

Note: This point-in-time Service Level Catalogue was prepared by Municipal VU Consulting Inc. as a deliverable of Prince Edward County's Service Delivery & Organizational Review (it complements their Final Report delivered to Council via staff report CAO-03-2026 on June 11, 2026). As per Council Motion CW-112-2026, the Municipality will provide Council and the public with regular progress updates.

Department	ID	Key Service	Description	Related Initiatives and Activities	Primary Service Type	Legislated	Foundational	Discretionary	Addnl	Service Level Description	Gap	Target Level/Gap?	Gap Description / Notes	Service Model: Resource/Funding	Drivers Influencing Service Level	Level Change Considerations	Customer	Shared Dept Responsibilities?
Community Services, Programs & Initiatives	1	Communications, Engagement & Customer Interface	Manage communications, engagement, and customer interactions to inform, connect, and respond to residents, businesses, and community stakeholders	Corporate communication, public consultation and engagement, corporate customer service. Print, social media, publications, media relations, etc. Residents, Businesses, Community Groups. Major Projects and Strategic Communications.	Discretionary			X	Legislated - some public consultation and emergency management (appointed Emergency Information Officer O.Reg 380/04)	Delivered in response to internal requests, subject to available resources and operational capacity. Consultation prescribed by legislation delivered in accordance with legislative requirements, with service levels influenced by available resources.	On Target	No	(Highlighted goals to improve proactive project communication, and there may be downstream work impacts here, but service level is on target)	Primarily internally resourced, funded through levy	Strategic Plan - Open and effective local government, Municipal Act (notice requirements), Planning Act, AODA (communications standards)	3,5	Both	Yes (internal)
Community Services, Programs & Initiatives	2	Community Services and Outreach	Plan, support implementation, and monitor community-based programs and initiatives that support well-being, inclusion, and strategic community priorities	Community-facing, Community Safety and Well Being, including food security support, Community Event Funding and Coordination, Community Health, Education advocacy and programming	Legislated	X				Delivered to the community as initiatives are implemented, subject to staff capacity and prioritization	On Target	No	NOTE: CSPI and partners have advanced CSWB-related actions and can reasonably claim implementation progress.	Primarily internally resourced, funded through levy, with occasional grants.	Council Strategic Plan. CSWB = Community Safety and Well-being Plan (legislated by provincial government)	1,3,6	External	Yes
Community Services, Programs & Initiatives	3	Corporate Administration & Support	Enable service delivery through contract management, funding programs, and financial support to internal and community initiatives	Contracts & Service Agreements, Corporate Funding Support, municipal funding programs, Seeking funding (including EV Charger), including Community Grants & Municipal Financial Relief	Discretionary			X		Delivered in response to internal/external requests, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, funded through levy	-	5,10	Internal	Yes (Legal, Clerks, Finance)
Community Services, Programs & Initiatives	4	Economic Development & Property	Support economic growth and investment through business engagement, programming, and management of municipal property and industrial lands	Business Support, Programming, Engagement, Communications, Municipal Property Sales & Industrial Park, Tourism Management and Partner Relations	Discretionary			X		Delivered in response to internal/external requests, subject to available resources and operational capacity.	On Target	No	More opportunity to explore innovation, like sidewalk patios and relationships with destination marketing groups. Current limited capacity for resident & business attraction for Economic Development.	Primarily internally resourced, funded through levy and grants. EcDev's major projects are almost always partially funded by grants.	Economic Development Action Plan	7,8	External	Yes (Legal, Clerks, Development Services)
Community Services, Programs & Initiatives	5	Governance & Policy Support	Provide administrative and coordination support for policy development, governance processes, and advisory bodies	Policy administration, Working group and committee staff support	Discretionary			X		Delivered in response to demand, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, funded through levy/rate	-	5,9	Internal	Yes (Clerks)
Community Services, Programs & Initiatives	6	Infrastructure & Transportation Service	Plan and support transportation and infrastructure services that respond to community needs and enable mobility and connectivity	Public and Specialized Transit, Infrastructure improvement projects - Resident-informed, cross-departmental community, EV Charger installation/ monitoring	Discretionary			X		Delivered to the community as initiatives are implemented, subject to staff capacity and prioritization	On Target	No	Able to stay nimble as needed - including EV chargers, speed cameras, backfilling	Transit provision outsourced to contractor. Services funded through levy, MAT and private sector funding (sponsorship). Transit Coordinator wages offset by transit grant funding and fares; EV Chargers expenses offset by revenues.	County Transit 2030	4,12	External	No
