

Council Handbook:

Volume 1 - Daily Operations



Norfolk County
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norfolkcounty.ca



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1. Members’ Salary and Benefits

1.1 Compensation

2022-2026 Term of Council Salary:

	Mayor	Councillor	Deputy Mayor
Total Salary			Additional:
By-law 2022-103	\$87,580.00	\$38,393.00	\$2,000/per annum

- Salaries are paid bi-weekly (26 pays per year).
- Salaries are fully taxable.
- Norfolk County remuneration rates for the Mayor and Councillors are subject to an annual adjustment based on Norfolk County’s Non-Union economic adjustment percentage applied to the Non-Union Salary Schedule.

Mileage Expenses:

Councillors are eligible to receive mileage reimbursement for travel related to attendance at conference and seminars as well as certain County-related travel as per County Policy MC-01: Conferences and Seminar Policy for Council Members and HR-17: Reimbursement of Travel Expenses.

1.2 Group Health and Dental Benefits

Members of Council are eligible to participate in the non-union employee group extended health and dental benefits at their own expense. Members who wish to enrol in group benefits will be responsible for the full cost of monthly benefit premiums, which would be deducted from their monthly pay. Premium rates

are subject to change on July 1st of each year as part of the annual benefit renewal.

Extended Health Care coverage includes Prescription drugs, Physiotherapy, Registered Massage Therapy, Chiropractor, Psychologist, Osteopath, Podiatrist, Naturopath, Vision, Hearing Aide, Hospital coverage, Emergency out of country travel coverage, and Health Care Spending Account.

Dental coverage includes basic, comprehensive, and major services.

For more information on the specific plan coverage details and premium cost, please contact the Health, Wellness and Benefits Coordinator at extension 2314.

1.3 Basic Group Life Insurance

Basic Group Life Insurance

- Coverage - \$30,000
- Premium - 100% employer paid
- Plan Terminates - when your term of office ends

Optional Life Insurance

- Application - A Health Statement and an approval from insurance company is required to apply for this optional benefit
- Coverage - Employee and/or Spouse: Increments of \$25,000 to a maximum of \$125,000 each
- Premium - 100% Councillor paid
- Plan Terminates – no longer actively employed, or age 65

Basic Accidental Death and Dismemberment (AD&D)

- Coverage - \$200,000
- Premium - 100% employer paid
- Plan Terminates - when your term of office ends

Full details of your benefits are available in your Benefit Booklet, which is provided to you during the County onboarding process with the HR department.

1.4 Employee and Family Assistance Program (EFAP)

Norfolk County's current provider is Homewood Health.

- EFAP offers voluntary, confidential and no cost access to short term professional counselling and support.
- EFAP provides support for work, health and life matters, such as family and/or marital relationships, addictions, anxiety, depression, grief, stress, career counselling, financial, caring for an elderly parent or child, nutrition support, retirement, effective work habits, legal matters, etc.
- This service is available 24/7/365. Online services are also available. Please contact Human Resources for more information.

1.5 Ontario Municipal Employees Retirement System (OMERS)

Pension

OMERS is a defined benefit plan with the intention to provide a guaranteed stream of retirement income for life based on the earnings and years of service of the enrolled members. At this time, it is funded by equal contributions from employees and employers and by OMERS investment earnings. Norfolk County pays the cost of the employer's portion of OMERS for elected officials.

If Members of Council as a whole, are determined to be eligible for enrollment under OMERS regulations, elected officials must enroll in OMERS, with only the following two exceptions:

- 1) The elected official is already receiving an OMERS pension. This individual may continue to receive their pension and NOT enroll, or can elect to stop receiving their pension and re-enroll. The appropriate OMERS form must be completed through the HR department.

2) The elected official is over the age of 71.

Annual Pension Statements are produced by OMERS annually, they are either mailed to your home address or sent electronically via email depending on the option you choose.

To review previous statements, use the retirement income estimator or explore other pension details, enrol in [myOMERS](#).

When contacting OMERS, your Social Insurance Number or your OMERS Membership Number will be required.

Remember to notify OMERS directly of any address and/or beneficiary changes.

For more information, elected officials can contact Payroll.

2. Members' Space

2.1 Office Space

There are four enclosed office suites located on the second floor of the County Administration Building (CAB): the Mayor's office, CAO office, office of their Divisional Coordinators and an additional touch-down office space.

The touch-down office may be used by Members of Council or County staff on a first come basis. The two Committee meeting rooms may also be used Members or staff; however, must be booked using the Outlook meeting room tool.

The offices at CAB are furnished with Norfolk County furniture and equipment in accordance with Corporate Standards.

2.1.1 Mayor's Space

The Mayor has a designated office on the second floor of CAB.

2.2 Resources Available on the Second Floor of CAB

2.2.1 Kitchenette

There is one small kitchenette on the second floor of CAB for use by Members and staff.

The coffee is self-serve as required and individuals are asked to use the blue bin/box for recycling containers (bottles, cans, etc.).

2.2.2 Washrooms

There are washroom facilities located on the second floor.

2.2.3. First Aid Kits

There is one First Aid kit located on the 2nd Floor with basic first aid requirements. This is located in the kitchen.

2.2.4 Waste and Recycling

In CAB offices, waste, and recycling materials are collected.

At each desk, there is a small blue paper recycling bin with a small black garbage bin. Members and their staff are responsible for emptying recycling bins into the tall, central bins in the main and photocopier centres

2.2.5 Mail Services

The Clerks and By-law department is responsible for mail services for the Corporation. Members of Council may access mail services through the Clerk's office.

2.2.6 Photocopiers and Shred Boxes

Photocopiers are available in the Clerk's office and on the second floor of Norfolk County CAB in the CAO's administrative office. Members may request staff assistance when required.

There is one shred box available for use by Members and staff on the second floor of CAB. Material from these bins are emptied and shredded by a contractor every 8 weeks.

2.2.7 Supply Room

The Mayor's office orders and maintains its own inventory of office supplies.

There is a supply room located on the second floor, where general office supplies are kept for Councillors.

2.3 Security

2.3.1 Reporting Threats and Incidents

It is important that Members remain aware of their role as a safety and security partner by ensuring all potential threats and/or incidents are reported promptly to the Chief Administrative Officer ("CAO") who will report such incidents involving health and safety to the Manager, Organizational Health and Wellness. When you observe suspicious activity or feel a security presence is required contact the CAO immediately. All staff must report any safety or security incidents that affects them, their colleagues or Councillors to the CAO in a timely manner as reporting of an incident can ensure staff receive the proper assistance and support in order to mitigate potential risks. Reporting also allows for the investigation and tracking of threats, as well as the ability to enact temporary or permanent enhanced security measures.

What to report: any incident, situation or event that has caused or could result in, harm to staff, damage or loss to Norfolk County property, and/or significant impact on the safety of staff or the public.

In most cases, the CAO will provide liaison to the Ontario Provincial Police (OPP) If an incident is directly reported to the Police it must still be reported to the CAO.

2.3.2 Emergency Procedures

At the start of the Council term, a training session will be provided for Members related to emergency procedures and protocols.

2.3.4 Access Cards and Keys

Security access ID cards are required by all Members and staff and must be worn at all times while on Norfolk County premises. If access cards are forgotten or misplaced, please contact the Mayor's assistant for a replacement card. A lost security card should be reported immediately to IT, as per policy CM-04 a replacement fee will be charged based on the current [User Fee By-Law](#).

To make changes in access to a security access ID card, please contact Mayor's assistant.

2.4 Parking

Parking is available along the streets of CAB. Please note that these parking spots are two hour restricted parking zones. Parking is also available in the parking lot across the street from CAB along Court Street.

2.5 Booking Space for Meetings And Events

2.5.1 Use of Committee Rooms during Council Meetings

The purpose of the committee rooms is to provide a meeting space to be used by Members of Council and staff. This space also allows Councillors and staff to remove themselves from the Council floor to make phone calls or meet with staff without disrupting Council.

2.5.2 Meeting Spaces/Board Room (Capacity 12-14)

Councillors have the ability to book the following meeting spaces located on the 2nd Floor:

- Committee Room A (capacity of 10 to 12)
- Committee Room B (capacity of 6 to 8)

To book the room, simply select it as the location on the Outlook Calendar meeting request; if the room is available it will accept the meeting location. If the room is already booked, the request will be denied.

2.5.3 Other Norfolk County Meeting Rooms

Members can book and utilize any of the meeting spaces in Norfolk County during the corporate work hours between Monday to Friday.

