *Building Code Act*, 1992, and various other acts.

Development Charges

Development charges are an optional revenue tool designed to help municipalities pay for a portion of the capital costs of infrastructure to support new growth. The charges help ensure that a municipality's existing taxpayers are not required to pay the full capital costs of infrastructure or services required to serve new residents and businesses. The charges do not pay for operating costs or for the future repairs of infrastructure.

The Township had a development study conducted in 2019 to identify the estimated increased capital costs projected to be incurred as a result of new development.

3. MUNICIPAL ASSET MANAGEMENT PLANNING

Asset management planning is the process of making coordinated decisions regarding the building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets. Asset management planning helps to ensure infrastructure investment decisions are aligned with community needs and are sustainable in the long-term.

The overall asset management planning process requires a thorough understanding of the characteristics and condition of the municipality's infrastructure assets, as well as the service levels expected from them. It considers a municipality's infrastructure assets and objectives, current and proposed levels of infrastructure service and the life-cycle of the assets, and then develops a financial strategy for providing infrastructure services.

Asset management planning ties into the municipality's other strategic planning processes, including the budgeting process and the long-term financial planning process, as infrastructure investment decisions impact both operating and capital expenses. Council may wish to keep this in mind throughout the decision-making process.

The elements of an asset management plan include:

1. Infrastructure asset inventory
2. Levels of service (current service levels, proposed service levels, and metrics)
3. Lifecycle management and financial strategy (lifecycle activities and financial considerations)

Additional resources are available through the province's Asset Management Toolkit <https://www.ontario.ca/page/ministry-infrastructure> and the Asset Management Checklist https://www.mfoa.on.ca/MFOA/WebDocs/1f_Checklist.pdf produced by the Municipal Finance Officers' Association (MFOA).

EXAMPLE OF ASSET MANAGEMENT PLANNING:

Because asset management takes a long-term perspective, good asset management can maximize the benefits provided by infrastructure. It also affords the opportunity to achieve cost savings by spotting deterioration early on and taking action to rehabilitate or renew the asset. Ultimately, smaller but timely renewal investments can save the municipality money in the long term.

For example, the Township of Zorra's road, Road 74 (from 23rd Line to 25th Line), is a road that was paved in 2016 for a cost of approximately \$182,000. The estimated lifespan of that road is 20-25 years if no maintenance is conducted on it. The cost to fully replace the road in 20-25 years is estimated at \$305,000. The Township needs to plan accordingly so that the funds are put aside to pulverize and pave that road once it has reached the end of its lifecycle and that appropriate steps are put in place to extend the lifecycle of the road where possible.

After 6 years (in 2022), Road 74 has shown considerable wear and tear. The Township decides to apply crack sealing to the road for a cost of approximately \$15,000, which lasts for 5 years.

Then the Township decides that Road 74 will also need a surface treatment to keep the road up to municipal standards, which lasts for an additional 10 years. The surface treatment costs are approximately \$50,000.

After those 10 years, and once the road is at approximately 20 years of age, the Township then must decide whether to continue to extend the lifecycle of the road by adding another surface treatment for another \$50,000 or to pulverize and pave the road in its entirety for approximately \$305,000. If the road is in decent condition, and the surface treatment is a viable option, the Township may decide to move forward with the surface treatment and extend the road's lifecycle by an additional 10 years for a cost of \$50,000.

Section I: Remuneration

Remuneration

This section provides an overview of the remuneration of Council members that includes payment, mileage reimbursement, conferences and seminars, and the provision of office equipment and other materials.

1. Remuneration, general

Section 283 of the *Municipal Act* allows for the remuneration of members of Council. A Wage By-law is passed on an annual basis for the remuneration of elected members of Council.

- (a) Remuneration is payable to Council as part of the regular bi-weekly municipal payroll.
- (b) Remuneration includes payment for attendance at Council meetings and any of its committees, and for attendance at any other committee, board, or commission to which the Mayor and councillors may be appointed by resolution.