Corporate & Legislated Services	7	Corporate People & Workplace Services	Workforce management and internal workplace obligations	Human Resources & Organizational Development, Health & Safety & Wellness	Foundational	X			Core - other training, workforce mgmt	Delivered in accordance with legislative requirements, subject to available resources and operational capacity	Below Target	Yes	On-boarding/training for new recruits or those new to their role sometimes lacking, tracking, succession planning (known retirements) (legislated ok)	Primarily internally resourced, funded through levy/rate	Occupational Health and Safety Act, Workplace Safety and Insurance Act, Employment Standards and Workforce Management Employment Standards Act	5,10	Internal	No
Corporate & Legislated Services	8	Corporate Records, Privacy & Accessibility	Information governance, compliance, and equitable access	Corporate Records Management including Access & Privacy, MFIPPA & PHIPPA Compliance/Training, Accessibility	Legislated	X				Delivered in accordance with legislative requirements, subject to available resources and operational capacity	On Target	No		Partially outsourced / partially insourced. Funded through levy/rate	MFIPPA, PHIPPA/PHIPA, AODA	1,5	Both	No
Corporate & Legislated Services	9	Legal Services & By-law	Legal oversight and enforcement	Municipal law services (corporate, contract, municipal law), By-Law Enforcement & Licensing (including kennel operations), Customer Service (incl complaints)	Foundational		X			Delivered in accordance with legislative requirements, subject to available resources and operational capacity	Below Target	Yes	Municipality lacks certain resources required to enforce by-laws as effectively as possible (kennel facility, noise)	Partially outsourced / partially insourced. Funded through levy/rate, plus: Property standards cleanup fully recovered from property owner; livestock compensation through provincial reimbursement, parking control recovered through parking fees/fines. Short term accommodation expenses fully recovered through STA fees.	By-law authorities	3.5.6	Both	No
Corporate & Legislated Services	10	Legislative Services & Governance	Democratic process, statutory governance, and decision support, internal advisory to Depts on Council/Clerk issues	Council & Committee coordination, Clerk's services, elections	Legislated	X				Delivered in accordance with the Procedural By-law and applicable legislation	On Target	No		Primarily internally resourced. Funded through levy/rate, Clerk's expenses partially recovered through licensing and permitting fees.	Municipal Act, Planning Act, Procedural By-law	1	Internal	No
Corporate & Legislated Services	11	Risk, Insurance & Corporate Protection	Organizational risk exposure and mitigation	Risk Management, Insurance & Claims Management	Foundational		X			Delivered in accordance with legislative requirements, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, funded through levy/rate	Risk Management Plan	5,6	Both	Yes
Corporate & Legislated Services	12	Strategic & Corporate Planning	Corporate direction-setting	Long-term Strategic planning	Discretionary			X		Delivered to internal departments based on operational needs, subject to available resources	On Target	No		Primarily internally resourced, funded through levy/rate	Strategic Plan	5,9	Internal	Yes
Development Services	13	Building Services & Code Enforcement	Regulate building activity and ensure compliance with building codes and permits	Building Inspection, Building Permit Applications, Building Permit Application submission, Building Permit Enforcement, Ontario Building Code Enforcement	Legislated	X				Delivered in accordance with applicable legislative requirements	On Target	No		Internally resourced, fully funded through building fees (permits, inspections)	Building Code Act	1,3	External	No
Development Services	14	Construction, Capital Delivery & Project Management	Plan, deliver, and oversee capital projects and infrastructure construction	Capital Works Inspections, Development Engineering Inspections, Inter-departmental Project Management Support (Engineering), Infrastructure Planning and Capital Construction Programs, Contract Preparation, Contract Tendering, Project Management	Foundational		X			Delivered in accordance to the budgeted plan, subject to staff capacity and prioritization	Below Target (At Risk)	Yes	May not be delivering capital works as planned and budgeted (some deferred renewal of very poor/poor condition assets)	Primarily internally resourced, expenses are partially recovered through user fees (e.g., development charges for development projects), with the remainder funded accordingly through the tax base/rates	Bill 23 - More Homes Built Faster Act, Capital spend rate? , AMP	4,10,12	Both	Minor reliance on Operations
Development Services	15	Development Engineering & Approvals	Review and approve development proposals to ensure infrastructure and servicing meet municipal standards	Development Engineering, Review of Traffic, water and wastewater, stormwater management, drainage, Registration of Documentation required	Legislated	X				Delivered in accordance with applicable legislative requirements	On Target	No		Primarily internally resourced, expenses are partially recovered through user fees (e.g., planning application fees), with the remainder funded accordingly through the tax base/rates	The Planning Act, Ontario Water Resources Act, Environmental Protection Act, Drainage Act, Conservation Authorities Act, Bill 23 - More Homes Built Faster Act	4,7	External	No