To book a room:

- Utilize the Outlook Calendar
- Select the Scheduling Assistant "Add Rooms" tab to select the appropriate room (availability will show on the scheduler during the selection process)
- The auto-accept feature will confirm the booking if the room is available.
- For after hours booking of these rooms, please contact Facility Services.
- Some spaces require a fee to book that will be charged to the applicable departmental budget.

3. Members' Office Operations

This section provides important information about managing your information, as well as information on communications support, print and mail services.

3.1 Records and Information Management

Records management is a process of ensuring the proper creation, maintenance, use and disposal of records to achieve efficient, transparent, and accountable governance. This definition encompasses both traditional formats such as printed materials and newer formats such as electronic files, emails,

text messages, social media posts, web content, voicemails, and video recordings. Records may be created and accessed using a range of platforms such as pen and paper, PCs, tablets, and smartphones. As government employees, we all have an obligation to properly document what we do by creating complete and accurate records of our activities and by ensuring that the appropriate records relating to our work are filed in the official filing systems. Norfolk County keeps records to ensure continuity and consistency in administration, ensure accountability and protects the County from legal, financial, and other rights of the municipality and its citizens. Some guiding documents available to Council upon request include:

- Email management;
- Norfolk County's Records Management Policy Statement and Record Retention By-Law; and,
- Access to Information.

For more information on proper records management, please contact the Clerk's Office.

3.2 Records of Members of Council

Records created and maintained by Members of Council tend to be either political records or corporate records. Political and corporate records should be filed and maintained separately.

3.2.1 Political Records

Records that document a Member's relationship with their constituents as an elected representative are considered political records. An example of a political record is a letter from a constituent complaining about inadequate public transit infrastructure. Political records are the property of the Member, and are not generally subject to the provisions of the [**Municipal Freedom of Information and Protection of Privacy Act \(MFIPPA\)**](#).

IMPORTANT:

- 1) Political records often contain the personal information of constituents and other confidential information. Members are responsible to ensure that all confidential information (including personal information) is appropriately secured from inappropriate use or disclosure.
- 2) Political records can become corporate records. For example, if a Member forwards an email from a constituent to staff for action, the email becomes a corporate record. ***Note: consent of the constituent is required before information can be shared.***
- 3) Contact information obtained from a constituent in relation to a specific request or complaint, must not be reused to communicate with the constituent on other matters without the express written consent of the constituent.

These records only become corporate records if they are shared with County staff. ***Note: consent of the constituent is required before information can be shared.***

3.2.2 Corporate Records

Records that document the County's business activities (i.e., the provision of municipal programs and services) are corporate records. Corporate records should be stored appropriately in either electronic or hard copy format, and are subject to MFIPPA.

3.3 Norfolk County's Records and Information Management Systems

Information sprawl, time sensitivity, and citizen engagement has created a movement within the County to improve the way employees and Members communicate, collaborate, and manage information. Norfolk County currently uses different types of Records Information Management Systems (RIMS) and

Electronic Document and Records Management (EDRM) systems, such as Norfolk County shared drives, FileTrail and FileHold. These systems are the County's primary tools used to organize, improve visibility, control, protect, and facilitate access to public records that are physical or digital in nature.

Corporate records, regardless of electronic format, should be saved in either of these systems. These systems have been architected in a manner that allows for compliance with both the Information Management Policy and the Records Retention By-Law.

3.4 Email Management

Council's obligation to manage email records in accordance with the Records Retention By-law is set out in the County's Records Management Policy Statement.

Emails must be managed based on the content of each message and not based on the format (i.e., .msg file). Email messages that are considered corporate records must be saved in a corporately approved recordkeeping system. Staff are required to use such systems as a Shared drive.

3.5 Obligation to Protect Privacy and Confidential Information

Council's obligation to protect privacy and safeguard confidential information is set out in the Municipal Act and MFIPPA, and acknowledged in the County's Procedure By-Law and Council Code of Conduct.

The *Municipal Act, 2001* entrusts Council to receive and keep confidential, highly sensitive information to fulfill its decision-making duties and oversight responsibilities. Confidential information may include, but is not limited to:

- Human resources/labour relations matters;
- Litigation;
- Request for Tenders (RFT) and Request for Proposals (RFP);

- Property acquisitions;
- Security of County's property; and
- Personal information.

Members have a responsibility to keep such information confidential to safeguard the corporation's interests and reputation and to uphold disclosure rules to prevent personal gain or advantage to others. In accordance with Norfolk County's **Procedure By-law**, Members shall not discuss or disclose the content of any confidential matter or the substance of deliberations or *closed session* meetings to anyone outside Council until the information is open or released to the public as required by law, or authorized by Council. This means that any matter addressed in a Closed Session of Council or Committee may not be further discussed with anyone or communicated in any way (including but not limited to by Tweet, text message, social media and/or email).

MFIPPA establishes that Members who have received access to personal information or other confidential information in the performance of their duties have a responsibility to protect this information while in their possession. Members must ensure that the privacy of the individual to whom the information relates, is protected at all times, and must keep the information physically secure to avoid unauthorized disclosure or destruction.

IMPORTANT:

- Members receive personal information from constituents, County staff and other sources. Personal information may only be used for the purpose for which it was provided to the Member. For example, if a constituent emails their opinion about bike lanes to their Member, the contact information provided **cannot** be added to the mailing list for a Member's newsletter.
- Do not share the personal information of your constituents with County staff unless the affected individual has provided written permission to do so.

3.5.1 Practical Tips for Privacy Protection

- Discourage constituents from volunteering information about their personal circumstances unless the information relates to their specific request or concern.
- Don't forward emails that contain personal information.
- Don't keep copies of documents that contain personal information.
- Move conversations involving personal information to a private location.
- Adopt a clean desk policy - don't leave records on desks or copiers where others may see them.
- Ensure mobile devices are password protected and encrypted.
- Do not store records containing personal information on mobile devices such as USB drives or portable hard disks.
- Use the shred console located at CAB to dispose of paper records.

3.6 Accessing Information

The County publishes an increasing volume of information on norfolkcounty.ca and through the Norfolk County Online Records Archive. In addition, the County receives numerous requests for information each day. Most requests for information are processed informally by Service-Norfolk staff, by email, by telephone or in person. Fees, as specified in the County's [User Fee By-Law](#), may apply. Where information is not otherwise available, a formal access to information request may be appropriate.

Members may request County information from the appropriate division head or through the County Clerk's office.

3.6.1 Access to Records Required to Conduct Corporate Business

Council as a body has a right of access to certain types of information that would not be available to individual Members of the public, if the information is required to carry out Council duties. Examples include details of ongoing negotiations, legal advice, draft reports on pending projects, draft policies, and

information provided in preparation for closed (*in camera*) meetings.

Information is provided to Council as a whole. In such circumstances, Members are prohibited from releasing the information in any format to anyone outside Council without the express authorization of Council.

3.7 Access to Information Requests (Also known as Freedom of Information, or FOI, requests)

3.7.1 Maintaining good records

The records of Members may be the subject of an access to information request. In preparation for this possibility, Members are strongly encouraged to maintain their political records such that they are separate and distinct from corporate records.

3.7.2 Accessing Records through FOI

Any person, including a Member, can request access to County records under the provisions of MFIPPA. MFIPPA requires access requests to be made in writing and to provide sufficient detail to enable staff to identify and retrieve the requested record. The County's [Access Request Form](#) is available on norfolkcounty.ca. MFIPPA also specifies that a \$5.00 application fee (cheques payable to Norfolk County) is required prior to processing an access request.

Completed Access Request Forms and application fees can be submitted in-person at Service-Norfolk at Suite 100, 185 Robinson St in Simcoe or by mail.

Although individuals have a general right to access of County records, certain legislated exemptions to disclosure may apply. Normally a decision on access is issued to the requestor within 30 days of receipt of an access request.

The Regulations associated with MFIPPA specify fees that apply to processing a request.

Fees are collected prior to the release of records. In the case of large/voluminous requests, a fee deposit of 50% of estimated fees is collected prior to commencement of work.

More information about Norfolk County's FOI process is available on the County [website](#).

4. Communications:

4.1 Communications Support

Corporate Communications works with Norfolk County staff across all divisions and departments to assist in distribution of key messages to residents about County programs, services, emergencies, events and more. The team ensures messages are clear, consistent and encourages engagement with the community.

Some of the services provided by the Corporate Communications include:

- eCommunications – including eNewsletters
- Social media management
- Emergency/crisis communication
- Community engagement
- Media relations
- Website content management and design in collaboration with Information Technology, Accessibility and other Departments
- Graphic design
- Branding
- Advertising
- Communications policy development
- Consult on public-facing communications for internal staff, stakeholders and Council

- Internal communications

Corporate Communications will supply and/or assist Mayor and Council with speaking notes when they have been designated to present on behalf of the Corporation.