2. Mileage Reimbursement

Councillors may submit a mileage expense claim for travel related to Council, committees of Council and other related business travel as directed by the Mayor and Council.

Councillors are responsible for keeping track of their own mileage. Parking expenses incurred while on Township business, excluding parking tickets/fines, will be reimbursed. Monthly mileage forms must be completed and submitted with receipts (where applicable) to the Director of Finance for processing.

3. Conferences and Seminars

The Council budget contains provisions for councillor attendance at conferences and seminars. Council attendance at conferences and seminars does not require approval by Council unless the annual budget has been exceeded and in that instance a resolution of Council is required.

Reimbursement for expenses, mileage and other incidental charges shall be in accordance with **Policy 200-10 – Business and Travel Expenses**.

4. Provision of Office Equipment and Materials

To effectively perform their duties and responsibilities, Members of Council receive the following:

- (a) A personal laptop computer with appropriate software; and
- (b) A technology allowance of \$664.80/year paid as part of the regular bi-weekly municipal payroll, to offset costs associated with internet and phone usage relating to the responsibilities of Council.

Members of Council are responsible for setting up their home offices as they require, assistance by Information Technology will be provided.

Section J:

Township Building for the Future

Township Building for the Future

1. Strategic Plan

A strategic plan can be an essential part of municipal governance. It is a document that looks to the future, clearly setting out the municipality's vision and priorities. Zorra's Strategic Plan is about celebrating the Zorra of today and township-building for the future. The Township of Zorra's administrative, financial and planning

Strategic planning allows the Township to manage change and remain sensitive to pressures – both internally and externally. It acts as a tool to help us determine the key issues that need to be addressed. It forms the basis of positive actions for the municipality, and outlines what we need to focus on, and how to accomplish our goals.

The benefits of a strategic plan are threefold:

- It gives councillors a greater range of politically defensible options for tough resource allocations and an improved capacity for turning promises into action;
- It ensures staff benefit from the leadership, managerial autonomy and communication set out in the Plan; and
- It demonstrates to the public a more proactive and accountable approach to municipal decision making and a more consistent use of resources than without a strategic plan.

The Township of Zorra's 2018-2022 Plan can be found on the Township's website (<http://www.zorra.ca/Home/Our-Township/Strategic-Plan>). Updating this plan will be one of your responsibilities as a member of Zorra's Council.

2. Recreation, Arts and Culture Master Plan

Zorra's Recreation, Arts and Culture Master Plan is a document that outlines the Township's goals to ensure that parks, recreation, arts and culture facilities, programs and services are aligned with current and future needs.

The Township of Zorra's Recreation, Arts and Culture Master Plan can be found on the Township's website (<http://www.zorra.ca/Home/Our-Services/Recreation/Recreation-Arts-Culture-Master-Plan>).

3. Asset Management Plan

In many parts of Ontario, existing infrastructure is degrading faster than it is being repaired or replaced, putting services at risk. To help address this issue, the Province implemented the *Asset Management Planning for Municipal Infrastructure*

Regulation. The goal of this regulation is to improve the way municipalities plan for their infrastructure, which includes requiring that all municipalities have an asset management plan.

An asset management plan is a plan for managing an organization's infrastructure and other assets. It is an ongoing a long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets. This includes:

- Building
- Operation
- Maintenance
- Renewal
- Replacement
- Disposal

The Township of Zorra's Asset Management Plan is also available on the Township's website (<https://www.zorra.ca/en/our-services/resources/Finance/20-12-02-Asset-Management-Plan-CONSOLIDATED.pdf>)

4. New Residents Guide

The Township of Zorra has developed a New Residents Guide for people that are new to the Township. The New Residents Guide is designed to provide quick, consistent, and comprehensive information to new residents so that they may become familiar with the services provided by the Township. The guide may be viewed on the Township website (<http://www.zorra.ca/Home/Info/Welcome-New-Residents>).