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Development Services	16	GIS & Geospatial Services	Provide geospatial data, systems, and tools to support the organization	GIS Spatial analysis, GIS Map creation, Creation, maintenance, storage of geospatial data, Manage ArcGIS Enterprise and ArcGIS Online portals for GIS map viewers, Custom apps for field data collection and utilization, Manage geospatial data sharing agreements, Oversee Next Generation 9-1-1 addressing data	Foundational		X			Delivered based on operational needs, subject to available resources	Below Target	Yes	Not yet supporting more corporate or other GIS needs (e.g. mapping property tax cost recovery)	Primarily internally resourced, funded through levy/rate	-	5,9	Both	Yes (internal)
Development Services	17	Technical SME Support Services	Provide technical support as required	Support of Advisory Committees – heritage, agricultural, accessibility, planning and development (administrative/coordination only), opinions, comments on new standards, etc	Discretionary			X		Delivered as required by committees, subject to available resources and capacity	On Target	No		Primarily internally resourced, funded through levy/rate	-	5	Internal	No
Finance & IT	18	Financial Operations & Transaction Processing	Execute day-to-day financial transactions and purchasing activities	Accounts Payable, Vendor Payments, Payroll Services, Procurement Support	Foundational		X			Delivered in response to internal/external requests, subject to available resources and operational capacity	Below Target	Yes	Slower procurement outcomes, dragging capital delivery, admin burdens, one staff capacity	Primarily internally resourced. Funded through levy/rate, and via cost recovery through other departments, plus partial recovery of expenses through fees and charges.	-	3,5,10	Both	Yes
Finance & IT	19	Financial Planning, Reporting & Control	Ensure financial stewardship, reporting accuracy, and accountability	Budget Coordination, Financial Reporting, Internal Financial Controls, Municipal Budget Preparation, Annual Financial Statements	Legislated	X				Delivered in accordance with applicable legislative requirements	Below Target (At Risk)	Yes	Reserves are relatively low, some grant-related project reporting can get behind	Primarily internally resourced. Funded through levy/rate, and via cost recovery through other departments, plus partial recovery of expenses through fees and charges.	PSAB, Municipal Act	5,9	Internal	Yes
Finance & IT	20	Financial Strategy, Compliance & Advisory	Guide long-term financial planning, ensure regulatory compliance, and provide expert financial advice	Asset Management Financial Strategy, Water and Wastewater Financial Plans, Development Charges Financial Reporting, Investment Compliance, Payroll Legislative Compliance, Procurement Compliance, Strategic / Advisory Services	Legislated	X				Delivered in accordance with applicable legislative requirements	Below Target	Yes	Advisory services not at target, since awareness of / time allocated to financial review of staff reports. AM Planning not at target depth/quality since delivered as an add-on responsibility of the Director	Partially outsourced through consultants. Funded through levy/rate, and via cost recovery through other departments, plus partial recovery of expenses through fees and charges.	Asset Management Plan, Development Charges Background Study, Financial Policies, Risk Management Plan	5,9	Internal	Yes
Finance & IT	21	Revenue, Payments & Customer Financial Services	Manage incoming revenue and public-facing financial transactions	Water & Wastewater Billing Support, Accounts Receivable Services, Provincial Offences Administration (POA), Online Payment Systems	Foundational		X			On demand for transactions (billing cycles, payments), with defined processing timelines and statutory requirements for specific services (POA)	Below Target	Yes	Not fully resourcing property tax collection	Primarily internally resourced. Funded through levy/rate, and via cost recovery through other departments, plus partial recovery of expenses through fees and charges.	Fees & Charges Bylaw, POA requirements	2,3	External	Yes
