

Appendix A – Preliminary Service List
Service Delivery Review – Oxford County Municipalities

	Oxford County	8 Area Municipalities	Explanatory notes
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Service Delivery			
Administration	Y	Y,Y,Y,Y,Y,Y,Y,Y	<ul style="list-style-type: none"> • Administrative oversight and management • Municipal Budgets and Business Planning • Financial Planning • Asset Management • Risk Management • Freedom of Information • Human Resources • Communications • Clerk and Council support • County provides IT support to five area municipalities • GIS mapping services • Web services provided to area municipalities on an as need basis • Enterprise VoIP system – in process • Enterprise electronic document management system • Enterprise property management system – in process • Collaborate procurement for multi-function photocopiers (County, Tillsonburg, Ingersoll, Woodstock)
Airports	N	Y	Tillsonburg owns/operates small municipal airport
Ambulance	Y	N	Tiered response agreements with all Area Municipalities
Animal Control	N	Y,Y,Y,Y,Y,Y,Y,Y	
Building Services and Chief Building Officials and property standards	N	Y,Y,Y,Y,Y,Y,Y,Y	Shared CBO services between two rural municipalities
Cemeteries	N	Y,Y,Y,Y,Y,Y,Y,Y	Municipal and private operators
Childcare (Early Years)	Y	N	<p>Fully integrated social housing, Ontario Works and Childcare (Early Years) programs</p> <p>Subsidy managed through Oxford Service Manager, private (non-profit and for-profit) operators</p>

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Court Security (Police Function)	Y	N	Woodstock Police provide Court security, receives partial subsidy from County, and provincial grant under the Court Security and Prisoner Transportation Program. All Area Municipalities fund prisoner transportation. County pays full POA Court security costs provided through Woodstock Police Services
Court Services	Y (POA)	N	Province provides Court Services, facility under lease from the County County pays full POA Court costs
Cultural Services (museums, arts galleries and performing arts centres)	Y	Y,Y,Y,Y,Y,Y,Y,Y	Area municipal with exception of County Archive service/operations County Archives accommodates archival collections of three area municipalities.
Development Charges	Y	Y,Y,Y,Y,Y,Y,Y,Y	Woodstock administers independent by-law update cycle/process Remaining municipalities participate in a coordinated by-law update process with County (Zorra and SWOX considering first DC By-law in 2019)
Debt Financing	Y	Y,Y,Y,Y,Y,Y,Y,Y	Area Municipality debt approved and issued through County

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Economic Development	Y (limited)	Y Y,Y,Y	<p>Rural Oxford Rural Economic Development Corp (Non-profit) jointly controlled (through ROEDC Board) and funded by 5 Rural municipalities</p> <p>Woodstock, Ingersoll and Tillsonburg deliver Ec. Dev. within their respective municipal operations</p> <p>Woodstock, Ec. Dev includes Woodstock and Area Small Business Enterprise Centre (Provincial business program supported) – County partially funds this program.</p> <p>County funding for Oxford Connections, a coordination partnership of all Area Municipal Ec. Dev (urban and rural) operations</p> <p>County financially supports Oxford Workforce Development Partnership. Local Employment Planning Council and Oxford Immigration Partnership Council</p> <p>Community Futures Oxford (Federally and Sand Plains funded)</p> <p>County provides subsidies to various municipal Ec. Dev programs and member of South Central Ontario Regional Ec. Dev. Corp</p> <p>County contracts Legacy Fund administration through Community Futures Oxford</p> <p>County funds and internally operates Tourism program/services</p>
Electric Utilities (Local Delivery Corp)	N	Y,Y,Y,Y,Y,Y	<p>3 Local Delivery Operators in Oxford</p> <ul style="list-style-type: none"> • Tillsonburg Hydro Inc. (sole municipal ownership) • ERTH – operates within and outside Oxford (urban and settlement areas) within Ingersoll, Norwich, SWOX, Zorra and EZT all have share of ownership and Board seat) • Hydro One
Emergency Management	Y	Y,Y,Y,Y,Y,Y,Y	9 Emergency Plans, ECG and CEMC etc.
Fire	N	Y,Y,Y,Y,Y,Y,Y	Delivery by Area Municipalities, services varies from full time service to volunteer based services
Forestry, and Woodlands Conservation	Y	Y,Y,Y,Y,Y,Y,Y	<p>County administered Woodlands Conservation By-law</p> <p>County Managed Forests and forested lands operated and managed by County, and trees within County road ROW</p> <p>Area municipalities manage woodlots and street trees within their ownership</p>

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Land-Use Planning	Y	Y,Y,Y,Y,Y,Y,Y,Y	<p>County provides full range of municipal planning services (including GIS-based planning information) for the County and Area Municipalities (AM) via a single harmonized service. There are no AM planning departments/staff</p> <p>The County Official Plan serves as the OP for the County and Area Municipalities (AMs), providing County-wide and AM specific policy direction in a single, integrated document. Each AM has their own Zoning By-laws, developed and maintained by County planning</p> <p>County is the approval authority for Official Plan/Amendments, Subdivisions & Condominiums and consents; AMs approve zoning, site plan and minor variances; County provides professional planning services (e.g. review, reports & recommendations for all County and AM applications)</p> <p>County is an executing party to all Municipal Servicing agreements and Subdivision agreements administered through AMs and supported by County Planning services; County Land Division Committee severance agreements administered by AMs</p> <p>Policy development, growth management and related studies and special projects (natural heritage studies, source protection planning, etc.) are undertaken at the County level; County also provides planning support for AM planning-related studies/projects (Community Improvement Plans, Urban Design Guidelines, etc.)</p>
Libraries	Y	Y	Oxford County Library serves 7 of 8 Area Municipalities Woodstock Library Service
Long-term care homes (senior services)	Y	N	County operates 228 LTC beds in 3 facilities (Woodstock, Tillsonburg and Ingersoll) Private LTC operations in EZT, Ingersoll, Woodstock and Tillsonburg
Municipal Elections	N	Y,Y,Y,Y,Y,Y,Y,Y	ERO administered through each Area Municipal Clerk Woodstock Clerk administers County School Trustee election, coordinated with area municipal ERO
Municipal licensing	N	Y,Y,Y,Y,Y,Y,Y,Y	Administered through each area municipality
Parks and Recreation	N	Y,Y,Y,Y,Y,Y,Y,Y	Rural municipal operations extensively supported through community volunteers Includes Community Centres
Police	N	Y,Y,Y,Y,Y,Y,Y,Y	Woodstock Police Service OPP (contract and non-contract based) across remaining area municipalities

