

TOWN OF GREATER NAPANEE
Special Session Council

A G E N D A

June 17, 2026 at 7:00 PM
Council Chambers, Town Hall, 124 John Street, Napanee

Page

1 CALL TO ORDER

Residents may attend Council meetings in-person or watch the virtual livestream. Those attending are asked to consider the following:

- If you have any symptoms of illness, please stay home and watch the meeting [via YouTube](#)
- Limited seating for approximately 25 is available in Council Chamber. Seating will be reserved for registered delegations, with remaining seats available on a first-come, first-served basis.
- To learn more about how to register to speak as a delegation at Council meetings [visit the Town website](#).

To access the Electronic Meeting on the Town's YouTube Channel, please copy the link below into your browser:

https://www.youtube.com/channel/UCmNkxvT9f0mEpxBZrZiqS4A?view_as=subscriber.

2 OPENING PROCEEDINGS

2.1 National Anthem - O Canada

3 ADOPTION OF AGENDA

3.1 Adopt Agenda

Recommendation: That the Agenda of the Special Session of Council dated June 17, 2026, be adopted as presented.

4 DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

5 ITEMS FOR DISCUSSION

5.1 Provincial Development Charges Reduction Program Application



Recommendation:

That Council receive for information the Provincial Development Charges Reduction Program Application Report;
And further, that Council direct staff to submit an application into the funding intake as described in the staff report using a 50% Development Charge reduction for residential rates for a period of 3 years.

5.2 Financial & IT Services - Service Standards

4 - 8

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Recommendation:

That Council receive for information Financial & IT Service Standards report;

And further that Council adopts the service standards for Financial & IT Services as presented.

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5.3 Growth & Infrastructure Service Standards

Recommendation:

That Council receive for information the Growth & Infrastructure - Service Standards report;

And further that Council adopt the Growth & Infrastructure - Service Standards as presented;

And further that the service types and service standards form the services and associated standards delivered by the Growth & Infrastructure team.

174 - 206

5.4 Executive Services - Legislative Service Levels Presentation

Recommendation:

That Council receive for information Executive Services - Legislative Service Levels Presentation report;

And further that Council directs that the service types and service levels as presented be adopted for the Legislative Services Department.

207 - 211

5.5 Executive Services - Establishing Service Level for Abandoned Encampment Sites

Recommendation:

That Council receive for information the Executive Services - Establishing Service Level for Abandoned Encampment Sites report;

And further that Council approve the proposed service level as presented;

And further that Council authorize the use of up to \$50,000 from reserves for the remainder of 2026 to support the use of contracted services to clean up abandoned encampment sites that exceed the threshold for internal service capacity.

6 CONFIRM PROCEEDINGS

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6.1 A By-law to Confirm the Proceedings of Council of the Corporation of the Town of Greater Napanee at its Special Session held June 17, 2026.

Recommendation: That By-law No. 2026-0055 being a by-law to confirm the proceedings of Council at its Special Session held June 17, 2026, be read a first and second time and finally passed and that the Mayor and the Clerk sign the same and affix thereto the seal of the Corporation.

7 ADJOURNMENT

7.1 Adjourn Meeting

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Recommendation: That the meeting does hereby adjourn at {TIME}.

Staff Report



To: Mayor Richardson and Members of Council
Meeting Date: June 17, 2026
Date Council Decision Required: June 17, 2026
Prepared By: Michael Nobes, General Manager - Growth & Infrastructure, Growth & Infrastructure Services
Presented By: Michael Nobes, General Manager - Growth & Infrastructure, Growth & Infrastructure Services
Subject: Provincial Development Charges Reduction Program Application
Report Number: SR-1367-2026

Staff Recommendation:

That Council receive for information the Provincial Development Charges Reduction Program Application Report;

And further, that Council direct staff to submit an application into the funding intake as described in the staff report using a 50% Development Charge reduction for residential rates for a period of 3 years.

Background Information and Discussion:

As directed by Council, staff are currently reviewing an application to the Development Charges Reduction Program (“DCRP”) using a targeted water/wastewater servicing package anchored in the Development Charges Background Study.

The intent of this program is to provide grant funding for housing-enabling projects that provide the greatest DC relief. As such, this program is designed such that municipalities will submit applications to compete for a defined pool of funds (total \$8.8B between the Federal and Provincial Government) through this single-intake, tight turn-around funding stream.

Projects must begin construction no later than July 31, 2030, and must be completed by October 31, 2035. The same guidance indicates that applications will be prioritized based on the depth of the D.C. reduction, the number of housing units benefiting from the relief, and the degree to which projects are shovel-ready, including considerations such as completed environmental assessment work, land acquisition, conceptual engineering, detailed engineering, and awarded tenders where construction has not yet commenced.

In this context, there is a clear need for the Town to continue advancing pre-engineering and design work on priority infrastructure projects to ensure they are positioned for future funding opportunities, particularly where program intakes favour projects that can proceed to construction without delay.

Applications will be prioritized based on the depth of the proposed development charge (D.C.) rate reduction, the number of housing units expected to result from the D.C. relief provided to builders within the municipality, and the level of municipal contribution (minimum 10% non-DC recoverable costs – borne through debt, reserves, user fees, etc.). Accordingly, proposals that demonstrate both a meaningful reduction in upfront development costs and a clear linkage to housing delivery outcomes will be more competitive.

It is also important to note that the D.C. reduction commitment must be fixed and cannot be indexed over the applicable period and are to be held at the rate reduction identified in the application.

Municipalities who are approved under the funding program do not need to implement DC rate reductions at the time of application. Once the Province advises of the specific funding amount, municipalities have opportunity to review the viability of proceeding. Only if a municipality is satisfied would it sign the Transfer Payment Agreement and the reduced DC charges would go into effect.

Eligible Projects for the funding application are as follows:

- **Water Infrastructure** (potable water systems)
- **Wastewater Infrastructure** (treatment and collection systems)
- **Stormwater Infrastructure** (drainage and management systems)
- **Transportation Infrastructure** (roads, bridges, transit systems and vehicles)
- **Public Safety Infrastructure** (fire, police, paramedic services)
- **Community Infrastructure** (recreation, cultural, and community facilities)

Given the intent of the program, it appears that a larger share of the funds may be provided to municipalities with higher levels of growth and higher DCs, as the reductions may have a larger impact in these areas.

The program parameters do not permit the stacking of Housing-Enabling Infrastructure funding streams for the same scope of work, and further restrict eligibility to projects that are not already underway at the time of application. In this context, the Wastewater Pollution Control Plant (WPCP) upgrade, being currently in progress and having received Housing Enabling Water Systems Funding (HEWSF), cannot be included as part of the proposed funding application.

The Town's 2022 Development Charges Background Study already contains water and wastewater projects that correspond directly to the funding requirements. Specifically, the D.C. Study includes projects that staff have identified for the funding application including upgrades to the Slash Road Trunk Sanitary Sewer Main, County Road #2 Sanitary Pumping Station & Force main, and a New West End Water Booster Station.

This project package represents a coordinated water and wastewater servicing strategy aligned with the Town's Development Charges Background Study. The project package has a currently-estimated 2026 net D.C.-recoverable value of approximately \$4.62 million. However, the funding is intended to offset foregone DC revenues and not seek entire DC-recoverable amounts along with the reduced revenue.

The ask in the funding application is to be aligned with making the DC-recoverable costs "whole" in light of reductions. Accordingly, reasonably estimated housing units incentivized through the reduction period will need to be rationalized and funding requests per project to be aligned with foregone revenue compared against anticipated current project costs. The province reserves the right

to modify funding allocations over the term of the funding agreement if housing units are markedly different than forecasted.

These infrastructure investments are required to proceed regardless in order to address known capacity constraints and support future serviced growth within the Town. Advancing these projects ahead of development helps position lands as “build-ready,” thereby incentivizing growth to occur in alignment with the Province’s and Federal government’s objective of accelerating housing supply through strategic infrastructure funding.

From a strategic standpoint, the Town should not assume that reduced D.C.s will, on their own, guarantee housing starts or lower sale prices in the local market. The Province and Federal government are effectively using reduced D.C.'s as a policy lever to attempt to stimulate housing uptake. Staff’s rationale is that these corridor-related wastewater projects are required to unlock or support future serviced growth in any event (in addition to providing existing Utilities customers with renewed/reliable infrastructure) and that, if external funding can be secured against those growth-related costs, the Town is better positioned to advance necessary infrastructure while reducing reliance on reserves or future rate-supported borrowing. In that respect, the DCRP presents both a potential capital funding strategy opportunity first and a housing incentive mechanism.

Alternative Options and Implications:

Do not apply. Under this option, the Town would continue to advance wastewater growth-related infrastructure through normal D.C., rate-supported, reserve-funded, debt-funded, or grant-supported means, with no DCRP submission. This would avoid the requirement to reduce residential development charges for three years and would eliminate the possibility that D.C. reductions do not translate into meaningful additional development activity (though may hinder rate of growth if projects are stalled). The clear implication, however, is that the Town would leave substantial external program funding on the table for infrastructure that is linked to future growth capacity and infrastructure renewal given the single intake of this funding stream.

Financial Implications:

The Town’s internal foregone revenue modelling has been completed to reflect the rates over the mandatory three-year reduction window using the 2022–2036 residential unit totals from the D.C. study baseline, averaged over the 15-year forecast horizon in the study and applied to the 3 year window of the reduction period. The model relies on baseline growth totals of 552 serviced single/semi-detached units, 98 unserviced single/semi-detached units, 168 multiples, and 274 apartments, with apartments split evenly for modelling purposes between 2+ bedroom and 1-bedroom / bachelor units over the 15 year DC growth horizon – these totals were then averaged on yearly basis and applied to the 3 year reduction window and used the March 30, 2026 rates per housing type.