5. Township of Zorra Brand and Communications Guide

The Zorra Brand and Communications Guide provides a set of guidelines for the consistent use of Township communications, including the Township brand. Consistent use of communication standards is important to effectively communicate the overarching essence, tone, personality, concrete visual touchstones, benefits and qualities of the Township. Over time, implementing these guidelines will contribute significantly to a strong, unified identity that will be easily recognizable and a source of pride to our public, our stakeholders, and our community.

This document provides style guidelines for using the Township logo, images, brand and fonts for all Township-related materials and communications. This guide is about bringing uniformity to how the Township communicates and is identified by Township staff, Council, and the general public.

The Township of Zorra's Brand and Communications Guide can be found on the Township's website (<http://www.zorra.ca/Home/Our-Township/Branding>).

6. Multi-Year Accessibility Plan

In 2005, the provincial government committed to the development of five accessibility standards under the *Accessibility for Ontarians with Disabilities Act* (AODA). This act lays the framework for the development of province-wide mandatory standards on accessibility in all areas of daily life. The five accessibility standards are:

- Customer Service
- Information and Communications
- Employment
- Transportation
- Design of Public Spaces



The intent of the AODA is to make Ontario fully accessible for people with disabilities by 2025.

Under *the Accessibility for Ontarians with Disabilities Act*, the Township is required to develop and maintain accessibility plans and reports, including a Multi-Year Accessibility Plan. This plan outlines how the Township will comply with the AODA and more specifically, the *Integrated Accessibility Standards Regulation* on, or before, the designated deadline dates.

The multi-year accessibility plan includes:

- Measures taken to identify, remove and prevent barriers to persons with disabilities;
- Measures ensuring proposals for By-laws, programs, practices and services are considered for their effect on accessibility; and
- A list of By-laws, policies, programs, practices and services that will be reviewed in the next year to identify, prevent and remove barriers.

All current and future are available on the Township's website. The Township's current Multi-Year Accessibility Plan is attached in the Additional Resources package. The Township will be updating said plan in 2023.

7. Upcoming “Big Items”

- | | |
|------------------------------|---|
| • Strategic Plan update | • Zorra Municipal Centre and Child Care |
| • 2023 Budget | • 2023-2028 Multi-Year Accessibility Plan |
| • Zorra Maintenance Facility | |

Section K:

IT Information

IT Information

The Township will provide each Councillor with a laptop and other peripherals as needed.

The main productivity platform used will be **Microsoft Office**. Each laptop will come pre-loaded with the latest version of Microsoft Office. The Township is on a subscription service and you will always have the latest version through updates. Periodically you will see messages from Microsoft requiring an update. If you are in doubt of any message you see, please call in to the Municipal Office before clicking OK for an update.

All staff and Council are now using Microsoft Exchange and Outlook as the main email platform. This will allow you to install the Exchange account on a mobile device and have the data live and all devices will update when a change is made on one.

How to use Outlook Calendar:

<https://www.youtube.com/watch?v=SPOoS8GIIZw>.

<https://www.youtube.com/watch?v=WcVUJh-zjwU>

Other video links on Outlook can be found here:

<https://www.youtube.com/user/skaceli/videos>

Township staff and Council now use an instant messaging program called **Microsoft Teams**. This will be the primary tool used for communicating with Township staff.

Introduction to Microsoft Teams:

<https://www.youtube.com/watch?v=VDDPoYOQYfM>

Tips and Tricks:

https://www.youtube.com/watch?v=w_NOLTazDaQ

iCompass

The Township uses a meeting management software called iCompass. The software is used for the creation of agendas, minutes, and resolutions and stores all Council meeting-related documents.

See the following insert for the iCompass Reference Guide.

Section L:

Resources

Resources

1. Terms/Definitions

Action Items

- Staff maintains a list of action items from Council meetings, updates them monthly and circulates them to Council.

Advisory Committee

- A committee appointed by Council to provide recommendations to Council on a specific project or issue, as directed by Council. The composition of the advisory committee shall be comprised of community members/stakeholders and up to two (2) Zorra Township councillors. Once the project is completed the Advisory Committee is automatically dissolved.

Agenda

- A set of issues, problems or subjects that covers an entire session of Council or committee, in which case it is the order of business for that session and is adopted by a majority vote.