Finance & IT	22	Technology & Digital Services	Provide and maintain systems and technology that enable service delivery and operations	IT Infrastructure, Help Desk & Technical Support, Enterprise Applications, Cybersecurity, Disaster Recovery, Financial Systems Administration	Foundational		X			Delivered in response to internal requests, subject to available resources and operational capacity	Below Target	Yes	Record mgmt system and some other corporate systems not fully enabling operations (finding #). Not rationalizing systems as they modernize.	Primarily internally resourced. Funded through levy/rate, and via cost recovery through other departments, plus partial recovery of expenses through fees and charges.	-	5,10,11	Internal	No
Housing	23	Affordable Housing Program Administration	Administer provincially funded housing programs and direct resident services as a contributing member of PELASS, the regional Service Manager	Staff support the service needs and delivery for residents who are homeless, tenants or property owners through Provincial legislation and Programming (e.g. Housing Help, Leeward Transitional Housing), as well as contribute to equity goals of the PELASS service agreement between the municipalities. Staff support for appointed County-elected representatives on PELASS Board.	Legislated	X				As defined by program requirements, funding agreements, and service contracts, delivery levels depending on available funding and continued advocacy for parity in the service manager agreement	On Target	No		Blended delivery model between PELASS and this Municipality (internal staff funded externally and through levy)	Council Strategic Plan: A Community That Cares, County Housing Plan, Housing Services Act	1, 2 and 3	External	No
Housing	24	Housing Enabling and Policy	Support housing supply through planning policy, partnerships, and funding tools available to the County under the Planning Act and Municipal Act	Data and Policy Development, Business Contracts & Service Agreements, Funding Agreements & P3 Agreements, Development Agreements for Affordable Rental Housing, Programming (e.g. CSWB)	Foundational		X			Delivered in response to internal/external requests, subject to available resources and operational capacity	On Target	No		Blended delivery model - PELASS and Housing Corp and internal staff (who are fully funded through levy)	Council Strategic Plan: A Community That Cares, County Housing Plan, Housing Services Act & Service Manager responsibilities	4, 7, and 8	External	Yes (Finance, Development Services)
Housing	25	Affordable Housing Development & Construction	Fund and support the planning and construction of affordable units, through developer partnerships and the PEC Affordable Housing Corporation -- a discretionary role that exceeds the County's baseline legislative obligations	Staff support for Prince Edward County Affordable Housing Corporation and developer partners, including administrative, financial, and project development	Discretionary			X		Through the Affordable Housing Corp. complete the construction of 2,700 units (1,350 of those as affordable across all developers). Increase housing density and mix of housing types and encourage in-fill development in towns.	Below Target	Yes	PECAHC have not yet built the units to the target defined in the Council Strategic Plan (there are other providers of affordable housing). n.b. Striving to build units through the Corporation, but note that target is not clearly supported, even though Council-approved. County is also not explicitly required to provide or bridge funding (through the Corporation).	Internally resourced, funded through levy/rate	Council Strategic Plan: A Community That Cares, County Housing Plan, Housing Services Act & Service Manager responsibilities	4, 7, and 8	External	No