Based on those inputs, a three-year baseline residential D.C. revenue of \$4,564,633.79 was calculated. The resulting estimated foregone residential D.C. revenue is \$1,369,390.14 under a 30% reduction, \$1,825,853.51 under a 40% reduction, and \$2,282,316.89 under a 50% reduction. The funding project package identifies a currently-estimated 2026 net D.C.-recoverable value of approximately \$4.62 million - staff’s intent is to use this value and anticipated DC rate-reduced revenues in requested funding amounts per project.

To achieve the greatest chance of success, staff would encourage Council to identify a 50% reduction given the funding assessment criteria identified.

Staff are actively seeking input from the development community to determine their anticipated housing units to be advanced during the reduction period. Once these values are received, the anticipated units would be compared against the forecasted units through the DC Background Study noted above. If the development community anticipates a higher level of units being brought online in comparison to DC Background Study forecasted units, but remain reasonable, staff would anticipate aligning funding requests with such anticipated unit counts to maximize funding support.

It is important to note that the province has explicitly stated that estimated unit counts anticipated are to be borne by a combination of past housing development activity and discussions with local builders to determine how much the reductions might incent local building activity. These discussions are underway and will be taken into consideration when drafting anticipated unit counts to be anticipated over the reduction period. Showing a higher (but reasonably attainable) growth rate would translate to higher funding amounts. The revenue estimates above are based on an economic forecasting exercise used in the D.C. Background Study and actual growth rates have been both higher and lower than the average annual growth rate estimated, however actual growth rates have been slightly higher than forecasted.

Funding requests should be anchored in foregone DC revenues anticipated. On that basis, the Town appears to have sufficient eligible growth-related wastewater value to support an application that is proportionate to the D.C. relief being offered. The Province has indicated that it will look at historical D.C. trends, that funding is intended to be reflective of the amount of D.C. relief that would otherwise have been collected, and that actual relief and actual housing unit outcomes will be subject to annual reporting and reconciliation. In addition, the program guidance states that municipalities remain responsible for all cost overruns and financing costs associated with the projects.

A further financial consideration is that the DCRP requires a municipal commitment of at least 10% of eligible project costs from non-D.C. sources. The program guidance also states that other Federal and Provincial funding may be stacked only where it is not from a housing-enabling infrastructure program and where it is otherwise permitted under the terms of previous agreements.

Advancing these projects is expected to bring serviced development lands online sooner, accelerating housing occupancy and contributing to earlier increases in the municipal tax levy.

Community Implications:

The DCRP is intended to provide relief to builders and to encourage housing development, but the actual delivery of units will still depend on market conditions, interest rates, construction costs, and developer timing. The proposed wastewater works are housing-enabling in the infrastructure sense: they remove or reduce servicing barriers and improve readiness for growth. Whether that translates into immediate or accelerated unit production remains outside the Town's direct control.

Legislative Implications:

The Town's authority to impose and amend development charges arises under the Development Charges Act, 1997, and the D.C. Background Study is the statutory basis for the Town's existing development charge framework. The 2022 D.C. Background Study expressly identifies wastewater and water services as services calculated on an urban buildout basis and sets out the applicable project lists, deductions, and allocations between residential and non-residential growth. The DCRP program guidance further requires that eligible projects be identified in the latest D.C. background study and capital plan, which is why the application narrative must stay tied to the projects already listed in the Town's in-effect D.C. documents.

If Council chooses to proceed, the Town will need to implement a D.C. reduction mechanism that applies across all residential development types and maintains that reduction for three years, measured against the rates in effect on March 30, 2026. The Town may determine how the aggregate reduction is achieved across service categories, but the municipal commitment must still satisfy the program's required overall reduction threshold. The program guidance also indicates that D.C. reductions may need to apply retroactively to building permits issued after March 30, 2026 once a transfer payment agreement is in place, and that refunds may therefore be required in some circumstances.

Next Steps/Timelines:

If Council wishes to proceed, the next step is to finalize the core project schedule for the application and ensure that each proposed project is clearly cross-referenced to the relevant pages of the existing D.C. Background Study. The immediate focus should remain on the project package identified, since that is the project grouping most clearly supported by the Town's currently-identified infrastructure needs to support growth.

In parallel, staff will need to confirm the Town's non-D.C. municipal contribution, identify any constraints on stacking with other funding sources, and assemble applicable documentation to support the funding application. If the application is successful, project construction must commence no later than July 31, 2030 and all funded works must be completed by October 31, 2035.

Michael Nobes, General Manager - Growth & Infrastructure
Shawn Armstrong, Fire Chief
Matthew Grant, CAO
Jessica Walters, Clerk

Approved - 16 Jun 2026
Approved - 16 Jun 2026
Approved - 16 Jun 2026
Approved - 16 Jun 2026

Staff Report



To: Mayor Richardson and Members of Council
Meeting Date: June 17, 2026
Date Council Decision Required:
Prepared By: Ellen Hamel, Treasurer, Financial & IT Services
Presented By: Ellen Hamel, Treasurer, Financial & IT Services
Subject: Financial & IT Services - Service Standards
Report Number: SR-1363-2026

Staff Recommendation:

That Council receive for information Financial & IT Service Standards report;
And further that Council adopts the service standards for Financial & IT Services as presented.

Background Information and Discussion:

This report builds upon the [Service Levels Overview Report Number: SR-766-2025](#), which outlined the Town's broader approach to defining, documenting, and evaluating municipal service levels. As part of the Town's ongoing efforts to streamline operations, improve transparency, and align municipal services with Council's strategic priorities, staff have prepared service levels for Financial & IT Services for Council's consideration

These service standards outline current operational practices, key statutory requirements and align with existing policies, and resource levels.

The Financial and IT Services Department is a critical internal support function for the Town of Greater Napanee. The department supports Council, residents, internal departments, and external partners. With a team of 9 FTEs, the department is responsible for ensuring strong financial stewardship, compliance with applicable legislation and accounting standards, secure and reliable technology infrastructure, and effective service delivery which all contributes to the Town's overall operational success.

It should be noted that other internal service levels are being developed in numerous areas such as GIS, Corporate Capital Planning, and Corporate Compliance, with an aim to having them available on the Town's Intranet for staff so that service expectations are clearly understood and departmental work plans requiring those services can calibrate accordingly.

Alternative Options and Implications:

Council may adopt the following service standards as presented or make any desired adjustments to the standard presented and staff will bring back amended service standards to the next available Council meeting.

Financial Implications:

There are no direct financial implications associated with receiving this report and the service standards presented are aligned with existing resources.

Attachments:

[Financial & IT Services - Services Levels](#)

Ellen Hamel, Treasurer
Jessica Walters, Clerk
Matthew Grant, CAO
Jessica Walters, Clerk

Approved - 12 Jun 2026
Approved - 12 Jun 2026
Approved - 12 Jun 2026
Approved - 12 Jun 2026

General Service Overview

Department Name – Financial & IT Services

<p>General Overview</p> <p>Responsible for administering and overseeing all municipal financial transactions and information technology services. This includes financial reporting, legislative compliance, budget development, audit preparation, procurement, grant applications and reporting, financial planning, and ongoing financial support to staff and Council. The department also manages core financial operations, including taxation, payroll, accounts payable, accounts receivable, and customer service.</p> <p>The Information Technology Department is responsible for the planning, delivery, maintenance, governance, and security of technology systems that support all municipal operations, services, and employees. This includes end user computing, network and server infrastructure, cloud services, cybersecurity, application and data management, telecommunications, mobile device management, corporate CCTV systems, audit and compliance support, and business continuity. The IT Department enables reliable, secure, and compliant service delivery across all municipal departments while ensuring adherence to legislative, regulatory, and corporate policy requirements.</p>											
<p>Overview Service Type</p>											
<p>Funding Sources</p> <ul style="list-style-type: none"> • General Tax Levy • User Fees • Grants 											
<p>Total Resource Levels</p> <table border="1"> <thead> <tr> <th><i>Employee Type</i></th> <th><i>Job Title</i></th> <th><i>Notes</i></th> </tr> </thead> <tbody> <tr> <td>(7) FTE Administration</td> <td>Treasurer (1) Deputy Treasurer (1) IT Manager (1) Tax Coordinator (1) Accounts Administrator (1) Procurement & Grants Coordinator (1) IT Administrator (1)</td> <td>Salary</td> </tr> <tr> <td>(2) FTE Split Administration</td> <td>Customer Service Representative (1.5) Payroll & Benefits Coordinator (0.5)</td> <td>Salary</td> </tr> </tbody> </table>			<i>Employee Type</i>	<i>Job Title</i>	<i>Notes</i>	(7) FTE Administration	Treasurer (1) Deputy Treasurer (1) IT Manager (1) Tax Coordinator (1) Accounts Administrator (1) Procurement & Grants Coordinator (1) IT Administrator (1)	Salary	(2) FTE Split Administration	Customer Service Representative (1.5) Payroll & Benefits Coordinator (0.5)	Salary
<i>Employee Type</i>	<i>Job Title</i>	<i>Notes</i>									
(7) FTE Administration	Treasurer (1) Deputy Treasurer (1) IT Manager (1) Tax Coordinator (1) Accounts Administrator (1) Procurement & Grants Coordinator (1) IT Administrator (1)	Salary									
(2) FTE Split Administration	Customer Service Representative (1.5) Payroll & Benefits Coordinator (0.5)	Salary									

		Payroll and Benefits is split 50/50 with Human Resources Customer Service is split with the Building Department
(2) Summer Students	IT Student	

Authorities

Municipal Act
 Procurement Bylaw
 Assessment Act
 Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
 Development Charges Act
 Broader Public Sector (BPS) Procurement Directive
 Public Sector Accounting Board (PSAB) Standards
 Occupational Health & Safety Act
 Accessibility for Ontarian with Disabilities Act (AODA)
 Fees and Charges By-law
 Customer Service Policy
 Compensation By-Law
 Union Collective Agreements
 Employment Standards Act
 Service Canada
 Ministry of Finance
 Canada Revenue Agency
 Workplace Safety Insurance Board
 Income Tax Act
 Family Responsibility and Support Areas Act
 Ontario Municipal Retirement Systems Act 2006

General Service Descriptions:

Finance:

Property Tax Administration

Responsible for the administration of approximately 7,500 property tax accounts within the municipality. This includes the preparation, issuance, and collection of semi-annual tax bills; ongoing maintenance of accounts related to ownership changes, address updates, mortgage company additions and deletions; administration of penalty and interest; and processing of write-offs, supplementary, omitted, and adjusted tax bills.