By-law

- A law, regulation or rule (with force of law) of a local government that is passed by Council. Council both passes and is regulated by By-laws.

Capital budget

- The Capital budget encompasses the purchase and rehabilitation to large assets including road infrastructure, buildings, vehicles, machinery and large equipment. It also includes Long Term Debt repayments and Reserve's activities.
- Through capital budgets, your municipality can plan future operating budget expenditures, debt repayment and potential reserve fund needs to manage the financial position of your municipality over a specific period of time.

Capital project

- A long-term, capital-intensive investment project with a purpose to build upon, add to, or improve a capital asset. Capital projects are defined by their large scale and large cost relative to other investments that involves less

planning and resources.

Chair

- The position of the person appointed to preside, or presiding at, a meeting whether the person is the regular Chair or not.

Clerk

- Under the *Municipal Act* section 228, municipalities are required to appoint a clerk who shall perform all statutory duties in accordance with the *Municipal Act* and other applicable legislation.
- The Township of Zorra's Clerk operates under the job title of "Director of Corporate Services".

Closed Session

- Also referred to as "in camera" is a proceeding or deliberation that takes place in a venue where access is restricted and deliberation takes place in private. There is no public representation present.
- In accordance with the provisions of the *Municipal Act*, a meeting or part of a meeting may be closed to the public if the subject matter being considered falls under an exceptions in Section 239 of the *Municipal Act*. Separate minutes are taken for closed session meetings and are approved by Council during the subsequent closed session meeting.

Confirmatory By-law

- Since the powers of every municipality are exercised by its Council, by by-law, many municipalities pass what is called a "confirmatory by-law" at the end of each council meeting, confirming all decisions taken at that meeting.

Correspondence requiring direction

- Correspondence, reports, petitions and communications intended to be presented to Council that requires the direction of Council in some way, shape or form.

Corporate record

- A 'record' is defined as "any record of information however recorded, whether in printed form, on film, by electronic means or otherwise." The definition is broad in order to include the full range of possible information formats.
- Corporate records include information that is related to the business of the Township, its agencies and boards, and may be requested through MFIPPA.

Delegation

- A delegation is a person or a group who would like to speak at a Council meeting regarding an issue or concern that is important to them or their community.

Deputy Mayor

- The member of Council appointed to act on behalf of the Mayor in their absence.

Information Items

- Items appearing on an agenda for information purposes only, not requiring action of Council or Committee.

Long Term Debenture Commitments

- Municipalities can only incur long-term debt for capital projects. They must balance their budgets in accordance with legislation and generally can't borrow money over the long term to fund current operating expenses

Majority

- More than half of the votes cast by members entitled to vote and present at the vote.

Mayor

- The Head of Council and Chief Executive Officer of the Township.

Meeting

- Any regular, special or other meeting of a council, of a local board or of a committee of either of them where
 - i. A quorum of members is present; and
 - ii. Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council.

Minutes

- Written or recorded documentation that is used to inform attendees and non-attendees about what was discussed and happened during a meeting.

Motion

- A motion is a proposal that Council take certain action, or that Council express itself as holding certain views. A main motion (resolution) is required by council when they want to change a policy, rule, or by-law, or initiate a new policy, rule or by-law. Motions are printed and signed prior to Council meeting start.

Mover

- The Mover of a motion is the person who formally raises the issue formally requesting the Council to consider the issue and then make a decision.

Notice of Motion

- A Council/committee member may:
 - Give notice to the Clerk that a specific motion will be placed on a future agenda (does not require a mover and seconder). To be listed on the agenda, a Notice of Motion must be received by the Clerk at 4:30 pm on the Wednesday prior to the Council meeting.
 - Introduce the motion during a meeting and it will be placed on the next regular meeting agenda OR considered at the current meeting without notice if it is duly moved and seconded and Council dispenses with notice by a two-thirds vote..

Operating budget

- The operating budget encompasses the costs associated to plan for the municipality's day-to-day expenditures and operation of Township services on an ongoing basis, such as salaries, wages, benefits, heat, hydro, maintenance of buildings and infrastructure.

