

Appendix A: Service Inventory

| Service program grouping | Service name | Service description | Output | Direct client | Value proposition |
|--------------------------|-----------------------------|--|--------------------------------------|---------------------|--|
| Community | Child Care Subsidy | An external service that provides funding to Child Care service providers in support of affordable child care in Oxford County | Subsidy payment | Child care provider | To ensure a range of affordable child care options for parents in Oxford County. |
| Community | Community Capacity Subsidy | An external service that provides subsidies to support human services Community Partners in Oxford County. | Dollar of community capacity subsidy | Community partner | To support Oxford County support residents by increasing the availability and reducing the duplication of services to individual and families in need. |
| Community | Financial Assistance | An external service that provides financial assistance to eligible residents of Oxford County | Payment (\$ of financial assistance) | Eligible resident | To marginally improve the quality of life of eligible Oxford Residents by providing financial assistance. |
| Community | Library Public Space Access | An external service providing welcoming and accessible meeting places. | Library room for public use | Tenant | To provide low or no-cost public space for independent use by the public to hold meetings, programs, classes or other community events. |
| Community | Library Technology Access | An external service providing public access to technology and the internet. | Wired or wireless session | Technology user | Equality of access to online information and resources through high quality workstations and new technologies. |
| Community | Shelter (Direct Delivered) | An external service that provides units of shelter to eligible residents of Oxford County | Housing unit | Tenant | To improve quality of life by reducing the incidence of homelessness and ensuring housing affordability for residents of Oxford County. |

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| Community | Shelter (Subsidy) | An external service that provides subsidies to community partners delivering shelter to residents of Oxford County | Subsidy payment | Housing provider | To improve quality of life by reducing the incidence of homelessness and ensuring housing affordability for residents of Oxford County. |
| Community | Strategic Planning and Policy | An internal service responsible for researching, developing, reviewing and maintaining local land use planning documents (OP and Zoning), undertaking special planning related projects and providing recommendations and advice to the County and eight Area Municipalities land use planning related matters of a policy or strategic nature and/or with a high level of complexity or potential corporate impact. | Plan | Local Government | Ensure County and Area Municipal land use policies (OP), documents (Zoning, Site Plan guidelines) decisions, processes and initiatives protect the environment, support long term sustainability, support County and Area Municipality goals and objectives and are compliant with the law. |
| Community | Tourism Industry Support | An external service that develops and coordinates strategies and marketing to support the growth of the tourism industry in Oxford County. | Partnership / agreement | Tourism operator (government, for profit, not-for-profit) | Promoting Tourism as a source of economic growth potential for Oxford County. Promoting local tourism offerings. |
| Community | Tourism Visitor Support | An external service that provides information to tourists. | Number of visitor interactions | Visitors | Promotion of Oxford County as a tourist destination, improved communication with visitors and potential visitors, improved quality of life for residents through awareness of local activities and events. |



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| Drinking Water Supply | Drinking Water Supply | An external service that supplies drinking water from source to tap to water customers. | Megalitres of drinking water delivered | Water customer | To directly impact the quality of life of customers by reducing the potential for water-borne disease, allowing for economic development and fire protection, and providing opportunities for recreational activities. |
| Environmental | Curbside Waste Collection | An external service that provides curbside garbage and recycling collection to residents living in the County of Oxford (includes residential, industrial, commercial, and institutional properties) who meet the curbside collection requirements. | Tonne of waste and recycling material collected | Generator of waste material (garbage and Blue Box materials) | The provision of curbside garbage and recycling collection in a manner that is efficient and cost effective, responsive to customer needs, protective of the natural environment, and considerate of public safety. |
| Environmental | Waste Diversion and Disposal | An external service that diverts and disposes of waste for Oxford County. | Tonne of waste processed (disposed plus diverted) | Landfill customer (garbage hauler, resident) | The provision of waste management in a manner that protects the natural environment, public health, and water sources and provides beneficial reuse of resources. |
| Environmental | Wastewater Treatment | An external service that collects and treats a cubic metre of wastewater from a wastewater customer. | Megalitre of wastewater treated | Wastewater customer | Ensure protection of the environment and public health of residents and visitors to Oxford County and partners in the watershed. |
| Environmental | Woodlands Conservation | An external service which protects County woodlands through by-law enforcement. | (TBD) | Owner or operator of inspected premises | The management of the lands and forests in Oxford County manner to allow for the protection of the natural environment, public health, water sources, and natural resources of the County. |