4.1.1 Logo, Coat-of-Arms, and Badge Use

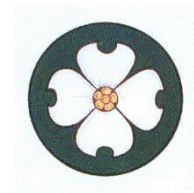
The Norfolk County logo indicates County approval and endorsement, so it must always be used in an appropriate manner. Is not intended and shall not be used to endorse a particular product or service.

The Coat-of-Arms will be used only on the County's official seal, proclamations, certificates, awards and invitations originating from the Office of the Mayor and Council. It is protected under trademark laws in Canada.

Amendments or relief from policy is at the discretion of the County's CAO.

For full usage details with respect to the Norfolk County Logo, Coat-of-Arms and Badge Us, please contact the Communications Department.

Logo Coat-of-Arms Badge



4.1.2 Social Media

The use of personal social media, such as Facebook, Twitter, Instagram, Snapchat, TikTok, etc. are up to the discretion and comfort level of each individual member of Council.

Members will be solely responsible for managing, monitoring, updating, and posting their own messages and content on personal social media

accounts. These accounts are separate from the Norfolk County and staff should not be involved in managing or updating content on these accounts.

As personal accounts, Members should avoid references to the County including logos, official titles, telephone and email contacts.

4.1.3 Official Portraits

The County Clerk's office arranges for Council to have official portraits taken at the beginning of the term of office. If a member of Council would like their official portrait updated at some point later on in the term, they may contact the County Clerk.

4.1.4 Photography Requests

Corporate Communications has a robust photo library of County buildings, assets, programs and events. Requests to use one should be sent to communications@norfolkcounty.ca

4.1.5 Business Cards

Business cards follow a consistent corporate template. Requests for business cards should be submitted to the Mayor's assistant.

5. Printing Photocopying

The Norfolk County Print Centre is located in the Clerks and By-law Department of the County Administration Building (CAB).

Members are encouraged to contact the Clerk's office in advance if they require a large print job to be completed. Some documents, such as Planning documents, may be available from the applicable department.

5.1 Mail, Bulk Mailings and Couriers

5.1.1 Incoming Mail – Internal and Canada Post

All deliveries are accepted at the Robinson Administration Building, Suite 100, 185 Robinson St. Simcoe. All incoming mail for Members is received and delivered in a secure manner.

5.1.2 Outgoing Mail – Canada Post

Outgoing inter-office mail and outgoing mail for Canada post is processed at CAB and taken to the post office daily.

5.1.3 Couriers

Inter-office courier delivers three times weekly: Tuesday, Thursday and Friday to all the identified office locations within the County.

6. Legal and Insurance

6.1 Authority

The [Municipal Act, 2001](#) allows a municipality to act as an insurer with respect to the protection of its employees or former employees, and members or former members of the Council, against risks that may involve pecuniary loss or liability on their part - see s. 279 (1).

In addition, a municipality may pay any part of the expenses of the members of any local board of the municipality and of the officers and employees of the local board - see s. 283 (1).

6.2 Insurance Coverages

6.2.1 General

Norfolk County maintains a comprehensive insurance program that renews annually on January 1st. Intact Public Entities Inc. acts as the County's current insurance program provider. The County's insurance program provides first-party protection for items such as Norfolk buildings, contents, and fleet vehicles. The County's insurance program also provides liability protection in the event a third-party were to advance a claim against the County.

The County's insurance program and County claims are managed by the Risk Manager in the Corporate Services Division.

6.2.2 Automobile Insurance

Norfolk County provides automobile insurance for licensed vehicles owned or leased by the County.

It is the responsibility of individual Members to adequately insure their private vehicles for their intended use. Members using their private vehicles for County business would claim against their own insurer for any accidents that may occur even while on County business.

Members should advise their personal insurance company that they will be using their automobile for business use.

6.2.3 Property Insurance

The County's property insurance covers physical loss or damage to County-owned buildings, contents, furniture, fixtures, equipment, etc. Please contact Risk Management should you have a claim to submit for property damage.

Personal property owned by Members and/or their staff is not insured under the County's property insurance policy.

6.2.4 Special Events

County insurance coverage extends to a Member's special events held on behalf of the County and in the Member's capacity as an elected official (as distinguished from events serving a private interest).

A "County event" qualifying for coverage under County insurance is generally one that is consistent with Norfolk County programming, sanctioned, authorized or organized by County Council or a County Department or Members for the benefit of the County. County insurance does not extend to private non-municipal entities or interests.

Permits and rental applications for a Member's special event held on behalf of the County and in the Member's capacity as an elected official must be taken out in the name of the Norfolk County and not in the personal name of the Member.

A Member should not take out special events permits in the name of the County if the permit is taken out on behalf of private interests, community or special interests groups.

If the special event takes place on non-County owned property, an insurance certificate may be required. If the owner of the property requests evidence of insurance in the form of a Certificate of Insurance, the Member should contact Insurance and Risk Management to secure the required Certificate. Please note that at least 48 to 72 hours lead time should be provided.

7. ServiceNorfolk

7.1 Serving your constituents

7.1.1 Service Requests

Provision of service to residents should be completed in a consistent and efficient manner that allows for equitable treatment of all residents. Residents have the ability to contact the County directly through ServiceNorfolk* to make a service request and/or file a complaint. This same process is available to members of Council who have service level concerns or who wish to forward on their constituents concerns for action. By submitting requests through ServiceNorfolk, requests can be easily tracked, followed up and reported on, resulting in overall improved customer experience.

*ServiceNorfolk Contact Information:

- 185 Robinson St., Suite 100, Simcoe
- Phone: 519-426-5870 Ext. 0
- Email: askus@norfolkcounty.ca
- Webpage: norfolkcounty.ca/servicenorfolk
- Available hours: Monday through Friday, 8:30am – 4:30 pm except for statutory holidays

7.1.2 How to Submit a Request on Behalf of a Resident

Best practice is to encourage residents to submit their service request directly through ServiceNorfolk. Should a Councillor wish to assist a resident by sharing the resident's concern with ServiceNorfolk, it is imperative that the resident understand their personal contact information will be assigned to the request for staff follow-up.

Councillors must also understand how the statutory requirements related to access to information and privacy protection affect how they are able to issue a complaint or request on behalf of a resident.

Key factors include:

- 1) Councillors do not have any more rights than other individuals when requesting access to information in County records;

- 2) The MFIPPA establishes that information pertaining to active investigations and/or prosecutions may not be disclosed until the investigation is complete and/or the prosecution is concluded; and,
- 3) Councillors must not disclose personal information (such as resident contact information) to County staff without the express consent of the affected individuals.

When submitting on behalf of a resident, please ensure all required information is included in the request for expedient response. Examples of required information include date, time, exact location, any identifying information i.e. vehicle number, light pole asset tag, etc., explanation of request or concern, and contact information should staff require more information. Requests will be attended to based on the service levels determined by the operating department and will not be expedited outside of these service levels.

7.1.3 Issuing a Complaint on behalf of a resident

Policy CS-55: Corporate Customer Service Feedback/Complaint Process outlines the approved process to enable members of the public to comment or make an official complaint on all aspects of Norfolk County's provision of goods, services and facilities. Feedback may be received by any person who deals with members of the public or other third parties on behalf of Norfolk County, whether the person does so as an employee, agent, volunteer or otherwise and any person who participates in developing the County's policies, procedures and practices governing the provision of goods or services to members of the public or third parties.

To ensure effective and efficient service, Members of Council are encouraged to recommend to a resident to provide feedback directly to the County by completing the Corporate Customer Service Feedback/Complaint Form, which can be found on the home page of the [Norfolk County website](#) or by calling a ServiceNorfolk Agent, who can assist in filling out this form on behalf of a resident.

Should a Councillor wish to assist a resident by sharing the resident's concern with ServiceNorfolk, it is imperative that the resident understand their personal contact information will be assigned to the request for staff follow-up.

Requests related to by-law services and enforcement should be made to bylaw@norfolkcounty.ca.

Councillors must understand that those complaints related to bylaw and enforcement matters, require a "complainant" who, if required, can attend court as a witness to the complaint. If a Councillor puts a complaint in on behalf of a resident instead of the individual, the Councillor then becomes the complainant in the matter and as such may be required to go to court to explain how the matter offended them or how it was contrary to Corporate policies or by-laws.

7.1.4 Service Request Processing Time

All service inquiries and requests sent to ServiceNorfolk will be acknowledged and actioned by ServiceNorfolk within 2 business days as outlined in Policy CS-26: Customer Service Standards.