Pecuniary Interest

- A pecuniary interest is when a member has a direct or indirect financial interest in an item.

Point of Order

- Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made. The Chair shall preserve order and decide questions of order.

Quorum

- The majority of members of the Committee not prevented from voting by having a pecuniary interest under any Act. Quorum for Zorra Council is 3.

Reading of By-law

- “A stage of consideration” and therefore the by-law is not necessarily read aloud at the meeting. Members of Council must be provided the opportunity to read the full text of the proposed by-law before the council meeting.

Recorded Vote

- The recording in the minutes of the name and the vote of every member present voting on any matter or question.

Recommendations

- Committees of Council may make recommendations to Council.
- Recommendations have no force or effect until approved by Township Council.

Reserves and Reserve Funds

- A reserve fund is a savings account set aside to cover scheduled, routine and unscheduled expenses that would otherwise be drawn from a general fund.

Resolution

- Once a motion is passed it becomes a resolution. A main motion (resolution) is required by council when they want to change a policy, rule, or by-law, or initiate a new policy, rule or by-law. These are considered an act of council when adopted. They would normally be “what” is to be done, but not how to do it. Council would normally leave the “how to” to staff, to develop processes for implementing the new by-law, policy or rule. Staff reports to Council include a recommendation at the beginning of the report in the form of a motion.

Robert's Rules of Order

- A guide for conducting meetings and making decisions as a group.
- Robert’s Rules of Order (Procedure) shall be followed, as near as is practicable in any case or instance of procedure not provided for in the Township’s Procedural By-law.

Rules of procedure

- The rules and regulations set forth within the Township's Procedural By-law that shall be observed in all proceedings of Council unless otherwise provided for, and with the necessary modifications, the committees of Council, and shall be the rules and regulations for the order and conduct of business.

Secunder/Seconding Motions

- The seconder is the person who seconds the motion from the Mover and indicates support that the motion be received before Council or the Committee.
- As a general rule, every motion should be seconded.

Task Force

- A special purpose group, with a defined scope of work, that is established by the Township to complete a specific project, or to review and report on a specific issue. Task forces advance previously decided positions by Council and/or exchange information on a particular topic. Once the project is complete and/or the final report is delivered to the Township, the task force is automatically dissolved.

Terms of Reference

- A legal document that defines the purpose, authority and structures of an advisory committee, who have agreed to work together to accomplish a shared goal.

2. Township Staff Contact Information

Township of Zorra Internal Staff Contact Information			
Name	Extension	Cell Phone	E-mail Address
Alycia Wettlaufer	7250		awettlaufer@zorra.ca
Deanna Kirwin	7240	519-617-4606	dkirwin@zorra.ca
Diane Larder	7225	519-425-1974	dlarder@zorra.ca
Don MacLeod	7226	519-617-3353	dmacleod@zorra.ca
Jason McEachnie	7244	519-280-7504	jmceachnie@zorra.ca
Jenna Gallman	7237		jgallman@zorra.ca
Karen Martin	7228	519-617-2741	kmartin@zorra.ca
Lisa Teeple	7229		lteeple@zorra.ca
Lynda Thornton	7222		lthornton@zorra.ca
Mathew Paul	7230	519-617-2817	mpaul@zorra.ca
Matt Brown	7243	519-617-2793	mbrown@zorra.ca
Michelle McLellan	7221		mmclellan@zorra.ca
Mike Hughes	7224	519-617-2804	mhughes@zorra.ca
Nicole	7231		nicole@zorra.ca
Spencer McDonald	519-539-0015 x 3205		ismcdonald@oxfordcounty.ca
Stephanie Starchuck	7242	519-617-7977	sstarchuck@zorra.ca
Steve Oliver	7227	519-617-6176	soliver@zorra.ca
Maggie McLaughlin (student)	7255		mmclaughlin@zorra.ca