The service also administers assessment-related changes received from MPAC, processes tax adjustments arising from reassessments and Assessment Review Board appeals and manages Payments in Lieu of Taxes (PILs). Responsibilities also include the issuance of tax certificates in response to legal and real estate transactions, the administration of legislated rebate and refund programs, monitoring tax arrears and payment agreements, and ensuring compliance with applicable legislation and municipal policies.

The service also provides direct support to residents by responding to inquiries and providing guidance on property tax matters.

Accounts Receivable/Payable Administration

Responsible for the administration of the municipality's accounts receivable and accounts payable functions, supporting the accurate and timely processing of all incoming and outgoing invoices and payments. Accounts payable responsibilities include the daily receipt of vendor invoices, distribution to departments for verification and approval, reconciliation of vendor statements, and the weekly processing of cheque and electronic funds transfer (EFT) payments in accordance with established policies and internal controls.

Accounts receivable responsibilities include the issuance of invoices for municipal services, fees, charges, and recoveries; processing and applying payments received through various methods; monitoring outstanding receivables; following up on overdue accounts; and supporting collection activities in accordance with the Corporate Account Receivable Policy. The service also performs reconciliations, resolves account discrepancies, supports audit and reporting requirements, and provides customer service to vendors, departments, and external clients related to billing and payment inquiries.

Payroll Administration

Responsible for the administration of standardized bi-weekly payroll for all municipal employees, ensuring accurate and timely payment of wages and statutory and benefit remittances. This includes processing payroll for all staff, remitting deductions to

applicable government agencies and benefit providers, and maintaining compliance with legislative and regulatory requirements.

The service also manages year-end payroll functions, including the preparation and submission of T4 slips, OMERS reporting, Employer Health Tax (EHT), and Workplace Safety and Insurance Board (WSIB) filings. Provides ongoing operational support related to payroll entries and assists employees and departments with the Town's electronic timesheet module.

Main Customer Service Support

Provides centralized, front-line customer service support for all municipal departments and serves as the primary point of contact between the public and the Corporation. Responsibilities include monitoring, responding to, and distributing inquiries received through the Town's general email inbox, and answering calls to the main municipal phone line, resolving inquiries where possible or directing them to the appropriate department or staff member.

The service also processes payments for municipal services through both in-person and online channels, supports general document intake for in-person submissions, and assists residents and businesses with case submissions through the Town's online portal (AccessE11). This function plays a key role in ensuring accessible, responsive, and efficient customer service across all areas of municipal operations.

Procurement & Grants Administration

Procurement: Responsible for the administration of the municipality's procurement and purchasing activities, ensuring the acquisition of goods and services is conducted in a fair, transparent, and cost-effective manner in accordance with the procurement bylaw. This includes coordinating competitive procurement processes such as requests for quotations (RFQs), requests for proposals (RFPs), and tenders, as well as supporting departments with sole-source and low-value purchases.

The service manages and administers the municipality's online Bids and Tenders portal, including posting procurement documents, coordinating vendor communications, issuing addenda, receiving submissions and maintaining records. Procurement also provides guidance to departments throughout the procurement lifecycle, including specification development, vendor communications, evaluation processes, contract awards, and documentation retention.

Grants: Responsible for the identification, research, and application of external funding opportunities to support municipal programs, services, and capital projects. This includes monitoring grant programs across all levels of government and other funding agencies, coordinating application development with internal departments, and preparing and submitting grant applications. It coordinates agreements and claims, supports reporting requirements, and maintains comprehensive records.

Also responsible for the administration of the internal grants program, the Community Initiatives Fund including the development in intake materials, management of the application intake process, preliminary eligibility and completeness screening, issuance of award notifications, and coordination of funding disbursements.

Financial Management and Reporting:

Information Technology:

The Information Technology Department is responsible for the planning, delivery, maintenance, governance, and security of technology systems that support all municipal operations, services, and employees. This includes end user computing, network and server infrastructure, cloud services, cybersecurity, application and data management, telecommunications, mobile device management, corporate CCTV systems, audit and compliance support, and business continuity. The IT Department enables reliable, secure, and compliant service delivery across all municipal departments while ensuring adherence to legislative, regulatory, and corporate policy requirements.

Financial Service Standards

Property Tax Administration

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Distribution of Tax Bills	Preparation and distribution of property tax bills to all taxable	Mandated	As per the Municipal Act.	1 FTE, with temporary internal support from

	<p>properties within the municipality, including printing, stuffing, and mailing of bills.</p> <p>The organization of bag tags mailed with property tax notices.</p>		<p>Shall send a tax bill to every taxpayer at least 21 days before any taxes shown on the tax bill are due. Due dates are the last business Friday of February, April, June and September.</p> <p>Bag tags are mailed to eligible property properties during the interim billing, 21 days prior to the last business Friday of February. Customers who do not receive tags must contact the Municipality prior to APRIL 1st to be considered for re-issuance of tags.</p>	<p>various staff for bill stuffing and mailing during peak billing periods.</p>
Tax Collection	The process and methods by which the Municipality levies and	Mandated	Mandated As per the Municipal Act.	1.5 FTE

	collects taxes from property owners, including installment billing, payment processing, pre-authorized payment plans, and processing of mortgage company payments.		The Municipality can levy 50% of the previous year's Final Tax levy for the interim billing cycle.	
Pre-Authorized Payment Plan Management	Management of monthly (15 th and 30 th) and installment dates pre-authorized payment plans	Discretionary	Enrollment required a minimum of 5 days prior to the next scheduled payment date	1 FTE
Penalty & Interest	Applying late payment charges to past due property tax account	Mandates	As per the Municipal Act and the Tax Collection Policy, penalty and interest will be applied monthly at a rate of 1.25%	1 FTE
Issuance of Write-offs and Supplemental Tax Bills	Processing changes in assessment through supplementals (increases) or write-offs (decreases) and providing an updated tax bill to the resident.	Mandated/ Discretionary	Supplemental As per the Municipal Act. Shall send a tax bill to every taxpayer at least 21 days before any taxes shown on the tax bill are due. Write-offs	1 FTE

			<p>This is discretionary as no tax bill is due, but staff still issue the write-off to inform residents of current year adjustments after the final bill is processed June. Adjustments for previous years are processed within 60 days of receiving the assessment change notice from MPAC.</p>	
Tax Reminders	Send out tax reminder notices to residents in arrears	Discretionary	<p>Notice of Property Tax Arrears will be mailed to taxpayers in default of payment (greater than \$5) the month following the second instalment due date of final tax bills. Additionally, both interim and final tax</p>	1 FTE

			bills will show past due balances.	
Tax Collection & Sale Process	In accordance with the Tax Collection Policy, reviewing outstanding properties and starting the Tax Sale process to ensure prompt payment of taxes and following a consistent process for notifying individuals of the arrears on property.	Mandated	Properties that are in arrears for two years are eligible for tax registration; however, the Town's procedure currently is to only register properties that are three years in arrears. All timelines once registered are defined within the Municipal Act.	1 FTE
Property Address Changes	Maintaining the Tax Roll with accurate mailing information for residents to ensure that bills are received. Staff do not complete this unless one of the following is completed: Online web form In Person form	Mandated	As per the Municipal Act, the taxpayer must notify, in writing of an address change other than the property address. Address changes will be completed within 30 days of written receipt.	1 FTE

	This requires acknowledgement that MPAC will also be notified and confirmation that the information is correct			
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Accounts Payable and Receivable Administration

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Standard Accounts Payable Administration	<p>Distribution of invoices to all departments and subsequent collection once coded and signed.</p> <p>Entering the Town's financial software and subsequent payment to vendors</p>	Essential	<p>As per the Corporate Accounts Payable Policy:</p> <p>EFT batches will be processed a minimum of twice per week.</p> <p>Cheque batches will be processed a minimum of once per week.</p> <p>Invoices must be signed, coded and sent to accountspayble@greaternapane.com by Monday morning at 8:00am to be processed within the current batch.</p> <p>Invoices sent to staff within 5 days of receipt.</p> <p>Payment issued within 5 business days of receipt from the department.</p> <p>EFT Payments are issued twice weekly on Wednesdays and Fridays</p>	1 FTE

			Cheque payments are issued weekly on Thursdays.	
Accounts Payable Collection	Follow-up with vendors to verify statement balances and ensure payments have been applied correctly to invoice payments.	Essential	Statements are reviewed monthly as received from vendors.	1 FTE
Accounts Receivable Administration	<p>Issuance of invoices through departmental requests or ongoing services invoices.</p> <p>Preparation of monthly statements and reminders to be sent to vendors or residents.</p>	Discretionary	<p>Invoices are sent via standard mail upon creation for all vendors within 10 business days of receiving invoice details from the initiating department. Invoices will be mailed within 3 days of issuance as the interest calculation period is based on the invoice date.</p> <p>Payment is due 30 days after the service has been invoiced by the Town. (exceptions as per the AR Policy)</p> <p>Statements are completed monthly and when balance remains, staff issue statements to vendors, along with accompanying invoices.</p>	1 FTE