Offices of the CAO & Mayor	26	Corporate Leadership & Executive Administration	Provide strategic direction, organizational alignment, and executive oversight of municipal operations	Corporate Leadership and Oversight	Foundational		X			Delivered on an ongoing basis to support organizational operations and Council direction, subject to leadership priorities and capacity	Below Target	Yes	Not always clear what the Business/Operational Plan is, who should be doing what, agenda strategies, action/direction	Internally resourced, funded through levy/rate	Strategic Plan: Open & effective government, Council resolutions/direction	9	Internal	No
Offices of the CAO & Mayor	27	Council Governance & Legislative Support	Support Council decision-making, governance processes, and legislative requirements	Council Advisory & Support (including Council Agenda Management)	Legislated	X				Delivered in accordance with legislative requirements and the Procedural By-law, within prescribed timelines	On Target	No		Internally resourced, funded through levy/rate	Municipal Act, Procedural By-law	1,5,9	Internal	No
Offices of the CAO & Mayor	28	Intergovernmental Relations & Advocacy	Represent municipal interests and manage relationships with external governments and partners	Intergovernmental and Interorganizational Relationships, Advocacy Efforts	Discretionary			X		Delivered to external partners and governments based on Council priorities and strategic opportunities, subject to staff capacity	On Target	No		Internally resourced, funded through levy/rate	Strategic Plan: Open & effective government, Council resolutions/direction	7,8	External	No
Operations	29	Environmental & Solid Waste Services	Manage waste systems and advance environmental sustainability initiatives	Waste Management, Environmental Sustainability & Parklands Program	Legislated	X				Delivered to the community in accordance with waste management commitments and service schedules	Below Target	Yes	An Excess Soil Management Regime is not currently in place, stormwater strategies/maintenance not yet in place	Blended delivery model on solid waste (insource and outsource), integrated plan with neighbour municipalities	Integrated Waste Management Plan	3,6	External	No
Operations	30	Fleet & Operational Support Services	Provide operational resources, materials, and fleet support for municipal service delivery	Fleet Services & Operations, Pits & Quarries Management	Foundational		X		Legislated - licensing	Delivered to internal operations in response to service needs, subject to available resources and operational capacity	Below Target	Yes	Difficulty with preventive fleet work, focus on repair & compliance	Primarily internally resourced, funded through levy	-	4,10	External	No
Operations	31	Parks, Waterfront & Community Assets	Operate and maintain public spaces, natural assets, marina, and community amenities (including open spaces & garbage, greenspaces and areas not booked)	Outdoor facilities (open spaces, trails, beaches), Boat Launch Operations & Maintenance, Marinas Operations & Maintenance, Cemeteries Operations & Maintenance, Tree Management	Foundational		X			Delivered to the community through ongoing operation and maintenance of public spaces and amenities, subject to available resources	On Target	No		Primarily internally resourced, funded through levy	Parks & Rec Master Plan	3	External	Yes
Operations	32	Permits, Utilities & Corridor Management	Manage access to municipal corridors and infrastructure, and coordinate utility-related permitting and protection	Damage Prevention, Utility & Permits (Municipal Consents, Corridor Permits, Ontario One, etc)	Legislated	X			Core - other corridor mgmt	Delivered in response to requests and regulatory requirements, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, funded through levy	Legislated service levels for ON one call (Ontario Underground Infrastructure Notification System Act)	1,3	External	No
Operations	33	Technical & Construction Services	Provide operational or subject-matter-expert comments on development applications, process and decide on insurance claims	Development Reviews, Insurance Claims processing, capital project management	Foundational		X			Delivered in response to requests and regulatory requirements, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, funded through levy	The Planning Act, AMP	1,3,4,12	External	No