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| Information | Archives Outreach and Programming | An external service that provides education opportunities to interested persons about the archives of the County of Oxford | Programmed activity | Program attendee | The provision of information to interested program attendees about available historical information |
| Information | Archives Reference and Information | An external service that provides access to the inactive historical records of the County of Oxford. | Information request | Researcher (Institutional or individual) | To provide access to researchers including institutions to the inactive historical records of the county. |
| Information | Library Collections | An external service offering loans of print, audiovisual and electronic materials to the public | Library material accessed | Library card holder | To provide access to a collection of materials responsive to community needs for entertainment, education, and informational needs of all ages. |
| Information | Library Programming | An external service offering programming and events that respond to the literacy needs of the community. | Library program | Program participant | To provide programming that animates the literacy opportunities provided by the public library. |
| Information | Library Reference and Information | An external service offering answers to reference questions in person or via other channels (email, web, phone) | Reference transaction | Reference information seeker | To ensure equality of access to high quality and trustworthy information. |
| Public Health & Safety | 911 Call Taking and Dispatch | An external service that provides 911 answering services to people reporting emergencies and directs calls to appropriate emergency service dispatch centres according to the callers request. | Call taken and dispatched | 911 caller | Provides a single universal number for citizens to access help regardless of the nature of the emergency improving the response time for assistance. |



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| Public Health & Safety | Building Health Partnerships/Collaborations/Networks | An external service that initiates the bringing together of community health agencies/services/residents who may not have worked together before to address new and emerging issues through the provision of the expertise and operational support required to develop and sustain Partnerships/Collaborations/Networks. | Number of partnerships/networks | Community partner | Bringing people and services together to promote a more integrated /connected service delivery across Oxford. |
| Public Health & Safety | Case and Outbreak Management | An external service that responds to cases and outbreaks of infectious disease of public health importance in Oxford County | Case managed | Individual or institution exposed to an infectious disease of public health importance | To prevent or reduce the burden of infectious diseases of public health importance |
| Public Health & Safety | Emergency Medical Service (EMS) | An external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities. | Care and rehabilitation encounter | Ill or injured person | To provide reliable pre-hospital emergency medical care and transportation of the medically ill and injured. |
| Public Health & Safety | Health Advocacy and Promotion | An external offering comprehensive health promotion approaches to improve the health behaviours and outcomes of people in Oxford County. | Advocacy or promotional encounter | Eligible resident | To promote healthy people, healthy places in Oxford County. |



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| Public Health & Safety | Health Protection Certification | An external service offering formal lessons on safe food handling practices and principles, and education and training of owners/operators of small drinking water systems and recreational water facilities, including public pools and spas. | Certificate or license issued for training | Persons or agencies requiring public health training to work or operate equipment | To prevent or reduce the burden of food-borne illness, drinking water illness and recreational water illness. |
| Public Health & Safety | Health Resource Distribution | An external service offering publicly funded vaccines and antibiotics for treatment of sexually transmitted infections to health service providers. | Health supply (vaccine, anti-biotic or condom) | Health care provider | Reduce or eliminate the burden of sexually transmitted, blood-borne infections and vaccine preventable disease. |
| Public Health & Safety | Individual Health Assessment and Intervention | An external service providing health assessment, care, treatment and referrals for individuals and families. | Care encounter | Client in need of public health intervention | To prevent or reduce or eliminate the burden of illness |
| Public Health & Safety | Inspections, Investigations and Enforcement | An external service providing investigation, inspection and enforcement for compliance under the Health Protection and Promotion Act and other prescribed legislation | Incident of non-compliance | Owner or operator of inspected premises | To prevent or reduce the burden of food-borne illness, water-borne illness related to drinking water, water-borne illness and injury related to recreational water use, illness related to tobacco use, vaccine preventable diseases and infectious diseases of public health importance |
| Public Health & Safety | Long Term Care | An external service that provides resident centred care bed for an eligible Long Term Care Resident. | Long term care bed | Long term care resident | To provide community-focused, consistently high quality of long term care for residents of Oxford County and set the benchmark for other long term care in the County. |