Account Receivable Collection	Further to the Administration process staff attempt to follow up with departments of issuance and operational managers to accelerate collection of invoices.	Essential	<p>As per the Corporate Accounts Receivable Policy, statements will be sent monthly to accounts with an outstanding balance.</p> <p>After 90 days past due, a final notice will be sent to the customer, and the account may be sent to an external collection agency. The account customer and the account may be sent to an external collection agency, in accordance with Section 304 of the Municipal Act.</p> <p>After 90 days past due, where standard collection procedures are unsuccessful, balances owed to the Town may be added to tax roll of the property owner if authorized by applicable legislation.</p>	1 FTE
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Payroll Administration

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Compensation, Payroll & Benefits	Administering payroll, benefits, and compensation programs.	Mandatory	Bi-weekly payroll; respond to inquiries within 3 business days	0.5 FTE
Remittances and Reporting to External Agencies	Yearend reconciliation process to ensure remittances match annual	Mandatory	Remittances are processed either monthly or bi-weekly depending on the agency.	0.5 FTE

	<p>rates and required remittances.</p> <p>Issuance of T4's to all employees</p>		<p>T4's are issued annually by the end of February. Accompanying reporting is sent to the CRA</p>	
Payroll Compliance and Legislative Monitoring	<p>Monitoring and interpreting changes to federal, provincial, and regulatory requirements impacting payroll, benefits, and compensation</p>	Legislated	<p>Ongoing monitoring of legislative and regulatory updates. Implementation of required changes within legislated timelines</p>	0.5 FTE

Customer Service

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Management of Town's General Email	<p>Response and distribution of emails received through the Town's general email.</p>	Essential	<p>Customers will receive an initial response to an email within two (2) business days.</p> <p>This does not mean resolution for the question or concern.</p> <p>Depending on the nature of the email, a response can come from the department rather than CSR.</p>	2 FTE

Phone Calls	Answering phone calls that come through the Town's Main Operator Queue	Essential	Staff target 75% - 80% pickup rate on calls to the main line Operator Queue. Missed Calls Returned Within 2 Business Days if a voicemail has been left	4 FTE's The phone rings on a sequential order through all 4 staff members, to reduce unanswered calls
Payment Processing (In-person)	Processing payment of transactions into any of the Town's payment systems and providing receipt of payment through said system	Essential	Completed in the moment at the main customer service counter.	2 FTE's
Document intake	Intake of forms and documents for various departments across the municipality. Examples include: Permits License Applications Move-in or out forms	Essential	Intake of form and review for general completeness when received to ensure department has baseline information completed and any follow-up required.	2 FTE's
Payment Processing (online)	Services that the Municipality operates	Essential	Payments are reflected on accounts within five (5) business	Portions of 5 employees

	through online payment methods Taxes Utilities Some large AR and Building Permits Recreation		days of payment at the financial institution. Transit from institutions for electronic payment or credit card can take multiple days	
Assistance in Case Management	Either over the phone or in person assisting with case creation for through the Town's AccessE11 portal	Essential	Taking all required information and entering all required fields for departmental review and follow-up. No timeline for intake, as this would be done instantaneously when fulsome information is provided.	2 FTE's

Procurement

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Procurement Planning & Advisory Support	Provides guidance and support to departments on procurement requirements, thresholds, purchasing methods, and policy interpretation.	Essential	Respond to staff inquiries within 3 business days. Provide recommended procurement method and required documentation	1 FTE

	Assists with early planning for procurements, including defining scope, timelines, and evaluation approaches.		based on value, risk, and policy. Ensure departments receive appropriate templates and instructions.	
Competitive Bid Document Preparation (RFPs, RFQs, Tenders)	Supports departments in preparing compliant procurement documents. Maintains standardized templates for competitive processes.	Mandatory	Initiate draft or review procurement documents within 5 business days. Ensure all competitive documents include required legal terms, evaluation criteria, and submission instructions. Maintain and update templates annually or as policy changes occur.	1 FTE
Competitive Bid Process Management	Manages the full competitive procurement process including posting, vendor communication, addenda, bid closing, compliance checks,	Mandatory	Post finalized documents within 5 business days. Issue addenda a minimum of 5 business days prior to the closing date. Complete compliance review	1 FTE

	evaluation coordination, and award documentation.		<p>within 5 business days of bid closing.</p> <p>Coordinate evaluation and consolidate scoring within established timelines.</p> <p>Prepare award recommendations and issue award letters within a maximum of 60 days following approval.</p>	
Procurement Compliance, Reporting & Delegated Authority Oversight	Ensures procurement activities comply with the Procurement By-law, trade agreements, and internal controls. Tracks delegated authority purchases, prepares procurement activity reports, and supports internal/external audits.	Essential	<p>Monitor compliance for all procurement files.</p> <p>Prepare monthly delegated authority reports.</p> <p>Maintain procurement records in accordance with retention requirements.</p>	1 FTE
Procurement Governance & Compliance	Oversight of corporate procurement practices to ensure compliance with the Procurement	Mandatory	Procurement activities reviewed for compliance; deviations reported to management as soon as aware.	1 FTE

	By-law, financial controls, and audit requirements.			
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Grants

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Grant Opportunity Monitoring & Application Development	Monitors federal, provincial, and other funding programs to identify opportunities that support municipal priorities. Maintains a master listing of corporate grant priorities. Reviews eligibility criteria and communicates relevant opportunities to departments.	Essential	Monitor and share relevant funding opportunities in a timely manner. Seeks available funding for identified corporate priorities. Coordinate application development with departments and ensure submissions meet program requirements and deadlines.	1 FTE
Grant Submission, Agreements & Reporting	Prepares and submits grant applications, coordinates funding agreements, and manages required financial and progress reporting. Oversees claims,	Mandatory	Submit applications and claims by program deadlines. Review and coordinate funding	1 FTE

	documentation, and compliance with funding terms.		<p>agreements promptly.</p> <p>Maintain complete and compliant records for audit and reporting purposes.</p> <p>Report to Council monthly on Grant activity</p>	
Internal Grants Program Administration (Community Initiatives Fund)	Administers the Town's internal grants program, including administration of intake applications, eligibility screening, award notifications, and coordination of funding disbursements.	Essential	<p>Manage intake cycles and review applications for completeness and eligibility.</p> <p>Issue award notifications following Council approval.</p> <p>Coordinate disbursements to be issued within 30 days of approval and maintain program records.</p>	1 FTE

Financial Management and Reporting

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Annual Budget Development & Coordination	Development, coordination and consolidation of the Town's annual operating and capital budgets	Mandatory	Budget prepared annually in accordance with the Municipal Act, Strong Mayor Powers legislation, and as per the Mayor Direction issued.	2 FTE
Financial Reporting	Preparation of internal financial reports for management and Council, including variance analysis, forecasting, and reserve tracking.	Essential	Monthly reports communicated to departments within 30 days of period end. Quarterly reports reported to Council within 60 days of period end.	2 FTE
Annual Financial Statements & FIR	Preparation of year-end working papers, financial statements, and the provincially mandated Financial Information Return (FIR).	Mandatory	FIR submitted by the provincial deadline; audited financial statements completed annually and presented to Council.	2 FTE, third party audit staff
External Audit Coordination	Coordination of the annual external audit,	Mandatory	All audit requests responded	3 FTE

	including preparation of audit schedules, supporting documentation, and responses to auditor inquiries.		within 5 business days; audit fieldwork supported as scheduled.	
Cash Flow & Investment Management	Monitoring and management of municipal cash flow, bank accounts, investments, and borrowing in accordance with legislation and Town policies.	Essential	Daily cash monitoring, investment decisions aligned with the Municipal Act and Town Investment Policy; monthly bank reconciliations.	2 FTE
Debt Management & Reporting	Administration of municipal debt, including tracking, reporting, and ensuring compliance with debt limits.	Mandatory	Annual debt reporting completed as part of year-end processes; compliance with provincial Annual Repayment Limit (ARL) maintained.	2 FTE
Financial Policy Administration	Development, maintenance, and enforcement of financial policies including procurement, reserves, asset management, and accounting controls.	Essential	Policies reviewed at least every 5 years or as legislation changes; compliance monitored through ongoing financial oversight.	2 FTE

Internal Controls & Risk Management	Oversight of financial controls including segregation of duties, approval workflows, reconciliations, and audit trails.	Essential	Key controls monitored monthly; exceptions investigated and resolved within 30 business days.	2 FTE
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Information Technology Service Standards

End-User Technology Support

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Service Desk (Incidents & Requests)	Primary point of contact for operational IT issues and service requests related to computers, mobile devices, printers, applications, and access control.	Essential	Acknowledgement within 1 business day. Priority based resolution: Critical outage – same business day; High priority – within 2 business days; Standard requests – within 5 business days.	2.5
User Account Provisioning & Deprovisioning	Creation, modification, and removal of user accounts and system access for employees, contractors, and temporary staff.	Essential	Processed within 2 business days upon receipt of complete HR or management authorization or as otherwise required.	2.5
End User Device Setup & Replacement	Deployment, configuration, maintenance, and replacement of desktops, laptops,	Essential / Discretionary	Standard deployments completed within 5 business days, subject to	2.5

	peripherals and other IT related equipment		equipment availability and approved standards.	
Application Support	Operational support for Microsoft 365 and approved departmental line of business applications.	Essential	Operational issues responded to within 1 business day; vendor escalation where required.	2.0