Completion of requests will be attended to based on the service levels determined by the operating department and will be prioritized based on need and available resources.

After Hours Service Requests

If Members require immediate or emergency information or assistance outside of regular office hours please contact:

- By-Law Enforcement, (OPP non-emergency line) 1-888-310-1122
- Forestry, Cemeteries, Parks and Facilities, Roads, Water, Sewer and Drainage Emergencies 1-877-298-5888
- Public Health Emergencies or Hazards, such as food poisoning, reportable diseases or animal bites, 1-877-298-5888
- Mental Health Emergencies, 1-866-487-2278 (CAST) or 911

8. Members' Information and Technology Resources

8.1 Information Technology (IT) Department

The Information Technology (IT) department provides support to all aspects of technology including issues with equipment, email, remote access, corporate software applications, cellphones and tablets. Core support hours are 8:30 am – 4:30 pm on weekdays. IT support is available through the IT Helpdesk 519-426-5870 ext. 2611.

8.2 Technology Resources Available to Members

8.2.1 Information Technology

At the start of each term of Council, the County will provide to Members a "Work from Anywhere" (WFA) package that includes:

- One (1) laptop, monitor, docking station, keyboard, mouse, headset and laptop case

A cellphone with Rogers or Bell cell and data services will also be provided to each member. This device can also be used as a mobile hotspot for remote access.

Additional technology may also be made available to each member which includes:

- One (1) iPad tablet
- One (1) Multi-Functional Laser Printer for printing and scanning

A monitor, docking station, keyboard, mouse and headset will also be provided to the designated office space for the Mayor at the County Administration building.

Licensing for standard corporate productivity software suite including Microsoft Office 365 will be included.

All IT equipment provided is to be used for County purposes as set out in the Information Technology Acceptable Usage Policy. While the asset is in the Member's care, custody and control, it is their responsibility to be diligent about its safekeeping.

8.2.2 Standard Technology Maintenance and Support

Technical maintenance and support to all standard technology will be provided by County IT staff remotely or from the Culver Operations Building (COB) located at 95 Culver Street, Simcoe. Maintenance and support will not be provided by IT staff at the residences of the Mayor or Councillors. Required site visits to a member's residence will be offered by the Director of Information Technology or designate.

Decisions to replace any standard technology asset provided to the Mayor or Councillors will be made by the Director of Information Technology or designate. Additional equipment will be provided as a replacement for non-functioning devices or because of a technology driven upgrade, as determined by the IT department.

Technical support for County standard equipment and software will be provided by the IT department. Repair to existing equipment must be done or coordinated by IT staff. Members should not bring any County-owned IT resource to a third-party business establishment for repair.

Standard technology will be replaced, upgraded, or refurbished in accordance with the Information Technology standards:

- all corporate standard hardware technology has a 4-Year lifecycle;
- replacement of any standard technology prior to reaching its 4-Year lifecycle is subject to approval by the Director of Information Technology or designate.

All computer hardware and peripherals that are connected to the County's network must be compliant with County's computer standards to protect the integrity and security of the County's network.

All County issued equipment is part of a Corporate Computer replacement capital program and will be eligible for replacement at the end of the lifecycle.

The IT department maintains a supply of peripherals, such as cables, keyboards and mice. Members should contact IT department via IT Helpdesk to request any additional peripherals.

8.2.3 Computer Software

Each Member will be given a subscription for Office 365 for the duration of the term. The subscription comes with Word, Excel, PowerPoint, OneDrive and other office productivity tools. All County provided devices are preloaded with standard County software applications.

Additional software can only be installed by the IT department and must be approved by the Director of Information Technology or designate. Requests for additional IT software can be made via the IT Helpdesk.

8.2.4 File Storage

Members should store their computer files in Microsoft OneDrive that is included with Office 365.

Members should not store any computer files on the local C: drive or portable drives. Local computer files are not backed up and in the event of a power or equipment failure, anything stored on the C: drive will not be recoverable. Any information containing personal identifiable information (names, addresses, date of birth) should never be stored on a portable USB device.

8.2.5 Mobile Devices

Mobile devices include smartphones and tablets. Members should take reasonable measures to protect their device(s) against physical loss or theft. Security features of the device's operating system should not be altered or bypassed (i.e. by methods such as "rooting" or "jail breaking").

The device must be password protected and auto-lock itself with a password or PIN within 5 minutes of being idle. IT can assist a Member to ensure the phone automatically backs up during setup.

Smartphone

Each Member is provided with a cellphone supported by the County's wireless infrastructure as office equipment. A basic monthly voice and data plan is included.

8.2.6 Roaming Charges

When a Member travels outside of Canada, additional roaming charges to their mobile device(s) will apply. Roaming plans are available for out of country travel however IT staff must be informed of any planned travel prior to leaving. Notifications for out of country travel must be provided to IT Helpdesk at a minimum of 4 days prior to leaving and must include detailed travel information. The County will not cover any costs incurred using data while on a cruise ship.

8.2.7 Use of Personal Devices

The Mayor or Council may request the use of their personal device for corporate use. All requests for personal device use must be approved by the Director of Information Technology or designate. Minimal support will be provided by the IT department for personal devices. Remote applications will be provided to anyone with a personal device however these devices cannot be connected to the corporate network in order to maintain information integrity and security.

8.3 Public Wi-Fi

- Public Wi-Fi is available at all County administrative buildings, arenas, fire stations, and community halls.
- The County's corporate network is limited to both mobile and corporate computing devices that are managed by the IT department.

8.4 Email

Each Member is provided with a County email account. The email account is used for communicating with your constituents and other official business purposes. This email address is published on the County's website. The typical email address for your mailbox is firstname.lastname@norfolkcounty.ca. All County staff also have similar email addresses and can be looked up in the staff directory or address book. Members can access the County's email through any internet connected device. Email management practices include:

- Members must complete mandatory annual cyber security awareness training through the County's online platform supplied by Beauceron. This training consists of both surveys and digital training modules to become more familiar with cybercrime.
- Members should exercise caution and take reasonable care when receiving email messages that contain attachments, regardless of their origin, to guard against the introduction of viruses. Emails from suspected addresses should be immediately deleted or reported to Beauceron by using the Report a Phish button in Outlook.
- Members are responsible for managing their use of the County email system during business and non-business hours.
- All instances of virus infection or suspected infection must be reported immediately to the IT department.

8.5 Use of IT resources

IT resources provided by the County must be used for purposes related to the Member's responsibilities as a Member of County Council. The Use of Corporate Resources during an Election prohibits the use of any County resources for election purposes, including IT resources.

Some of the security requirements prohibit Members and staff from:

- Sending any messages or data in a manner that violates the copyright, patent, trade secret or other intellectual property laws of Canada or any individual province.
- Using IT resources to make unauthorized, unlicensed and/or illegal copies of any software.
- Installing software licensed to the County on any IT resources that are not owned or provided by the County.

8.6 Security of IT resources

Members leaving their equipment unattended must log off and/or lock the equipment, except if a resource is shared equipment. Members sharing a computer must log off completely when leaving and may not lock the equipment.

8.6.1 Passwords

All Members are required to create and confidentially keep to themselves a password to access secured information on the county's network. Do not share this password with anyone including support staff.

Multi-Factor Authentication (MFA)

- All members must configure MFA for remote access to any corporate application including email and VPN connectivity.
- Corporate passwords must be complex and include required criteria as established by the IT Department.

- If a Member is locked out of the device or corporate network, they will have to contact IT Helpdesk to request a password reset.

You have three attempts to log into the computer network before you are locked out. Please contact IT Helpdesk to regain access to your accounts.

8.6.2 User Monitoring

The IT department monitors the performance of the County's IT infrastructure. All log-ins to the County's system are logged.

If there is reasonable belief that the County's network may have been compromised through the illegal use of the IT resources, IT staff may undertake monitoring or run reports on specific users.

User monitoring may also be conducted where the County is required to comply with legal requirements, and police investigations.

9. Purchasing

9.1 Doing Business with The County

Norfolk County endorses procurement activities that are conducted in a fair, impartial and transparent manner while maintaining efficient and fiscally responsible practices. In order to promote trust and confidence in the stewardship of public funds, the County has adopted CS-02: Purchasing Policy that outlines the guiding principles of public procurement and the approach that Norfolk County will take when procuring goods, services and construction.

Through the adoption of the policy, Council maintains the integrity of the procurement process, ensuring legislative compliance and that the County operates in a fair and transparent manner.