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| Public Health & Safety | Roads | An External Service that provides a Km of Roadway to a Road User | Centre-line kilometre of roadway | Road user | People are able to move safely and efficiently throughout the County. |
| Supporting | Accounting | An Internal service that provides accounts receivable, accounts payable and payroll services for the County of Oxford. | Transaction processed | County of Oxford | To provide accurately and timely invoicing, collection and payment to those working with or employed by the County of Oxford. |
| Supporting | Administrative Support | An internal service which provides administrative support to all County departments and services. | Service encounter | County of Oxford | To provide essential support to all County departments; to be the face of the County to the public (telephone, walk-in, email, etc.); to facilitate excellent service delivery both internally and externally. |
| Supporting | Archives Collections and Resource Management | An internal service that acquires and conserves the inactive historical records of the County of Oxford, its agencies, boards and commissions. | Record managed | County of Oxford | The preservation of the vital and valuable records of the County of Oxford. |
| Supporting | Business Applications | An internal service that provides business applications for the County of Oxford and Area Municipalities | Business application | Local Government | To ensure an efficient, cost effective and coordinated suite of business applications that support service delivery by the County of Oxford and area municipalities to their clients. |
| Supporting | Communications | An internal service that provides professional consultation and guidelines to promote and protect corporate identity and reputation | Communications advisory or promotional encounter | County of Oxford | To promote and protect brand recognition and reputation to instill public confidence and support a positive organizational culture. |



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| Supporting | Compensation and Benefits | An internal service that provides compensation and benefits to County of Oxford employees | Total compensation package | County of Oxford Employee | To contribute expertise that supports our partners' work in advancing the collective interests of our community. |
| Supporting | Corporate Leadership | An internal service which oversees the implementation of Council decisions and provides direction to the organization and employees of the organization | Gross annual expenditures | County of Oxford | The County of Oxford being viewed as an effective, efficient and well managed organization who delivers valued services to a public confident that they receive value for money. |
| Supporting | Council Support | An internal service that supports County Council's lawful decision making for the County of Oxford. | Lawful decision of Council / Board of Health | County of Oxford | County of Oxford and its officers are protected from legal consequences by acting lawfully. Public transparency and confidence in democratic government in the County of Oxford. |
| Supporting | County of Oxford Integrated Network (COIN) | An internal service that provides connectivity to all municipalities of Oxford County. | Number of connected locations | Local government and community partners | To provide connectivity to County of Oxford departments and staff, and to Area Municipalities and community partners. |
| Supporting | Development Application | An internal service providing professional recommendations and advice to the County and eight Area Municipalities regarding development applications and other day to day land use planning related matters. | Development application processed | Local Government (County of Oxford and Area Municipalities) | Ensure County and Area Municipal land use policies (OP), documents (Zoning, Site Plan guidelines) decisions, processes and initiatives protect the environment, support long term sustainability, support County and Area Municipality goals and objectives and are compliant with the law. |