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Operations	34	Transportation & Road Infrastructure Maintenance	Maintain and construct municipal road infrastructure and ensure safe transportation networks, response to public requests	Roads & Winter Maintenance, Capital Road Construction	Foundational		X			Delivered to maintain safe and reliable transportation networks, with service levels influenced by available resources and aligned with applicable legislation and plans, including MMS and Asset Management Plan	Below Target (At Risk)	Yes	Very prompt response & correction of complaints. But unable to keep up with needed maintenance	Shared insource/outsource (rural roads capital, winter). Until this year, they were doing rural road reconstruction internally. Now being outsourced.	Council Strategic Plan: Good infrastructure, MMS, MMS for roads & road allowance, Asset Management Plan, Transportation Master Plan	4,12	External	No
Recreation & Community Facilities	35	Facilities Operations, Maintenance & Capital Development	Operate, maintain, renew, and redevelop recreation and community facilities, parks infrastructure, and related assets through life cycle management, capital planning, grand funding, project delivery, and asset optimization	Recreation Facilities & Playground Operation & Maintenance, Community Facilities Operation & Maintenance; Custodial & Logistic Support; Capital Infrastructure Planning; Facility Development Projects; Asset Management Coordination; Facility Condition Assessments; Grant Development and Administration; Capital Project Management, Facility Renewal Programs, Strategic Infrastructure Initiatives	Foundational		X		Legislated - playground maintenance	Delivered to support safe and functional facility use, including legislated playground inspections, subject to available resources	Below Target (At Risk)	Yes	Some structural and major maintenance deferred, PM deferred, not yet rationalized facilities assets overall	Primarily internally resourced, funded through levy	CSAZ614 (due diligence), Parks & Rec Master Plan	4,10	External	Yes
Recreation & Community Facilities	36	Facility Access, Allocation & Strategic Recreation Planning	Manage equitable access to facilities, parks and community spaces through allocation, scheduling, rentals, recreation planning, facility utilization analysis, and long-term service planning to support community recreation needs	Recreation Facility Allocation, Facility Rentals & Bookings; Community Use Agreements; Recreation and Parks Master Plan Implementation; Recreation Policy Development; Service Level Planning; Community Recreation Needs Assessments; Feasibility Studies; Facility Utilization Planning	Discretionary			X		Delivered to the community, subject to demand, available capacity	On Target	No		Primarily internally resourced, funded through levy	Parks & Rec Master Plan	3, 6, 10	External	No
Recreation & Community Facilities	37	Culture & Heritage Services	Operate and support cultural heritage, public art, and community development initiatives through museums, collections, education, exhibits, cultural programming, community engagement, strategic planning, policy development, and volunteer leadership	Museums & Cultural Services Operation, Exhibit Development & Interpretation, Collections Management , Museums & Cultural Services Marketing, Volunteer Management, Education and Program Delivery, Cultural service support, Public Art, Cultural Heritage Master Plan Implementation; Community Engagement; Cultural Policy Development; Strategic Cultural Initiatives	Discretionary			X		Delivered to the community, subject to demand, available capacity	On Target	No		Primarily internally resourced, funded through levy	Cultural Heritage Master Plan	3, 6, 10	External	No
Recreation & Community Facilities	38	Recreation Programming, Community Partnerships & Investment	Plan, coordinate, and support recreation programs, events, partnerships, sponsorship opportunities, community investment initiatives, and volunteer-led recreation services while providing governance, insurance, risk management and financial oversight	Governance support for nine (9) Recreation Committees; Volunteer Coordination; Training; Insurance and Risk Guidance; Liquor Licensing Administration; Financial Accountability Oversight; Community Project Facilitation; Partnership Development; Sponsorship and Naming Rights Administration; Community Investment Projects; Recreation Service Coordination	Discretionary			X		Delivered to the community through programs, events, and initiatives as capacity allows, including reliance on external partners and volunteers	On Target	No	The Parks and Recreation Master Plan identified a role to facilitate events and equitably provide recreation programming throughout the wards.	Internally resourced for administration, programming delivered through external volunteers. Funded through levy, programming funded through external volunteers, fundraising	Parks & Rec Master Plan. n.b. alcohol policy - note licensed events are a 'service level'. Activated outdoor spaces are under RCF (not OPS) - can be booked. Also manage alcohol policy and liquor licensing - this is a service level choice and a huge demand for ~80% of bookings. Managing insurance requirements for events/activities in PEC	3, 6, 10	External	Yes (CSPI, crossover/overlap with fundraising / community coordination but not core functions)