If a Member of Council is asked to provide assistance on how to do business with Norfolk County to provide goods, services or construction be advised that:

- Bidding opportunities are publicly posted on [BidsandTenders](#).
- Communication related to a bidding opportunity must be made through the contact person listed in the bid document.
- All purchases are completed in accordance with Norfolk County's Purchasing Policy and Procedures.
- A team member of the Purchasing Department can be contacted by email at purchasing@norfolkcounty.ca or by phone at 519-426-5870 extension 1083.

The Mayor and Council shall refrain from having any involvement in active procurements. In accordance with municipal best practices, an active procurement process commences from the time a bidding opportunity is issued through to contract award and execution.

Bidders and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of Norfolk County, other than the official bid contact during an active procurement process. Failure to adhere to this rule may result in the disqualification of the Bidder and the rejection of the Bidder's bid.

In addition, bidders must not, in relation to a bidding opportunity or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the Successful Bidder(s) commencing from the time a bidding opportunity is issued through to contract award and execution.

Inquiries related to any specific procurement should be directed to the purchasing department.

10. Realty Services

10.1 Use of Realty Services staff

Realty Services staff process property acquisitions and property disposals in accordance with policy number CS-60: Land Purchase and Sale policy. The majority of Realty Services matters are dealt with at Council-in-Committee meetings in closed session due to the confidential nature of the negotiations.

Realty Services staff also process applications for closure and conveyance of road allowances in accordance with policy number CS-22: Road Allowances, Lanes and Alleys Closures. These matters are presented at Public Hearing Committee meetings prior to proceeding to a Council meeting for final decision.

Leasing matters are dealt with at Council-in-Committee meetings in closed session, again, due to the confidential nature of the negotiations.

Realty Services provides its expertise in a variety of property matters and supports numerous County departments.

Any inquiries Council members receive regarding property related matters can be directed to the Realty Services staff through the general inbox at realty.services@norfolkcounty.ca.

11. Accessibility

11.1 Accessibility Responsibilities and Requirements

11.1.1 Statement of Commitment

The Corporation of Norfolk County is committed to eliminating barriers and improving accessibility for persons with disabilities in a manner that respects dignity, independence, integration and equal opportunity.

Norfolk County recognizes the diverse needs of all our residents and customers and will respond by striving to provide services and facilities that are accessible to all.

Norfolk County is committed to meeting the needs of people with disabilities in a timely manner, and will do so by preventing and removing barriers to accessibility and meeting accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA). Information related to the County's Accessibility program is available on the County's [Accessibility webpage](#).

11.2 Legislative Responsibilities

Norfolk County has responsibilities that have been identified through Provincial legislations and regulations. The intent of the legislation is to have Ontario accessible for people with disabilities by 2025.

There are rules that municipalities, businesses and organizations in Ontario need to follow to identify, remove and prevent barriers so that people with disabilities have more opportunities to participate in everyday life.

Legislative responsibilities include:

- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* and the *Integrated Accessibility Standard Regulation (O. Reg. 191/11)*
 - Accessibility standards have been created, including:
 - Customer Service
 - Transportation (Transit)
 - Information and Communication
 - Employment
 - Design of Public Spaces – buildings and outdoor spaces

- Norfolk County's council-approved [Accessibility Design Guidelines](#)
 - Provide opportunities for consultation with people with disabilities
 - Develop and maintain multi-year accessibility plans, outlining strategies to prevent and remove barriers to accessibility, including annual status reports to Norfolk County Council
 - Provide training to employees, volunteers, all those who participate in developing the organization's policies and others who provide goods or services on behalf of the organization, about the requirements in the Integrated Accessibility Standards Regulation, as well as the Ontario Human Rights Code as it relates to people with disabilities

11.3 Multi-Year Accessibility Plan

The Norfolk County [Multi-Year Accessibility Plan](#) (MYAP) outlines the steps and initiatives the County will be taking to ensure compliance with the provincial standards and to address barriers to accessibility. The MYAP supports the County's commitment to improve the quality of life for residents of Norfolk and a sound base upon which the County will continue to build an inclusive community that meets the needs of people of all ages and abilities. The MYAP is posted on the County's [Accessibility webpage](#) annually.

11.4 Accessibility Advisory Committee (AAC)

The mandate for the Norfolk County Accessibility Advisory Committee is to advise on the preparation of the multi-year Accessibility Plan, review in a timely manner the site plans and drawings described in section 41 of the *Planning Act* that the committee selects and to advise County Council on the following:

- The accessibility of a building, structure or premise, or part of a building, structure or premise that the County owns, operates or leases

- Initiatives established and specified by provincial legislation and/or other regulations
- Other priorities as established by the AAC

12. Recognizing and Celebrating Individuals and Community Groups

12.1 Proclamations

Proclamations are ceremonial acknowledgements that officially recognize the importance of a person, an event, a campaign, or an organization for a certain day, week or month.

Proclamations are issued for public awareness campaigns, charitable fundraising campaigns, arts, cultural and heritage celebrations as outlined in County policy. Proclamations are not issued for matters of political controversy, ideological or religious beliefs, or individual convictions; events or organizations with no direct relationship to Norfolk County; campaigns or events contrary to County policies or by-laws; national, independence or republic days; and campaigns intended for profit-making organizations.

Requests for proclamations must be submitted on the Proclamation Request Form, with suggested wording and information about the event/issue, a minimum of six weeks before the proclamation date. Requests must clearly identify the significance and connection to the mandate and strategic goals of the Norfolk County. Proclamations do not constitute a personal or civic endorsement and are issued at the discretion of Norfolk County.

12.1.1 Letters of Greeting

Letters of greeting are signed by the Mayor and Councillors and issued to the groups, institutions or organizations for conventions, trade shows, festivals,

county-wide sports tournaments, cultural celebrations and charity fundraising galas taking place in Norfolk County. Letters are often used in an organization's printed program or for display at the event for which it is requested.

Letters of greeting will not be issued for matters of political controversy, ideological or religious beliefs, or individual conviction; events or organizations that have no direct relationship to Norfolk County; and anything that contravenes County policies or by-laws.

Requests can be submitted through the online application on the County's website.

12.1.2 Congratulatory Certificates Issued by the Mayor

Certificates are issued by the Mayor to Norfolk County celebrants and organizations for anniversaries, birthdays, outstanding community service, business openings and special achievements.

A Councillor may request to co-sign a certificate. The Mayor must agree to the co-signing. Requests for certificates should be submitted in advance of the event to ensure the certificate can be readily available. An [online request form](#) is available.

12.1.3 Council Attendance at County Events

County staff facilitate official Norfolk County ceremonies and events. Official events have County-wide impact and significance, and may include representatives from Norfolk County Council as a part of the formal program.

At County events, the proper vetting, information gathering, research and staff support is available, including drafted speaking notes, and a lead organizer to

arrange and confirm all details, such as date and time, venue, guests, catering, technical requirements, etc.

12.1.4 Attending Non-County Events

Often members of the community-at large organize events to mark special events, such as a store's grand opening, a charity fundraiser, an annual memorial commemoration, etc. These events are organized and hosted by an individual or organization, with no direct involvement by the County or staff.

As it is an external event, Councillors will need to use their personal judgement on attending and supporting the event. The Councillors are also responsible to confirm event details and prepare their own speaking notes or research.

12.1.5 Flag Raisings

Norfolk County normally flies the Canadian Flag, the Province of Ontario Flag, and/or the Norfolk County Flag on designated poles at various buildings or properties throughout the Norfolk County.

Norfolk County Council may authorize the flying of "other" flags on the community flag pole, in recognition of activities or events that benefit or enrich Norfolk County such as flying a flag of another nation to enable our residents to celebrate the traditions and heritage of their country of origin and, in so doing, assist in enhancing public awareness of these activities or events and encourage community support for them. The community flagpole is located only at Governor Simcoe Square, downtown Norfolk County.

To County will fly flags on the Community Flag Pole:

- That are non-commercial, non-religious and non-political in nature
- Of nations recognized by the Government of Canada to celebrate a country's national day or on the anniversary of a special occasion
- Of organizations that have a presence in the Norfolk County community, with some exceptions

Requests shall be submitted to the office of the CAO a minimum of **4 weeks** before the requested date for the flag raising providing a brief description of the nature of the flag raising.

If a request does not meet the criteria, the applicant will be notified and provided with an explanation. The Flag Raising Policy outlines criteria and process for flying of flags on the Community Pole.

12.1.6 County Logo Pins

Councillors have the ability to order Norfolk County corporate logo pins each year through the Mayor's assistant.