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| Supporting | Emergency Management | A service that develops and coordinates all appropriate event response activities, with clarity of roles and accountability, across all departments and relevant organizations during an emergency and ensures the continuity of essential municipal services. | Emergency response plan | County of Oxford | To detail a plan of action for the efficient deployment and coordination of the County of Oxford services, resources, agencies and personnel to provide the earliest possible response |
| Supporting | Engineering Design and Construction | An internal service which provides engineering design and construction project services to the County of Oxford and Area Municipalities, as well as to some boundary municipalities. | Capital project | Project sponsor | To provide the local governments with sustainable capital infrastructure projects |
| Supporting | Fiscal Management | An internal service that provides financial reporting for the County of Oxford. | Financial report | County of Oxford | To facilitate good financial stewardship of County financial assets and liabilities on behalf of Oxford County taxpayers. |
| Supporting | Fleet and Equipment | An Internal service that supplies vehicles and equipment to the County of Oxford to support service delivery. | Vehicle or piece of equipment | County of Oxford | To efficiently provide safe and environmentally appropriate vehicles and equipment to the County of Oxford. |
| Supporting | IT Infrastructure | An internal service that provides and maintains technology and infrastructure management for the County of Oxford and local Area Municipalities. | Managed device | Local government | To provide technical service to County of Oxford departments and staff, and to Area municipality departments and staff. |
| Supporting | Labour Relations | An internal service that manages labour relations on behalf of the County of Oxford | Collective agreement | County of Oxford | To ensure that the County of Oxford is able to deliver excellent services to the public through management of Union relationships. |



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| Supporting | Occupational Health and Safety | An Internal service that provides safe workplaces for employees | Safe work site | County of Oxford | Ensure that the County of Oxford provides a safe environment to reduce the risk of harm and loss to employees and other occupants of County workplaces. |
| Supporting | Project Management | An internal service that provides professional project management services for projects of corporate importance. | Project managed | County of Oxford | To ensure large and important corporate projects are managed in a consistent and professional manner |
| Supporting | Property Management | An Internal Service that manages a Square Metre of Property for the County of Oxford. | Square metre of property managed | County of Oxford (and Province of Ontario) | To provide Well maintained buildings and property appropriate to the services delivered. |
| Supporting | Provincial Offences Administration | The Provincial Offences is a procedural law for administering and prosecuting provincial offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor Licence Act, and other provincial legislation, municipal by-laws and minor federal offences. The POA governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals. | Charges received | Ministry of the Attorney General | To facilitate the administration of justice for the protection of public safety. |



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| Supporting | Public Works Administration | An internal service to provide administrative support to all divisions of Public Works and; Provides external customer service to the general public | Service encounter | County of Oxford | To provide essential administration and support services to all Public Works divisions in order to maintain satisfied and informed customers (both external and internal). |
| Supporting | Records Management | An internal service that provides for the safekeeping of the County's official records, both paper and electronic, and facilitates compliance with applicable access and privacy laws. | Record managed | County of Oxford | To retain and preserve the County's official records in a secure and accessible manner. To facilitate compliance with the privacy provisions of the Municipal Freedom of Information and Protection of Privacy Act, 2001 ("MFIPPA"), the Personal Health Information Protection Act, 2004 ("PHIPA") and all other applicable privacy legislation. |
| Supporting | Recruitment and Retention | An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment. | Qualified employee | County of Oxford | To ensure that the County of Oxford is able to deliver excellent services to the public through qualified employees. |
| Supporting | Risk Management | An internal service which exists to protect the municipality and its officers, employees, volunteers and Councillors against risks that may involve pecuniary loss or liability, property damage or injury. | Claim resolved | County of Oxford | To protect the County's assets (property and people) from pecuniary loss, liability, damage or injury. To provide an efficient, cost effective and coordinated risk management and insurance program. To instill risk awareness into the corporate culture. |



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| Supporting | Staff Development | An internal service that manages learning and development opportunities on behalf of the County of Oxford | Development session | Learning/development recipient | To ensure that the County of Oxford is able to deliver excellent services to the public through qualified employees. |
| Supporting | Treasury | An internal service that provides cash flow, investment, and debt management for the County of Oxford. | Account managed | County of Oxford | To facilitate good financial stewardship of County and municipal financial assets and liabilities on behalf of Oxford County taxpayers. |