Infrastructure & Core Systems

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Network & Connectivity	Management of wired, wireless, internet, VPN, and site to site connectivity across all municipal facilities.	Essential	Business hours availability target of 99%. Outages addressed immediately upon detection.	2.0
Server & Cloud Infrastructure	Administration of on premise and cloud hosted servers, storage, and core systems.	Essential	Continuous monitoring of critical systems; backups reviewed daily; recovery tested periodically.	2.0
Email & Collaboration Platforms	Operation and configuration of email, Teams, SharePoint, and OneDrive environments.	Essential	Service disruptions triaged same business day; configuration changes completed within 5 business days.	2.5
Telephony & Unified Communications	Administration of desk phones, mobile phones,	Essential / Discretionary	New activations or changes processed within	2.5

	and carrier services.		5 business days following approval.	
Secure Remote Access Enablement	Provision and maintenance of secure remote access including VPN, MFA, and encrypted endpoint connectivity.	Essential	Access enabled based on role and approval; reviewed periodically or upon role change.	2.0

Cybersecurity, Privacy & Compliance

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Cybersecurity Monitoring	Monitoring and protection of municipal systems against cyber threats.	Essential	Security alerts reviewed daily; critical incidents escalated immediately.	2.0
Cybersecurity Incident & Privacy Breach Response	Coordination of response to cybersecurity incidents and privacy breaches, including containment, investigation, and reporting.	Mandatory	Incidents managed in accordance with the Town policy and privacy obligations.	2.0
Patch & Update Management	Deployment of operating system, application, and firmware updates.	Essential	Critical patches deployed in accordance with vendor guidance; standard updates on scheduled cycles.	2.0
Access Control & Data Protection	Management of role-based access, MFA, and data protection controls.	Mandatory	Access aligned to job role and reviewed periodically.	2.0

Legislative & Policy Compliance	Alignment of IT practices with MFIPPA, Municipal Act, and corporate policies.	Mandatory	Compliance requirements embedded into system design and operations.	1.0
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Business Applications, Data & Governance

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Technology Request Intake & Review	Formal intake, review, and approval of IT projects, new technology requests, cloud services, and software acquisitions.	Mandatory	Requests reviewed for security, privacy, compliance, and operational fit prior to approval.	1
Application & Software Lifecycle Management	Management of software approval, licensing, renewals, inventory, and decommissioning.	Mandatory / Essential	All software tracked and licensed; renewals managed to avoid service disruption.	2
Business System Administration	Administration of approved departmental business systems.	Essential	Support requests acknowledged within 1 business day; changes coordinated with departments.	2.5
Data Backup & Recovery	Protection and recovery of municipal data across systems.	Essential	Daily automated backups; recovery prioritized based on operational impact.	2.0
IT Asset & Lifecycle Management	Inventory, tracking, and lifecycle management of IT assets including servers, endpoints, and network equipment.	Essential	Assets tracked centrally; lifecycle planning aligned with budget cycles.	1.0

Audit, Risk & Compliance Support	Support for internal and external audits, risk assessments, and compliance reviews.	Mandatory	Timely provision of documentation, evidence, and technical explanations as required.	1.0
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Mobile Device & Endpoint Management

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Mobile Device Management (MDM)	Administration of corporate mobile devices, including enrollment, security configuration, remote wipe, and compliance enforcement.	Mandatory / Essential	Devices must be enrolled in MDM prior to use. Security controls (encryption, authentication, policy enforcement) are applied in accordance with Town IT and Cell Phone policies.	2.0
On Call & Emergency Access Enablement	Provision of secure after hours and emergency access for approved operational and on call roles through managed mobile devices and identity controls.	Essential	Emergency access is granted only to approved roles and is enabled through MDM managed devices, multi-factor authentication (MFA), and role-based permissions. Access is reviewed periodically and upon role change.	2.0

CCTV Systems

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
CCTV System Administration	Administration and technical support of municipal CCTV systems.	Essential	System health monitored; issues triaged within 1 business day.	2.0
CCTV User Access & Permissions	Management of authorized access to CCTV systems in accordance with privacy and approval requirements.	Mandatory	Access granted only with documented authorization.	2.0
CCTV Video Retention & Retrieval	Configuration of retention rules and support for authorized footage retrieval.	Mandatory	Retention aligned with MFIPPA and corporate policy.	2.0
CCTV Vendor, Licensing & SLA Management	Management of CCTV vendors, licensing, warranties, and service escalations.	Essential	Licensing monitored and vendor issues escalated to maintain system reliability.	1.0

Projects, Planning & Advisory Services

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
IT Project Management	Planning and delivery of approved IT initiatives and projects.	Essential / Discretionary	Projects delivered in accordance with approved scope, budget, and timelines.	1.0
Technology Advisory Services	Strategic and operational technology advice to departments and leadership.	Discretionary	Consultations scheduled based on organizational priorities.	2.0

Vendor & Contract Management	Management of IT vendors, contracts, and renewals.	Essential	Renewals tracked to prevent service interruptions.	1.0
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Business Continuity & Recovery

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated (FTE)
Disaster Recovery Planning	Development and maintenance of IT disaster recovery procedures.	Essential	Integrated with corporate business continuity planning.	2.0
System Recovery & Restoration	Restoration of systems and services following outages or incidents.	Essential	Recovery prioritized to support critical municipal services first.	2.0

Financial & IT Services

SERVICE LEVELS & STANDARDS

Financial & IT Services Overview

General Overview

Provides integrated oversight of the Municipality's financial management and technology infrastructure. The department is responsible for budgets, financial reporting, audit compliance, procurement, grant administration, and financial planning, while ensuring compliance with legislative requirements. The IT function supports all municipal operations through the planning, delivery, and security of technology systems. Together, Financial and IT Services enable reliable, secure, and compliant service delivery across the organization, supporting effective decision-making and continuity of municipal services.

Service Type Financial and Information Technology services include both mandatory statutory requirements and discretionary services established or enhanced by Council. Core financial functions, such as financial reporting, taxation, payroll, and audit compliance, are legislated and considered essential to municipal operations. Similarly, IT services provide the foundational systems, security, and data management required to meet legislative, regulatory, and business continuity obligations.

Service levels have been structured on the basis that these core financial and technology functions are essential to maintaining municipal operations. Additional service delivery priorities such as customer service standards are determined based on Council direction, organizational needs, risk considerations, and available resources, with flexibility to adjust service levels in response to changing demands and capacity.

Financial & IT Services Overview

- Financial Management
 - Audit
 - Budgeting
 - Procurement
 - Taxation
 - Payroll & Benefits
 - Accounts Payable and Receivable
 - Grant Administration
 - Customer Service
 - End User Computer
 - Network and Server Infrastructure
 - Cybersecurity
 - Cloud Management
 - Application and Data Management
 - Telecommunications
 - Mobile Device Management
 - Corporate CCTV systems
- Funding Sources:
- General tax levy
 - User fees
 - Grants

Financial & IT Services Resource Levels

Employee Type	Job Title	Notes
FTE Management	<ul style="list-style-type: none"> • General Manager/Treasurer (1) • Deputy Treasurer(1) • IT Manager (1) 	
FTE Administration	<ul style="list-style-type: none"> • Tax Coordinator (1) • Accounts Administrator (1) • Procurement & Grants Coordinator (1) • IT Administrator (1) 	
FTE Split Administration Split	<ul style="list-style-type: none"> • Customer Services Representative (1.5) • Payroll & Benefits Coordinator (0.5) 	<p>0.5 Shared with Building Department</p> <p>0.5 Shared with Human Resources</p>
Summer Students	<ul style="list-style-type: none"> • IT Summer Students (2-3) 	Contract employees from May-August.
Total	9 Full Time Equivalent	

Authorities

PROVINCIAL & FEDERAL LEGISLATION

- *Municipal Act*
- *Assessment Act*
- *Development Charges Act*
- *Public Sector Accounting Board (PSAB) Standards*
- *Ontario Regulation 588/17) (Asset Management Planning)*
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
- *Employment Standards Act (ESA)*
- *Canada Revenue Agency (CRA) Requirements*
- *Accessibility for Ontarian with Disabilities Act (OADA)*

MUNICIPAL BY-LAWS AND POLICIES

- *Procurement By-Law*
- *Fees & Charges By-Law*
- *Customer Service Policy*
- *Accounts Payable and Receivable Policies*
- *Tax Collection Policy*
- *Tangible Capital Asset Policy*
- *Investment Policy*
- *Non Union Compensation Bylaw*
- *Union Agreements*
- *Etc...*

Financial Services – Financial Management & Reporting



Core Mandate: Deliver legislated and essential financial management functions to support municipal operations, accountability, and decision making

Key Services: Annual budget development, quarterly financial reporting, year end financial statements and FIR, annual financial audit, cashflow and investment management, debt oversight, financial policies administration, internal controls

Service Levels:

Mandatory: Budget preparation, audit, financial statements, FIR, and debt compliance (inc. ARL)

Essential: Ongoing reporting, cash/investment management, policy oversight, and risk controls

Service Standards Highlights:

- Monthly internal reports within 30 days, quarterly Council reporting within 60 days
- Audited statements issued annually
- Annual Budget Preparation
- Daily cash monitoring, weekly deposits, monthly reconciliations
- Policy review at least every 5 years
- Internal controls monitored regularly

Resourcing: 2 FTE

Outcome: Ensures strong financial stewardship, legislative compliance, and timely, reliable information to support Council and organizational decision-making

Financial Services – Procurement

Core Mandate: Ensure transparent, fair, and complaint procurement processes that deliver best value to the municipality while meeting legislative, trade agreement and internal policy requirements.