Township of Zorra Recreation Staff Contact Information		
Name	Cell Phone or Ext	E-mail
Matt Brown, Director of Recreation & Facilities	519-617-2793	mbrown@zorra.ca
Jason McEachnie, Recreation & Facilities Supervisor	519-280-7504	jmceachnie@zorra.ca
Rick Ackert	226-919-5211	*Cell is personal – not work
Jamie Adams	519-617-1955	
Stephanie Starchuck, Program Coordinator	519-617-7977	sstarchuck@zorra.ca
Shawn McNaughton	226-376-3586	*Cell is personal – not work
Embroid Zorra Community Centre 355644 35 th Line	Ext 7251	ezcc@zorra.ca
Thamesford District Recreation Centre 85 Middleton St	Ext 7245	tdrc@zorra.ca
Thamesford Area Swimming Pool 204 George St	Ext 7285	thamesfordpool@zorra.ca
Recreation bookings	Ext 7223	booking@zorra.ca

Township of Zorra Fire Dept Contact Information		
Name	Station Ext.	E-mail
Embroid - District Chief Matt Cockle 135 Huron St, Embroid	7270	embroidfire@zorra.ca
Thamesford - District Chief Andy Martin 682820 Road 68 (Hwy 2), Thamesford	7275	thamesfordfire@zorra.ca
Uniondale – District Chief Scott Matheson 962992 Road 96, Uniondale	7280	uniondalefire@zorra.ca
Woodstock DISPATCH (Burn Permits)	519-537-2323	dispatch@woodstockpolice.ca

Township of Zorra Public Works Contact Info			
Name	Home Phone	Cell Phone	Info
Steve Oliver	519-533-7459	*519-617-6176 *private cell	soliver@zorra.ca
Scott Simmons (Embroid)	519-788-6910	*519-617-6305 *private cell	ssimmons@zorra.ca
Alec Lockhart (Embroid)	519-295-2295	*519-860-8611 *private cell	
Steve Gordon (Embroid)	519-619-2118		
Murray Gunter (Embroid)	519-535-8362		
Connor O'Neil (Embroid)	519-535-0132		
Cody Brown (Embroid)	519-608-6060		
Derek Collins (Kintore)	519-295-0100	*519-617-6307 *private cell	dcollins@zorra.ca
Ross Ball (Kintore)	519-475-4488		
Chris DeBoer (Kintore)	519-349-2428		
John Dunlop (Kintore)	519-283-6345		
Jamie Horne (Kintore)	519-475-6349		
Daniel Rochon (Kintore)	519-694-6619		
Al Thirkettle (Kintore)	519-295-0079		
Embroid Shop	Ext 7265	Spare Cell 808-6399	8 Commissioner St
Kintore Shop	Ext 7260	Spare Cell 617-0196	783036 Road 78

Additional Contact Info			
Name	Work Phone	Cell Phone	Other Info
Fire/Ambulance	911		
O.P.P.	1-888-310-1122		
Bell Repair	611		
Locate Ontario 1	1-800-400-2255		
Hydro One	1-800-434-1235		
Erie Thames	519-485-1820		
Humane Society ANIMAL CONTROL "NEW"	519-273-6600		After hours 519-745-5615
Environmental Spill Reporting	1-800-268-6060		
Oxford County Landfill	519-485-1516		Salford Dump
County Emergency Number	519-537-7961		
Pam Antonio (Waste Manager)	519-539-0015 x 3114		
Waste Management Customer Service	519-539-0015 x 3159		
Greenline Property Maintenance	519-709-1275		Mel Oswald (lawn care)
County of Oxford Customer Service	519-539-9800	1-866-537-7778	Fax 519-421-4711
Southwestern Public Health *NEW*	1-800-922-0096	519-421-9901	www.swpublichealth.ca
Ingersoll Fire Service	519-485-3910		
North Embro Cemetery	519-475-4385		Darwin Cooper
Ingersoll Rural Cemetery	519-485-0169		Caroline French
Travis Lockhart, County Tree Commissioner & Weed Inspector	519-539-0015 x 3132		tlockhart@oxfordcounty.ca