12.2 Your Role as a Commissioner for taking Affidavits (Commissioner of Oaths)

A Commissioner for Taking Affidavits is also commonly known as a Commissioner of Oaths.

Each Member is a Commissioner for Taking Affidavits ("Commissioner") by virtue of office. A Commissioner is a person who can legally administer an oath, affirmation or declaration to a person making an affidavit. An affidavit is a written, confirmed statement or declaration of facts that are sworn or affirmed to be true.

The associated duties and powers of a Commissioner are set out in the Commissioners for taking Affidavits Act and Commissioners and Other Persons Who May Take Affidavits Regulation.

Once a Member leaves office, the commission is no longer in effect. Members cannot not charge a fee for this service unless specifically set out in the fees by-law. Members may only commission documents within Norfolk County.

12.2.1 Responsibilities

A Commissioner may be called into court to establish that the oath, affirmation or declaration was administered properly. You may be personally liable for improperly taking affidavits or declarations. Section 10 of the *Commissioner for Taking Affidavits Act* makes it an offense, punishable by a fine of up to \$2,000 for a commissioner to:

- Sign a jurat (a statement on an affidavit of when, where, and before whom it was sworn) or declaration without satisfying themselves of the **genuineness of the signature of the deponent or declarant**; or
- Fail to administer the oath or declaration **in the manner required by law** before signing the jurat or declaration

Additionally, section 138 of the *Criminal Code of Canada* makes it an indictable offense, punishable by up to two years' imprisonment, to sign a writing that purports to be an affidavit or statutory declaration and to have been sworn or declared by him or her when:

- The writing was not so sworn or declared; or
- The person knows that he or she has no authority to administer the oath or declaration

12.2.2 Steps for Taking Written Declarations or Affidavits

There are three steps for taking written declarations and affidavits:

- 1) Verify the Signature
 - It is your obligation to satisfy yourself of the genuineness of the signature
 - The affidavit or declaration must be signed in your presence
 - The deponent/declarant must provide valid proof of identity
- 2) Administer the Declaration, Oath or Affirmation
 - Different scripts are used for administering a declaration, oath or affirmation

- Please refer to the scripts included in the Ontario Ministry of the Attorney General's [Guide for Newly Appointed Commissioners for Taking Affidavits](#)

3) Complete the Jurat

- The jurat is the part of the document where you certify when and where you took the affidavit or declaration. It is normally written at the foot of the document

Additional tips:

- The person requiring a Commissioner to sign a document must be present before the Commissioner at the time the oath or declaration is administered
- Ask to see the person's identification with a signature (such as a driver's license or passport)
- Make the person aware of the force and effect of the declaration. A person may swear, affirm or declare the declaration. It is appropriate to first ask the individual if they wish to swear, affirm or declare its contents. A bible or other religious books are not required for the swearing of an affidavit
- Check the document to see if there are any changes such as smudges, cross outs or erasures. If any of these changes are present at the time of signing, both the Member and person must place their initials beside each change

12.2.3 Examples of What You Can and Cannot Commission

It is entirely at the discretion of Members whether or not they wish to commission documents. The following are examples of affidavits that Members may be asked to sign:

- Adult or child change of name application
- Affidavit of service
- Affidavit on land transfer tax form

- Affidavit of responsibility (sponsoring family visiting Canada)
- Immunization declaration – Statement of Conscience or Religious Belief Affidavit
- Insurance document affidavits
- Lost cheque or savings bond affidavit
- Motor vehicle transfer
- Passport – statutory declaration in lieu of guarantor
- Permanent Residency Card

A Commissioner does not certify that the statements being made in the affidavit or statutory declaration are true, but only certifies that an oath or solemn affirmation has been administered properly.

If in doubt, Members should check the instructions for the form or document. If the instructions state that the signature of a Commissioner for Taking Affidavits or Commissioner of Oaths is sufficient, then the Member can perform the commission.

A Commissioner is not a Notary Public

A Member is by virtue of office a Commissioner but is not a notary public. A notary public is someone who can also verify that signatures, marks and copies of documents are true or genuine.

Always review the document you are asked to sign to make sure that you have authority to do so as a Commissioner. Where it is stated that a notary public is required, you do not have the authority to sign the document.

12.2.4 Other Commissioners

Specific County staff are designated as Commissioners. Most staff are limited to commissioning documents that relate specifically to County business. Examples for County Clerk's Office and ServiceNorfolk staff include:

- Alive and well letters (pension documents)

- Assessment rolls
- Candidate nomination papers and financial statements
- Council, committee and Community Council documents
- Name change applications
- Proof of ownership/tenancy status
- Proxy forms

If a person requires a document to be notarized or commissioned for non-County business, they should contact a lawyer.

13. Fulfilling Accountable Leadership

13.1 Questions About Working for or Doing Business with the County

13.1.1 Job Applications

The County values a transparent recruitment process to attract and retain a high performing workforce to deliver strong customer service to its residents.

If a constituent is asking for a Member's assistance in securing a County position, the constituent should be advised that the County only accepts applications and resumes submitted through the County's website or application for posted job opportunities. Members should refrain from submitting applications on behalf of individuals.

The County allows for the employment of relatives subject to policy HR-08 Employment Relationship and Talent Management. Members are further governed by the *Municipal Conflict of Interest Act*, and the **Council Code of Conduct** in relation to the hiring of relatives. If a family member of a Member becomes an applicant for employment with the County, or a candidate for promotion or transfer, the family member will proceed through the usual

selection process pursuant to the County's hiring policies, with no special consideration.

13.1.2 Providing Letters of Reference

Employment with the County

A Member shall not provide a reference in support of an applicant for employment with Norfolk County or appointment to a County Agency or Corporation, or any other position or office with the Norfolk County, unless that Member has an employment or other relevant relationship (such as that of teacher or volunteer group supervisor) with the person requesting the reference.

Even where there is such a relevant relationship, a Member shall not provide a reference for any person who is a relative of the Member.

In the case of Norfolk County Agencies (and any other situations in which Members participate as decision-makers in a Norfolk County hiring or appointment process), no participating Member shall act as a reference for a candidate for appointment or hiring, and, where a participating Member would otherwise be eligible to act as a reference, the Member shall declare that fact to the appointing authority.

For the purposes of these rules, "providing a reference" includes both written and verbal references and any other form of intervention on behalf of the person in question.

Members should consult the Integrity Commissioner if they have questions related to this matter.

Application to schools and Employment outside the County

Reference letters provided to individuals related to applications for post-secondary opportunities and/or for other job opportunities outside of the County, may be provided subject to the following criteria:

- If the Councillor had a direct relationship with the individual during the Member's term of Council and is providing the letter based on that interaction (i.e. worked together on a community event that the Councillor participated in as his/her capacity as a Councillor), the reference letter may be issued on the Member's County letterhead; or
- If the Councillor did not have a direct relationship with the individual during the Member's term of Council and is providing the letter based on a previous relationship/interaction with the individual (a neighbors' child who the Member has known for 20 years), the Member should not utilize the County letterhead but may sign the letter indicating his/her title of Councillor (i.e. Blue Jay, Councillor Ward A).

14. When Emergencies Occur

While Norfolk County is a safe place to live and work, from time to time Norfolk may encounter emergencies such as heatwaves or extreme weather events. This section briefly outlines how Norfolk County generally manages such emergencies in relation to the Councillors' roles and responsibilities.

14.1 Norfolk County Emergency Management Framework

The Norfolk County Emergency Management Program is governed by municipal [By-law 2021-159](#), as well as the Province of Ontario Regulations and Standards 380/04 from the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9.

In compliance with the municipal by-law and provincial regulations, the Fire Chief/ Community Emergency Management Coordinator (CEMC) of the Norfolk County Fire Department maintains the Emergency Management Program. At the foundation of safety and emergency preparedness in this Municipality is the [Norfolk County Emergency Response Plan, By-law Number 2021-159](#), hereinafter referred to as "the Plan". The Plan is a flexible and adaptable tool

used to assist those who respond to emergency situations, such as first responders and municipal staff.

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may be necessary for preserving and safeguarding life, property, the environment, and the economy of Norfolk County, when faced with a complex and large-scale emergency.

14.2 Compliance and HIRA

As part of mandatory compliance with the Province of Ontario Regulations and Standards, Norfolk County conducts various meetings and exercises designed to help the Municipality better prepare for emergencies.

A particularly important activity that takes place each year is a Hazard Identification Risk Assessment (HIRA). This helps Norfolk County identify current hazards so that we can plan accordingly. The 2022 review of this identified the following as the highest risks within Norfolk:

1. Infectious Disease
2. Storm surge
3. Road and highway
4. Fire explosion
5. Winter weather

This assessment is required to be completed each year to keep the Municipality as up to date as possible on the potential hazards within its area.