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Public Health	Y	N	Southwestern Public Health Board (Est. in 2018) municipal funding through Oxford, Elgin County and City of St. Thomas Norwich operates Medical Centre
Roads, Bridges, Culverts, Active Transportation and structures	Y	Y,Y,Y,Y,Y,Y,Y,Y	County and Area Municipal operations and capital, coordinated as appropriate Roads operating agreement with Woodstock, Tillsonburg and Ingersoll within urban centres (County cost) County has boundary road maintenance agreements with neighbouring municipalities bordering Oxford County Street lighting and sidewalks at Area Municipal level
Social and Supported Housing	Y	N	Fully integrated social housing, Ontario Works and Childcare (Early Years) programs Full Social housing continuum through County owned and operated facilities as well County supported non-profit and charitable operations
Social Assistance (Ontario Works)	Y	N	Fully integrated social housing, Ontario Works and Childcare (Early Years) programs
Solid Waste Management	Y	Y	All solid waste management costs incurred by County County contracts private operator for delivery of curbside co-collections (all but SWOX and Woodstock), bulk collections, recyclables transfer to processor along with contract operations of septic drop-off & haulage (including leachate) to WWTP, C&D, L&Y processing County internally operates landfill, (waste disposal, biosolids storage, public drop-off and HHW programs (at landfill site) County contracts SWOX in-house delivery of curbside co-collections (at County approved 6 day cycle) service level (6 day cycle) through contract with County Oxford contracts Woodstock to establish waste management programs, includes internal operation of curbside collections and contract operations of public drop-off, recyclables transfer to processor All area municipalities operate leaf and yard waste depot and transfer at County cost

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Storm water	Y	Y,Y,Y,Y,Y,Y,Y,Y	County responsible for County road storm drainage only Multiple conservation authorities (Upper Thames, Grand River, Long Point and Catfish Creek) proportionate municipal funding through County
Tax Collections	N	Y Y,Y,Y,Y,Y,Y,Y,Y	Tax billing and collections (including County levy) administered through each area municipality
Tax Policy	Y	Y,Y,Y,Y,Y,Y,Y,Y (consulted)	Established annually at County in consultation with all Area Municipal Treasurers
Trails	Y (Limited)	Y,Y,Y,Y,Y,Y,Y,Y	County/Tillsonburg partnership for TCT trail development <ul style="list-style-type: none"> County responsible for capital improvements to trail specific infrastructure Tillsonburg responsible for operation & maintenance of TCT with municipal limits Not-for Profit trail development partners
Transit	N	Y,Y	Tillsonburg operates TGo service Woodstock Transit Oxford administers social service transportation cost program
Wastewater (Municipal)	Y	Y,Y (Limited)	Oxford responsible for wastewater programs County-wide (all treatment, collection, pumping, sewer use control and over strength agreements, source water protection etc.) Woodstock and Tillsonburg contracted to provide wastewater collection operations and capital delivery services within municipal limits Ingersoll contracted to provide wastewater capital delivery services within municipal limits
Water (Municipal)	Y	Y, Y(Limited)	Oxford responsible for municipal water programs County-wide (all treatment, distribution, pumping, storage, wells, DWQMS source water protection) Woodstock and Tillsonburg contracted to provide water distribution operations services and capital delivery within municipal limits Ingersoll contracted to provide water capital delivery services within municipal limits

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			County has water agreements with neighbouring municipalities bordering Oxford County (i.e. Perth East, Norfolk)
Water/Wastewater Asset Management, Capital Programming, Financing and Billing	Y	N	<p>County establishes all water/wastewater rates, financing, asset management, capital programs and billing services</p> <p>Tillsonburg Hydro Inc. contracted to provide Tillsonburg area water and wastewater billing</p> <p>County contracts private utility to provide water/wastewater billing to all other customers in the County</p> <p>Woodstock, Ingersoll and Tillsonburg contracted delivery of water/wastewater engineering and coordinated capital works delivery</p>

Decision Making

Localized Service Levels	Y	Y,Y,Y,Y,Y,Y,Y,Y	<ul style="list-style-type: none"> Ability to set area service levels and delivery methodologies exists regardless of governance structure
Localized Cost Allocations (Area Rating)	Y	Y,Y,Y,Y,Y,Y,Y,Y	<ul style="list-style-type: none"> Enhanced Area Rating framework could provide broader application regardless of governance structure
Strategic Policy Applications	Y	Y,Y,Y,Y,Y,Y,Y,Y	<ul style="list-style-type: none"> Approached differently by each governance body
Decisions Required by Multiple Councils		Y	<ul style="list-style-type: none"> Most common with development related approvals
Statutory Public Meetings	Y	Y,Y,Y,Y,Y,Y,Y,Y	
Ability to Seek Public Input	Y	Y,Y,Y,Y,Y,Y,Y,Y	
Ability for Public to Delegate	Y	Y,Y,Y,Y,Y,Y,Y,Y	