Key Services: Procurement planning and advisory support, competitive bid document preparations (RFPs, RFQs, Tenders), bid process management, compliance monitoring and reporting, and corporate procurement guidance.

Service Levels:

Mandatory: Competitive procurement processes, document preparation, governance, and compliance oversight

Essential: Procurement advisory services, planning support, and ongoing compliance monitoring and reporting

Service Standards Highlights:

- Staff inquiries responded to within 5 business days with recommended procurement approach and templates
- Procurement documents drafted or reviewed within 5 business days and maintained to current policy standards
- Competitive bids posted within 5 business days; addenda issued at least 5 business days prior to closing
- Compliance reviews completed within 5 business days of closing; awarded recommendations issued within 60 days of approval
- Monthly delegated authority reporting and ongoing compliance monitoring across all procurement activities

Resourcing: 1 FTE (shared with Grants Coordination)

Outcome: Supports consistent, transparent, and compliant procurement practices while enabling departments to efficiently acquire goods and services aligned with municipal policies and best value principles.

Financial Services – Grants

Core Mandate: Maximize external funding opportunities and ensure compliant administration of grant programs to support municipal priorities and strategic initiatives.

Key Services: Grant opportunity monitoring and application development, grant submission and agreement management, reporting and compliance oversight and administration of internal grant programs (Community Initiatives Fund)

Service Levels:

Mandatory: Grant submission, funding agreement, claims processing and reporting in accordance with program requirements

Essential: Funding opportunity identification, application coordination, and internal grant program administration

Service Standards Highlights:

- Funding opportunities monitored and shared on an ongoing basis, aligned with corporate priorities
- Grant applications and claims submitted by program deadlines, with coordination across departments
- Monthly reporting to Council on grant activity

Resourcing: 1 FTE (shared with Procurement Coordination)

Outcome: Enhances the municipality's fiscal capacity by securing external funding, limited the impact on the taxpayer, ensures compliance with funding requirements.

Financial Services – Customer Service

Core Mandate: Provide accessible, timely and predictable front-line service to residents, businesses, and internal departments through multiple service channels, ensuring accurate information, efficient transaction processing and effective intake of municipal requests

Key Services: Town Hall front counter services, in person and online payment processing, document intake, general email management, call handling through main operator queue, and assistance with case management through the Town's service portal.

Service Levels:

Essential: All customer-facing services including communication channels, payment processing, document intake, and case management support

Service Standards Highlights:

- In person payments processed immediately at point of service
- Main line call answer rate targeted at 75%-80% with voicemail returns within 2 business days
- General email responses issued within 2 business days
- Online payments reflected with 5 business days depending on financial institution processing times
- Documents reviewed for completeness at intake to ensure timely departmental processing
- Case requests entered at time of contact with complete information is provided

Resourcing: 1.5 - 2 FTE

Outcome: Ensures residents and stakeholders receive timely, accurate, and consistent service, while supporting internal workflows and access to municipal programs and services

Financial Services – Property Tax Administration

Core Mandate: Deliver legislated property taxation services, including billing, collection, account management, and enforcement in accordance with the Municipal Act and Council policies

Key Services: Tax bill distribution (including bag tags), tax collection and payment processing, pre-authorized payment plans, penalty and interest application, supplemental billing and write-offs, arrears management and reminders, tax sale administration and maintenance of accurate property records.

Service Levels:

Mandatory: Tax billing, collection, penalty and interest, tax sale process, address management, and supplemental billing

Discretionary: Payment plan administration, tax reminders,

Service Standards Highlights:

- Tax Bills issued at least 21 days before first instalment date (February & June)
- Monthly penalty/interest applied at 1.25% on arrears
- Arrears notices issued after missed final installments
- Tax sale registrations generally initiated after 3 years in arrears
- Pre-Authorized payment plans require 5 days notice, address changes processed within 30 days

Resourcing: 1 FTE

Outcome: Ensures timely and accurate tax billing and collection, maintains up-to-date property records, and supports revenue stability through consistent and legislative compliant processes.

Financial Services – Accounts Payable and Receivable

Core Mandate: Provide efficient and controlled processing of all municipal payables and receivables, ensuring timely payments, accurate invoicing, and effective collections in accordance with corporate policies and legislative requirements.

Key Services: Accounts payable processing, vendor statement reconciliations, accounts receivable invoices, statement issuance, and collection enforcement.

Service Levels:

Essential: Accounts payable processing, vendor reconciliation, and receivable collections

Discretionary: Accounts receivable invoicing and statement issuance

Service Standards Highlights:

- EFT payments processed at least twice weekly, cheques issues weekly
- Invoices distributed to departments within 5 days and paid within 5 business days of approval
- Vendor statements reviewed monthly for accuracy
- Accounts receivable invoices issued within 10 business days, payments due in 30 days
- Monthly statements issued for outstanding balances
- Escalation of collection after 90 days, including final notice, external collection, or addition to tax roll (when permitted by legislation)

Resourcing: 1 FTE

Outcome: Ensures timely vendor payments, accurate revenue collection, strong financial controls and consistent follow up on outstanding balances to support the municipality's fiscal stability.

Financial Services – Payroll & Benefits Administration

Core Mandate: Ensure accurate, timely and legislatively compliant administration of employee compensation, payroll processing, and benefits programs.

Key Services: Payroll processing, employee compensation and benefits administration (including enrollments, changes, and employer/employee contributions), remittances to external agencies, and year end reporting (including T4 preparation).

Service Levels:

Mandatory: Payroll processing, benefits administration, statutory remittances, and year end reporting to external agencies

Service Standards Highlights:

- Bi-weekly payroll processing
- Employee payroll and benefits inquiries responded to within 3 business days
- Remittances processed on a monthly on bi-weekly basis, depending on agency requirements
- Benefits administration maintained on an ongoing basis, with updates processed in alignment with payroll cycles,
- Annual reconciliations completed; T4s issued to employees by end of February with required CRA reporting

Resourcing: 0.5 FTE

Outcome: Ensures employees are paid accurately and on time, benefits are administered consistently and correctly, the municipality remains compliant with applicable legislative and regulatory requirements.



Questions?

IT –

End User & Core IT Services

Core Mandate: Deliver reliable day-to-day technology support and maintain core systems that enable staff productivity and operational continuity

Key Services: Service desk support, user account management, device deployment, application support, network connectivity, servers/cloud, email/collaboration, telephone, and remote access.

Service Levels:

Essential: End-user support, infrastructure, network, and collaboration tools

Discretionary (limited): Device lifecycle timing and telephony enhancements

Service Standards Highlights:

- Service desk acknowledgement within 1 business day; resolution timelines based on priority
- User access provisioning within 2 business days
- Device setup within 5 business days
- Network availability target of 99%; outages addressed immediately
- System monitoring ongoing with daily backup verification

Resourcing: 2-2.5 FTE

Outcome: Ensures staff have secure, reliable access to systems and tools required for efficient municipal operations

IT –

Cybersecurity, Data Governance & Compliance



Core Mandate: Protect municipal systems, data, and privacy while ensuring compliance with legislative, regulatory, and corporate requirements.

Key Services: Cybersecurity monitoring, incident and breach response, patching and updates, access control, legislative compliance, data backup/recovery, audit and risk support, and IT asset lifecycle management.

Service Levels:

Mandatory: Cybersecurity response, access control, legislative compliance, audit support

Essential: Monitoring, patching, data protection, and recovery

Service Standards Highlights:

- Security alerts reviewed daily, critical incidents escalated immediately
- Patches deployed in line with vendor guidance and risk profile
- Daily automated backups with prioritized recovery

Resourcing: 1-2 FTE

Outcome: Safeguards municipal information, reduces risk, and ensures compliance with MFIPPA and other governing requirements.

IT –

Business Systems, Specialized Services and Strategic Support



Core Mandate: Enable business operations through managed applications, specialized systems, and forward-looking IT planning and advisory services.

Key Services: Business application support, technology request intake, software lifecycle management, mobile device management, CCTV systems, IT project delivery, vendor/contract management, and disaster recovery planning

Service Levels:

Mandatory: Technology approvals, software licensing, CCTV access/privacy compliance

Essential: Business system support, mobile device management, disaster recovery

Discretionary: strategic advisory and project prioritization based on priorities

Service Standards Highlights:

- Technology requests reviewed for security, compliance and operational fit
- Business system issues acknowledged within 1 business day
- IT projects delivered based on approved scope, budget and timelines
- Disaster recovery aligned with corporate continuity planning

Resourcing: 1-2 FTE

Outcome: Supports efficient service delivery, maintains specialized systems, and positions the organization to respond to evolving technology needs and risks



Questions?

Staff Report



To: Mayor Richardson and Members of Council
Meeting Date: June 17, 2026
Date Council Decision Required:
Prepared By: David Nanton, Jeff Cuthill, Kristie Kelly, , Growth & Infrastructure Services
Presented By: Michael Nobes, , Growth & Infrastructure Services
Subject: Growth & Infrastructure Service Standards
Report Number: SR-1361-2026

Staff Recommendation:

That Council receive for information the Growth & Infrastructure - Service Standards report; And further that Council adopt the Growth & Infrastructure - Service Standards as presented; And further that the service types and service standards form the services and associated standards delivered by the Growth & Infrastructure team.

Background Information and Discussion:

As part of the Town's ongoing work to streamline operations, improve transparency, and align municipal services with Council's strategic priorities, staff have prepared draft service levels for each division within the Growth & Infrastructure department.

These documents outline current operational practices, key statutory requirements, staffing and resource levels, and typical performance targets. The intent is to document "what we do, why we do it, and how it is delivered" across all service areas.