Water & Wastewater	39	W/WW Asset Management, Maintenance & Capital Support	Proactively manage infrastructure lifecycle, maintenance, and support capital planning and project delivery	Asset & Infrastructure (review and coordination with planning/engineering), Preventative and responsive maintenance, asset management/inventory tracking and lifecycle management, EDW support for new and existing infrastructure rehab/replacement, oversight of on-site connections and commissioning, review and comment on plans and proposals	Legislated	X				Delivered to support water and wastewater operations, in accordance with legislative requirements and asset management obligations, subject to available resources	Below Target	Yes	Requirements are met, however, unable to perform preventative manintnence to maximize lifecycle efficiency. (valve turning, CCTV inspections	Primarily internally resourced, fully funded through user rates.	DWQMS	4,12	Internal	Yes
Water & Wastewater	40	Metering & Billing Interface	Collect and provide consumption data to enable accurate billing and revenue management	Provide monthly Meter reading services in support of Billing/Finance Dept. Installations are usually completed by contractor, and WWW inspects and seals. Manage meter sales. Repair remotes and wiring, as required.	Foundational		X			Delivered in accordance with County by-law requirements to support billing and revenue processes, subject to available resources	On Target	No		Primarily internally resourced, fully funded through user rates.	Bylaw	3,10	Both	Yes
Water & Wastewater	41	Regulatory Compliance, Quality & Environmental Protection	Ensure compliance with regulations and protect public health and the environment	Regulatory Compliance, Quality Management, Source Water Protection, Environmental protection through wastewater treatment and monitoring, by-law monitoring and reporting to Building and By-law	Legislated	X				Delivered in accordance with legislative requirements for compliance and to protect public health and the environment, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, fully funded through user rates.	DWQMS, MECP approvals (ECA), applicable legislation	1	Both	No
Water & Wastewater	42	Risk & Emergency Management	Maintain protection and sustainability through risk & emergency management	Risk management and emergency planning, finance support	Legislated	X				Delivered in accordance with legislative requirements and asset management obligations to support risk mitigation and emergency preparedness, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, fully funded through user rates.	DWQMS	5,12	Internal	Yes
Water & Wastewater	43	Technical Services, Systems & Integration	Maintain technical systems, instrumentation, and data integration to support operations	Instrumentation & Integration (maintenance systems, instrumentation, calibration, IT/third-party integration, electrical/specialized maintenance), GIS mapping data support	Legislated	X				Delivered in accordance with legislative and operational requirements to maintain system functionality and data integration, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, fully funded through user rates.	DWQMS, MECP approvals (ECA), Safe Drinking Water Act, Ontario Water Resources Act	5,10	Internal	No
Water & Wastewater	44	Water & Wastewater Operations	Operate and maintain water and wastewater systems to ensure safe, continuous service delivery	Water Treatment, Water Distribution, Wastewater Treatment, Collection System, Provide 24/7 emergency on-call coverage for all treatment, distribution and collection systems, including customer concerns and emergencies	Legislated	X				Delivered on a continuous basis for safe and reliable water and wastewater services, in accordance with legislative requirements, subject to available resources and operational capacity	On Target	No		Primarily internally resourced, fully funded through user rates.	DWQMS, MECP approvals (ECA), Safe Drinking Water Act, Ontario Water Resources Act, Environmental Protection Act	1,3	External	No

- Change Consideration Key:
- 1

Minimum service level constrained by legislation or funding agreements, reductions below baseline are not feasible
- 2

Service level tied to external funding, changes may impact funding availability or program capacity
- 3

Service demand externally driven, changes affect responsiveness, not workload
- 4

Service reductions may delay or disrupt project pipeline and require time to rebuild
- 5

Service enables delivery of other services, changes will impact broader outcomes
- 6

Reduced service may shift demand or costs to other services
- 7

Outcomes depend on external partners or market conditions, reduced involvement increases reliance on others
- 8

Primary lever under Council control, service level directly influences outcomes
- 9

Impacts not immediately visible but affect decision quality and long-term outcomes
- 10

Service level constrained by internal capacity, changes require staffing or resource adjustments
- 11

Service is not easily scalable, changes occur in step shifts rather than gradual adjustments
- 12

Service reductions may be difficult to reverse due to loss of capacity or momentum