14.3 Communication with Councillors

As there are different levels of emergencies, the communication protocols shall mirror the associated escalation procedures.

Norfolk County Head of Council, Chief Administrative Officer (CAO) and EOC Director are kept well-informed of situations before possible escalation.

Councillors should direct their inquiries through the Norfolk County Head of Council, Chief Administrative Officer (CAO) and EOC Director.

14.3.1 Councillors' Roles during an Emergency

Considering the natural connection to the community, Councillors have an important role to play during an emergency by acting as the liaison for the constituents and relaying all emergency related inquiries to the Mayor, CAO or EOC Director. This process allows for consistent messaging to be conveyed from Norfolk County's emergency control group to the public.

15. Members' Role and Responsibility in the Development Process

The Norfolk County Official Plan (2018) provides the essential tool to direct future growth, development and change in the County and to create the community envisioned by Norfolk's residents. The purpose of the Plan is to provide a policy framework to guide economic, environmental and social decisions that have implications for the use of land. The plan provides the planning framework and processes to ensure that Norfolk County remains a healthy, safe and successful community with a rich agricultural base and a strong economy, a diverse natural environment, and a great place to live. The Plan guides Council in the consideration of its responsibilities under the Ontario *Planning Act* and provides direction and certainty to the citizens and businesses of Norfolk County.

The County processes a wide range of applications dealing with various planning and development matters along with County initiated policy and regulatory reviews in accordance with provisions of the Planning Act. Decision making authority rests with Council for certain application types – Official Plan Amendments, Zoning By-law Amendments, Draft Plans of Subdivision and

Vacant Land Plans of Condominium. Council delegates authority over some application types (Consents, Minor Variances) to the Committee of Adjustment and the Planning Department for site plans, condominium exemptions, telecommunication tower recommendations and potentially minor zoning amendments in accordance with the Planning Act and Official Plan. The delegation also includes the signing of plans for registration and certain development agreements for execution. The final decision or lack of decision within prescribed timeframes on most of the applications filed with the County is subject to appeal to the Ontario Land Tribunal (OLT), an appointed body of the Province of Ontario.

Members of Council along with property owners within 240 metres of land subject to Official Plan, Zoning Bylaw Amendments, Subdivisions, and some Condominium applications are provided notice of complete development applications filed with the County.

The review of development applications is coordinated through the Planning Department; however, commenting, issue resolution, condition clearance, etc. is reliant upon multiple departments and agencies and their timing (e.g. Engineering, Parks/Operations, Conservation Authorities, Provincial Ministries, etc.). In concert with technical and planning review, these applications advance to a Public Hearing Committee for a statutory public meeting, which is intended to engage the public about the development proposal, followed by a future staff recommendation to be considered at a subsequent Council for a decision on a development application or a County-initiated amendment.

Council may choose to provide some questions or preliminary comments at the Public Hearing Committee and to further debate the staff recommendations at the subsequent Council meeting. Council is expected to remain generally objective throughout the review of these applications up until consideration and decision on the final recommendations where public Council discussion on the merits of the applications may occur. Any public input must be identified as being considered within the decision of Council and Council's obligations for

decisions made under the Planning Act includes to be consistent with Provincial Policy Statement(s) and any Provincial Plans that may be in place.

There are legislative timelines associated with the development process from the time an application is officially deemed “complete” (e.g. includes all of the required studies and documentation) to a decision either by Council, the Committee of Adjustment or staff for delegated matters. If the timelines are not met, the applicant has the ability to appeal the application to the OLT.

15.1 Ontario Land Tribunal (OLT)

Most development applications have a right to appeal to the OLT – either by the applicant, the public, or Council. Members of Council may wish to consider seeking staff or legal advice on applications before taking or formulating positions on related matters. When applications are appealed, the OLT becomes the decision-making authority and staff are tasked with representing the County in related proceedings. The OLT process can be quite complex leading up to and including any hearings. Most participants are represented by solicitors and the process is quasi-judicial. Written and oral evidence is presented as well as any decisions of Council. In some cases, applicants, staff and expert witnesses present evidence and/or are subject to cross-examination on the rationale for their positions. The tests of which an OLT member will review the merits of a development application generally includes:

- Consistency with Provincial Policy Statements
- Conformity with Provincial Plans; and
- Conformity with the municipality’s Official Plan

15.2 Committee of Adjustment

The Committee of Adjustment is a body appointed by Council to deal with matters of a more minor development, amendments including minor variances, expansions to legal non-conforming uses, severances and easements. With its delegated authority, the Committee of Adjustment is the local decision maker

on the matters that come before it. If, for some reason, Council disagrees with a decision of the Committee of Adjustment, Council would then need to appeal the Committee's decision to the OLT.

15.3 Construction Regulation and Statutory Appointments

The Ontario Building Code is a Provincial Regulation that sets out the minimum requirements for construction in the province of Ontario. It is Council's role to have a by-law in effect that identifies the Chief Building Official, along with other building officials that are authorized to conduct services and enforce the Ontario Building Code within the jurisdiction of the municipality.

In turn, the Chief Building Official is expected to:

- a) establish operational policies and procedures for the enforcement of the Act and the building code within the applicable jurisdiction;
- b) co-ordinate and oversee the enforcement of this Act and the building code within the applicable jurisdiction;
- c) exercise powers and perform the other duties assigned to him or her under this Act and the building code; and
- d) exercise powers and perform duties in an independent manner and in accordance with the standards established by the applicable code of conduct.

15.4 Professional Opinion

Individual Members of Council shall be respectful of the fact that staff work for the County as a whole and are charged with making recommendations that reflect their professional expertise and opinion (considering the broader public interest), without undue influence from any individual Member of Council or groups of Councilors or other stakeholders.

16. Heritage and Culture

The Norfolk County Museums and Archives are custodians and interpreters of Norfolk County's heritage.

Through its vast and diverse collection, research, exhibits and programs, Norfolk County Heritage and Culture provides the municipality and its visitors with an opportunity to experience and learn about the County's cultural history.

The Museums are governed by the [Standards for Community Museums](#) in Ontario. By meeting these professional standards, the Norfolk County Museums are eligible for an annual grant known as the Community Museum Operating Grant which is regulated by [R.R.O. 1990, Reg. 877: Grants For Museums](#) of the Ontario Heritage Act.

16.1 Municipally Designated Heritage Properties

The Norfolk Heritage Committee is the Municipal Heritage Committee for Norfolk County. The Committee's role is to advise and assist Council on all matters relating to Parts IV and V of the [Ontario Heritage Act](#) including identifying, protecting and promoting heritage resources in Norfolk County.

Once a property is designated under the Ontario Heritage Act, Norfolk County is enabled to manage physical changes to these heritage resources. This is administered through a Heritage Permit Application.

Council is required under the Ontario Heritage Act to consult with the Committee on:

- The designation of individual properties and of Heritage Conservation Districts;
- Applications to alter designated properties;
- Applications to demolish or remove properties of cultural heritage value or interest;
- Applications to repeal designation bylaws; and,

- Easements or covenants.

Norfolk County has over 120 heritage designated properties that are established through a municipal by-law. Properties can be designated if they meet one or more of the determining criteria for cultural heritage value or interest. These can be found under Section 29 of the Ontario Heritage Act.

16.2 Norfolk County Archives

16.2.1 Access to Archival Records:

Under the Records and Information Management section, along with information under accessing records through an FOI: Most historical records do not need to be accessed through a formal FOI process. Members of the public who are seeking a historical record from one of the former townships within Norfolk County prior to 2001 or a historical record from a related agency within Norfolk County, should be directed to Norfolk County Archives to have their request reviewed by archives staff. Members of the public can view most records in person at the archives and receive digital scans or photocopies of records for a fee. For remote requests where archives staff are required to do research on behalf of an individual some additional research fees may apply, see the [archives fee schedule](#). In the case of large/voluminous archives requests, a fee estimate will be provided and a deposit of 50% of estimated fees is collected prior to commencement of work.

16.2.2 Norfolk County Archives

The Norfolk County Archives mission is to acquire, preserve, and make accessible the documentary heritage of Norfolk County, including the public records, created by, for, or about Norfolk County. The archives is the hub for local history and genealogy information in Norfolk County and strives to promote the local heritage and culture of Norfolk County through public archival research services, exhibits, programming and events.