The draft service levels (attached) compile detailed operational information across Environmental Services, Public Works, Planning Services, and Building Services. These are intended as a baseline set of standards and will support future discussions related to resourcing, performance measurement, operational policy development, and long-term financial planning.

The draft service levels compile detailed operational information, including:

Environmental Services

- Water treatment, water distribution, wastewater collection and treatment, and solid waste operations.
- Regulatory compliance under the Safe Drinking Water Act, Ontario Water Resources Act, and Environmental Compliance Approvals.
- Current staffing resources, utility billing functions, and capital planning roles.

Public Works

- Year-round road, sidewalk, stormwater, traffic, vegetation, and winter control operations.
- Obligations under O. Reg. 239/02 (Minimum Maintenance Standards) related to the maintenance of Town assets and infrastructure such as roads.
- Seasonal service expectations, fleet readiness, and support for other departments.

Planning Services

- Administration of all Planning Act applications, statutory timelines, circulation processes, public notices, reporting, appeals, and OLT requirements.
- Zoning review services, information requests, and policy project support (e.g., Official Plan, Zoning By-law).

Building Services

- Full administration of the Building Code Act and Ontario Building Code, including permit intake, plan review, inspections, enforcement, and property standards.
- Legislated review timelines, occupancy authorization, and civic addressing requirements.

Service types are identified as follows:

Legislated – service levels are set out in legislation and the Municipality is required to allocate sufficient resources to those services to meet the legislative obligations.

Essential – a service level goal or target that is not mandated by legislation but can be established by Council at a level deemed to be desirable and which staff is obligated to meet.

Discretionary – services are delivered based on operational capacity, which is decided on by management who has accountability for day-to-day operations.

Financial Implications:

There are no direct financial implications associated with receiving this report. Future resourcing or service level discussions may require budget considerations, which would be brought forward separately as needed.

Attachments:

[Public Works - Service Levels](#)

[Environmental Services - Service Levels](#)

[Building - Service Levels](#)

[Planning - Service Levels](#)

Michael Nobes, General Manager - Growth & Infrastructure

Ellen Hamel, Treasurer

Matthew Grant, CAO

Christina Reeve, Deputy Clerk

Approved - 09 Jun 2026

Approved - 09 Jun 2026

Approved - 11 Jun 2026

Approved - 11 Jun 2026

General Service Overview

Department Name: Public Works

General Overview

The Public Works Department is responsible for the care and maintenance of critical infrastructure and essential services that directly impact residents' daily lives. Through a structured approach to seasonal maintenance and a commitment to year-round service excellence, the department ensures safe travel, functional public spaces, environmental compliance, and responsiveness to community concerns.

Key Functions:

- **Roadway & Traffic Maintenance:** Ongoing patrols, repairs, signage, noxious weed control, and compliance with Ontario Regulation 239/02.
- **Environmental Services:** Stormwater management, landfill upkeep, roadside vegetation control, and seasonal brush and leaf collection.
- **Winter Operations:** Snow removal, sanding/salting, winter fleet readiness, and storm preparation.
- **Capital Support:** Road reconstruction, drainage improvements, and infrastructure upgrades aligned with council priorities.
- **Interdepartmental Coordination:** Active support for Parks, Facilities, Utilities, and IT departments, additionally fleet maintenance.
- **Community-Facing Services:** Urban/rural beautification, garbage collection, trail maintenance, and 24/7 resident response.

Public Works proactively plans and reactively responds—balancing long-term infrastructure investment with immediate service delivery when needed. The department reflects the municipality's commitment to safety, sustainability, and municipal pride.

Overview Service Type

The Public Works Department delivers a broad range of essential municipal services that ensure the safety, functionality, and aesthetic upkeep of the community's infrastructure year-round. Operations include road maintenance, sidewalk repairs, and capital construction projects, supported by seasonal programs such as snow removal, spring cleanup, summer vegetation control, and fall fleet preparation.

The department oversees stormwater management through flushing, inspections, and drainage enhancements, ensuring environmental compliance and readiness for severe weather. Regulatory duties include road patrols under Ontario Regulation 239/02, as well as processing entrance, road cut, and municipal consent permits. Waste management services, including downtown garbage collection, landfill upkeep, and seasonal brush and leaf disposal are within the scope of services provided. Public Works also plays a key role in traffic safety, with regular sign and streetlight maintenance, accident response, and sightline assessments. Interdepartmental coordination and resident support—through 24/7 on-call services and ongoing communication.

Funding Sources

- General tax levy
- User fees
- Federal and Provincial Funding & Grants
- County of Lennox and Addington through Performance Measures

Total Resource Levels

Employee Type	Job Title	Notes
(3) FTE Administration	- Director (1) - Operations Manager (1) - Public Works Coordinator (1)	
(18) FTE Labourer/Operation	- Lead Hand (2) - Technical Lead (1) - Labourer/Operators (13) - Licenced Mechanics (2)	
(1) PT Labourer/Operator	- Labourer/Operator (1)	PW from November-May. Parks and Rec May-November.
(4) Summer Students	- Public Works Labourer (4)	Contract employees from May-August.

Authorities

- Ministry of Environment, Conservation and Parks
- Environment Canada
- Ministry of Natural Resources
- Ministry of Transportation
- Conservation Ontario
- Technical Standards and Safety Authority
- Electrical Safety Authority

Main Legislation, Bylaws and Policies

- The Municipal Act, 2001 – Minimum Maintenance Standards
- Drainage Act
- Ontario Water Resources Act
- Highway Traffic Act
- Environmental Protection Act
- Occupational Health and Safety Act

General Service Descriptions

Public Works Year-Round Maintenance

The Public Works Department provides essential year-round services to maintain municipal infrastructure, ensure public safety, and support community needs. Core responsibilities include roadway maintenance and regulatory compliance under O.Reg. 239/02, roadside vegetation control, signage and streetlight repairs, waste and debris removal, and accident response. The team also completes landfill operations, downtown garbage collection, and supports other departments such as Parks, Facilities, IT, and Utilities.

Additional services include permitting for entrances, municipal consents, and road cuts, along with technical assistance for interdepartmental IT, CCTV operations, and fleet maintenance. Staff remain available through 24/7 on-call support to address resident concerns and perform proactive patrolling of roads.

Public Works Winter Maintenance:

During the winter season, the Public Works Department delivers critical services to ensure safety, accessibility, and operational readiness across municipal and county infrastructure. These services include snow plowing, sanding, and salting of roadways, sidewalks, and parking lots in compliance with Ontario Regulation 239/02. Staff perform regular patrolling and weather monitoring to assess conditions and deploy resources proactively.

Additional responsibilities encompass snow removal following significant weather events, thawing of municipal drains and culverts, ice blading of gravel roads, and mailbox replacement as needed. The team prepares for and responds to winter storms while managing seasonal tasks such as the setup and takedown of downtown planters and benches, collection of Christmas trees, and weekly restocking of remote yard materials.

Together, these coordinated efforts support safe travel, efficient municipal operations, and community wellbeing throughout the colder months.

Public Works Spring Maintenance:

As winter subsides, the Public Works Department transitions into spring operations focused on cleanup, repairs, and seasonal readiness. Efforts include sweeping and flushing sidewalks, boulevards, bridge decks, intersections, and paved shoulders to restore cleanliness and safety across municipal areas. Brush and leaf collection supports both visual appeal and environmental management.

Throughout May and June, staff conduct guidepost and guiderail inspections, perform repairs to roadside lawns impacted by winter activity, and carry out gravel road maintenance and grading to ensure road integrity. Seasonal tasks also include reinstating downtown benches, removing winter equipment from the fleet, and preparing vehicles and resources for spring and summer operations.

Public Works Summer Maintenance:

Throughout the summer months, the Public Works Department performs essential infrastructure upkeep, road enhancements, and environmental management across the municipality. Key activities include grading, gravel application, and calcium treatments to support road stability and dust control. Sign replacement and repairs peak during this period, ensuring proper traffic communication and regulatory compliance.

Roadside vegetation control, including mowing and weed management begins in June, contributing to visibility and community aesthetics. Staff carry out monthly stormwater pond and interceptor maintenance and reporting, while also addressing drainage improvements through ditching and system upgrades. Summer also sees pavement marking programs, sidewalk inspections, and the resolution of sightline issues to enhance safety.

In addition, fleet vehicles receive ongoing maintenance and flushing, road cut repairs are completed, and capital road construction projects run from May to October. Aesthetic enhancements such as downtown planter placement round out this season's contributions to community upkeep and municipal pride.

Public Works Fall Maintenance:

In the Fall, the Public Works Department focuses on cleanup, inspections, and operational transition in preparation for winter. Seasonal brush and leaf collection helps maintain curb appeal and supports stormwater system efficiency. From September to November, crews perform stormwater flushing and inspections to ensure optimal drainage performance during wet and freezing conditions.

Fall also marks the outfitting of municipal fleet vehicles with winter equipment, ensuring timely readiness for snow and ice events. Sidewalk repairs and replacements are completed between September and October, enhancing pedestrian safety before seasonal hazards arise.

These targeted services support infrastructure durability, environmental management, and community safety as the colder months approach.