The Norfolk County Archives collection includes municipal records in all formats relating to the County's executive, management and administrative functions and related agencies that are designated for permanent archival retention according to legislative requirements, the County's records retention by-law or because the records are deemed to have historical significance for future generations. The archives also accepts donations of records from private sources from significant Norfolk County corporate bodies, families, or persons who have had some major impact on Norfolk County's history or culture. These private donations can sometimes be records that contain genealogical information on local families, or other institutional records related to local businesses or community organizations.

The archives not only preserves these records for future generations, but makes them accessible to the public. The archives is open during regular business hours and is accessible to everyone. The archives is always working on digitizing and cataloguing the collection to make it more accessible to the public. Common historical information requests from members of the public include: family history information, property history information, historical records related to previous townships, such as by-laws, or information on businesses or community organizations. The archives is located at the former Eva Brook Donly Museum in Simcoe and can be reached at archives@norfolkcounty.ca or at 519-426-1583. More information about the archives services and operations can be found at the County Archives website: www.nca-ebdm.ca

17. Health and Social Services

17.1 Background

The Health and Social Services Division includes three departments: the Haldimand Norfolk Health Unit, Social Services and Housing, and Norview Lodge. These services were delivered by the former Regional Municipality of

Haldimand-Norfolk, and, in the case of social housing, by the Province. When the Region was dissolved and the two single tier Counties of Haldimand and Norfolk were created, Norfolk County, by provincial legislation was named the Board of Health and the Consolidated Municipal Services Manager (Social Services and Housing) for both Haldimand and Norfolk Counties. Norfolk County is the Committee of Management for Norview Lodge.

17.2 Legislative Requirements

The following pieces of provincial legislation and the associated regulations govern the work of Health and Social Services.

- The Health Protection and Promotion Act
- The Housing Services Act
- The Child Care and Early Years Act
- The Ontario Works Act
- The Fixing Long Term Care Homes Act

17.3 Funding

Health and Social Services receives funding from the following provincial Ministries. There is a municipal levy cost share for each of the departments.

Norview Lodge – Ministry of Long Term Care – funding requires a municipal levy contribution

Haldimand-Norfolk Health Unit – Ministry of Health – funding is 70% provincial and 30% municipal levy and the Ministry of Children and Social Services provides 100% provincial funding for the Healthy Babies Healthy Children Program.

Social Services and Housing

- **Children's Services** – Ministry of Education – some programs are funded 100% with the ability to retain 10% of the funding for program

administration; there is a mandatory municipal contribution for the operation of licensed childcare programs that have an operating agreement with the department

- **Ontario Works** – Ministry of Community and Social Services – payments to clients for mandatory and discretionary benefits are 100% funded by the Province; administration costs are cost shared 50% provincial and 50% municipal
- **Housing** – Ministry of Municipal Affairs and Housing – operating payments for non-profit social housing providers are funded 100% by the municipal levy; affordable housing and homeless prevention programs are funded 100% by the Province with an allowance of 10% of funding for program administration

Municipal levy contributions to Public Health and Social Services and Housing are cost shared with Haldimand County in accordance with an arbitrated cost sharing agreement. For municipal costs that can be directly attributed to a specific County, such as childcare and social housing, the County where the facility is located pays 100% of the municipal contribution. For all other programs the cost share is determined based on the percentage of households in each County, and is usually in the range of 60% Norfolk and 40% Haldimand but varies slightly from year to year and is calculated annually.

17.4 Governance

17.4.1 Advisory Committee

The Health and Social Services Advisory Committee was established to allow elected officials and citizens of both Haldimand and Norfolk Counties the opportunity to accept reports and discuss matters related to the delivery of services provided under the Consolidated Municipal Services Manager (CMSM) and the Board of Health. The six member Committee is made up of three Councillors appointed from both Haldimand and Norfolk Counties for the term appointed by their respective Councils. At the first meeting of the Advisory

Committee in each term, the Committee will select a Chair and Vice Chair, each representing one of the Counties. The Committee is supported by the General Manager of Health and Social Services and the Division's Administrative Coordinator serves as the Clerk. Advisory Committee meetings are held the fourth Monday of the month at 9:30am and are open to the public unless in closed session for statutory reasons.

Staff reports related to the Haldimand Norfolk Health Unit and Social Services and Housing are presented to Advisory Committee prior to being presented to Norfolk Council.

Recommendations originating from the Health and Social Services Advisory Committee are forwarded to Haldimand Council for information purposes only and to Norfolk Council as the approving body. When a report is a significant change to programming or is specific to Haldimand services only (e.g. social housing property in Haldimand), the report is presented to Haldimand Council after Advisory Committee and before Norfolk Council. The report that is presented to Norfolk includes comments and recommendations from Haldimand County Council and Staff.

17.4.2 Norview Lodge Committee of Management

Staff reports related to Norview Lodge are presented directly to Norfolk Council as the Committee of Management. The reports are included in the Health and Social Services section of the Council agenda and are presented as part of the usual Council in Committee or Council proceedings. The day-to-day management of Norview Lodge is the responsibility of the Administrator and the Norview Leadership Team.

17.4.3 Board of Health

Norfolk Council sits as the Board of Health the first Tuesday of the month to hear staff reports from the Haldimand Norfolk Health Unit. The Board of Health is governed by the provincial *Health Protection and Promotion Act*. The day-to-

day management of the Health Unit is the responsibility of the Director of Public Health and the Health Unit Leadership Team.

17.4.4 Consolidated Municipal Services Manager

The Consolidated Municipal Services Manager is a legislative responsibility of Norfolk Council as it relates to the Ontario Works program, licensed child care, Early ON Child and Family Centres, social/rent geared to income housing, affordable housing and homeless prevention services. This role is sometimes referred to as the CMSM or the Service Manager. Norfolk Council hears reports from Social Services and Housing as the CMSM during the Health and Social Services portion of the agenda at Council in Committee and Council meetings. The day-to-day operations of the CMSM are managed by the Director of Social Services and Housing and the departmental leadership team.

17.5 Departmental Overviews

17.5.1 Norview Lodge

Norview Lodge is the County's 179 bed long-term care home. It is a two storey building with 8 home areas, including one secure home area for people living with dementia. Each home area provides both basic and private accommodation for either 22 or 23 Residents, a dining room and shared servery, spa, activity room, family room with fireplace, communication centre and medication room. The central area of the home includes a gift shop, public washrooms, meeting rooms, chapel, hair care salon, consultant's office, physician office, the Dwayne Roloson therapy room, library, Gathering Place with kitchenette, main kitchen and staff lunch room.

Norview Lodge is located at 44 Rob Blake Way in Simcoe.

More information about Norview Lodge can be found at the division's website, www.hnhss.ca and click on the link to Norview Lodge.

Any questions or concerns about the services provided at Norview Lodge can be directed to the Administrator or to the General Manager of Health and Social Services.

17.5.2 Haldimand Norfolk Health Unit

Public Health programs focus on health protection and health promotion with medical guidance, oversight and direction being provided by the Medical Officer of Health. The Public Health teams include: Healthy Growth and Development, School Health and Substance Use, Environmental Health, Infectious Disease, Vaccine Preventable Disease, Professional Practice, Quality Assurance, Planning and Evaluation. All public health programs are delivered in accordance with provincial legislation and the **Ontario Public Health Standards**.

Health Unit offices are located at 12 Gilbertson Drive in Simcoe, 117 Forest Street East in Dunnville and 100 Haddington Street in Caledonia.

More information about the Haldimand Norfolk Health Unit can be found on the division's website, www.hnhss.ca, and click on the link to the Health Unit.

Any questions or concerns about the services provided by the Health Unit can be directed to the Director of Public Health or to the General Manager of Health and Social Services.

17.5.3 Social Services and Housing

Social Services and Housing administers and/or directly delivers services related to social assistance in the Ontario Works program, social and affordable housing, homeless prevention services and children's services. Ontario Works provides financial assistance and life stabilization supports for qualifying individuals and family. Housing and homeless prevention includes social and affordable housing, rent and utility support, emergency housing, housing supports and market rent assistance for individuals and families with low

income. Children's Services includes operating support for licensed child care centres and licensed home child care, fee subsidy for qualifying families, inclusion support for children with special needs and the Early ON Child and Family Centres.

Social Services and Housing offices are located at 12 Gilbertson Drive in Simcoe and 117 Forest Street East in Dunnville. Service delivery is also community based with staff meeting with people receiving support in their homes or in partnership with other community social service agencies.

More information about Social Services and Housing programs can be found on the division's website, www.hnhss.ca, and click on the link to either Social Services or Housing.

Any questions or concerns about the services provided by Social Services and Housing can be directed to the Director of Social Services and Housing or to the General Manager of Health and Social Services.