Public Works Service Level Listing

Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Yearly Maintenance				
24/7 on call support	Discretionary	<p>Response to resident concerns related to services provided.</p> <p>Response to issues that arise within the municipality such as fallen trees across roads, flooding, washouts, traffic accidents, road closures, failure of regulatory traffic devices/signage, call-outs resulting from adverse weather conditions, etc.</p>	As required	<p>1 FTE (24/7)</p> <p>Up to 19 during winter events</p> <p>¾ ton truck</p>
Tree removal	Legislated <i>Municipal Act – Reasonable State of Repair</i>	Roadside tree removal, assist with tree removal on municipal property Development of Tree Canopy Condition Report	<p>Planned removals through budget process where no imminent danger present</p> <p>May result in immediate action where tree</p>	<p><u>Basic:</u></p> <p>5 FTE</p> <p>Truck & chipper box</p> <p>Chipper</p> <p>Chainsaws</p> <p>¾ ton truck</p>

			impedes travelled surface of road	<u>Enhanced:</u> Up to 10 FTE Truck & chipper box Chipper Chainsaws Manlift Rubber Tire Loader Rubber Tire Excavator ¾ ton truck ½ ton truck
Road patching & maintenance	Legislated O.Reg 239/02 s. 6	Applying cold patch to potholes and repairing issues within the roadway system	No compliance issues – meeting or exceeding: For potholes greater than or equal to 8cm depth: Class 1 Roads: 4 days Class 2 Roads: 7 days Class 3 Roads: 14 days Class 4 Roads: 30 days Class 5 Roads: 60 days	3 FTE Patch Truck and Tray Loader at Yard
Roadside Brushing	Legislated <i>Municipal Act</i> – Reasonable State of Repair Discretionary Determination of timing and need	Removal of tree canopy overgrowth/brush within road right-of-way, based on need to maintain functionality of right-of-way	As required when overgrowth impedes functionality of the road.	2 FTE Rubber Tired Excavator with Brush-head Traffic Control Truck

Road patrol	Legislated O.Reg 239/02, s. 3 County Roads Maintenance Agreement	Patrol County & Municipal roads	No compliance issues – meeting or exceeding the following frequency: Class 1 Roads: 3x every 7 days Class 2 Roads: 2x every 7 days Class 3 Roads: 1x every 7 days Class 4 Roads: 1x every 14 days Class 5/6 Roads: 1x every 30 days	1 FTE ½ ton truck
Road Closures	Legislated <i>Highway Traffic Act</i> <i>Public Transportation and</i> <i>Highway Improvement Act</i>	Prepare maps and notifications as well as supply, deliver & remove signs & barriers when required for traffic control setup, assist with community events	As required based on special events, road works and/or EDR instances	2 FTE (preparation) 2 FTE (execution) ¾ ton truck Sign trailer
Crack sealing	Legislated O. Reg. 239/02, s. 8	Filling/sealing cracks on municipal roads to ensure safety of travelling public (identified outside of capital maintenance program)	As required to ensure no compliance issues to meet or exceed the following: Cracks 5 cm wide and 5 cm deep for a continuous distance of three metres or more:	4 FTE 2 PT 1 – ¾ ton truck 1 – ¾ ton traffic control truck 1 rented crack sealing machine

			Class 1/2 Roads: 30 days Class 3 Roads: 60 days Class 4/5 Roads: 180 days	
Vehicle & Equipment Maintenance	<p>Legislated</p> <p><i>Highway Traffic Act</i> <i>National Safety Code</i> <i>Standard 11</i></p> <p>Discretionary</p> <p>Operations to execute the work</p>	Vehicle flushing and maintenance for fleet & equipment, annual safety, fleet condition analysis	<p>In alignment with Vehicle Maintenance Policy derived from manufacturer recommendations and best practices</p> <p>Preventative Maintenance Intervals Precedence is taken to CVOR vehicles that require pre-trip inspections</p>	2 FTE Mobile Mechanic Truck Various supplies
Streetlight repairs	<p>Legislated</p> <p>O.Reg 239/02, s. 10</p>	<p>Repair of malfunctioning streetlights within municipal Right-of-ways</p> <p>Service provided in response to complaints and as determined through road patrols</p>	No compliance issues with regulation	1 FTE ½ ton truck contracted services
Signs (road, civic)	<p>Legislated</p> <p>O. Reg. 239/02, s. 11</p>	Repairs, replacement, installation, review requests for signage	<p><u>Regulatory Signs:</u> No compliance issues</p> <p><u>Civic Address Signs:</u></p>	<p><u>Routine Installations:</u> 1-2FTE ¾ ton truck Sign materials</p>

	Regulatory and Warning Signs By-Law Discretionary Civic address sign installation		Within 5 business days of work order receipt	<u>Large Undertakings:</u> 1-FTE (admin) Up to 5 FTE Dump Truck Float Skidsteer with post hole auger Rubber Tire Excavator ¾ ton truck
Entrance Permits	Essential Driveways and Entranceways By-Law	Process applications, site inspections, quotes when requested	Within 5 business days of receipt	1 FTE (admin) 1 FTE (operations) ½ ton truck
Culvert Replacement & Installation	Legislated <i>Municipal Act – Reasonable State of Repair</i> Discretionary Timing of execution of the work	Replace damaged culverts & install new culverts as required	Based on severity and construction season.	Up to 5 FTE (routine) Up to 8 FTE (enhanced) Excavator Rubber Tire Loader Dump Truck ¾ ton truck Plate Packer Culvert
Municipal Consents, Road Cut Permits & Municipal Easement Work Permit	Discretionary	Process applications and site inspections for consents related to works within municipal rights-of-way	Within 10 business days, dependent on complexity and/or bulk submissions	1 FTE (admin) 1 FTE (management)

Storm pond & interceptor Inspections	Legislated <i>Municipal Act, CLI ECA, Operations and Maintenance Manuals</i>	Inspect stormwater management ponds and various storm interceptor locations.	Monthly	1 FTE ½ ton truck
Beaver Dam Maintenance	Legislated <i>Municipal Act – Reasonable State of Repair</i>	Beaver dam removal impeding functioning of municipal stormwater infrastructure	As required	2 FTE ¾ ton truck Backhoe Rubber Tire Excavator
Garbage collection	Discretionary	Remove garbage from municipal waste bins within the downtown core	2 times per week (Monday & Friday)	3 FTE (routine) 5 FTE (major cleanup) Rubber Tire Loader Streetsweeper (if needed) ½ ton truck
South Fredricksburgh Waste Disposal Site Maintenance/Compliance	Legislated Environmental Compliance Approval, O.Reg.232/98.	Push back debris at landfill site, site maintenance, grading, winter maintenance	Monthly (winter) Weekly (summer)	3 FTE 1 loader 1 bulldozer (rental) Dump Truck & Float as-needed
Roblin Transfer Station	Legislated Environmental Compliance Approval, O.Reg.232/98.	Clearing & pushing back brush, installing signs, winter maintenance, etc.	As required by Waste Site Management	1 FTE Rubber Tire Loader 5 ton plow truck
CCTV & IT Support	Discretionary	Installation & lift transportation, IT assistance as required	Annual maintenance Assistance as required by I.T. Department	1 FTE ½ ton truck Manlift

Vehicular Accidents	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Accident Investigation/Case preparation</p>	Accident investigation, case preparation, site cleanup, financial tracking & invoice processing	As required	<p>1 FTE (investigation)</p> <p>2 FTE (administration)</p> <p>2 FTE (operations)</p> <p>Streetsweeper</p> <p>¾ ton truck</p>
Radar Speed Signs	Discretionary	Move & install radar sign quarterly to areas as identified through TAC/management or as-requested by Council	Quarterly	<p>1 FTE</p> <p>½ ton truck</p>
Traffic Counts	<p>Discretionary</p> <p>O.Reg. 239/02 does not explicitly require counts however municipalities must reasonably justify classification of roads based on annual average daily traffic volumes</p>	<p>Traffic counts on municipal roads</p> <p>Moving traffic count camera around municipality</p>	<p>Counts performed through summer months</p> <p>Counter is moved after 24hrs per location</p> <p>Road classifications reviewed bi-annually</p>	<p>1 FTE</p> <p>½ ton truck</p>
Assist Departments when required	Discretionary	Occasional assistance with Utilities, Fire & Parks/Facilities (i.e. encampment cleanup,	As requested by departments	<p>Up to 4 FTE</p> <p>Equipment typically includes:</p> <p>Rubber Tire Loader</p> <p>Rubber Tire Excavator</p>

		water/sewer main breaks, etc)		Skidsteer Dump Truck ¾ ton truck
Winter Maintenance				
Snow plowing, and ice formation prevention	Legislated O.Reg 239/02, s. 4-5 County Maintenance Agreement	Plowing of snow, applying sand & salt on all municipal & county roads	No compliance issues to meet or exceed requirements of regulation See Attached Infographic	13 FTE (operations) 2 FTE (administration) 11 Plow Trucks 1 - 5 ton Plow Truck 1 Rubber Tire Loader (plow route) 2 Rubber Tire Loaders (loading material) 1 Backhoe 1 ½ ton Truck
Snow plowing & sanding sidewalks	Legislated O.Reg 239/02, s. 16 County Maintenance Agreement	Winter maintenance of all sidewalks including plowing & snow removal, applying sand & salt	No compliance issues to meet or exceed requirements of regulation	2 FTE 2 Sidewalk plows
Snow plowing & Sanding parking lots	Legislated <i>Municipal Act – Reasonable State of Repair</i>	Winter maintenance of municipal parking lots	As required upon accumulation of snow - when snow depth reaches 1” or greater, plowing operations are undertaken.	2 FTE 1 - 5 ton Plow Truck 1 Rubber Tire Loader (on a plow route)
Snow removal on urban roads	Legislated <i>Municipal Act – Reasonable State of Repair</i>	Remove snowbanks on urban roads & densely populated rural areas with site line issues,	Regular monitoring of visibility at intersections throughout the winter months. Any snow piles obstructing crosswalks,	15 FTE (operations) 2 FTE (administration) 1 skidsteer 1 sidewalk plow

	<p>Discretionary</p> <p>Determination of timing and need of removal</p>	with priority set to downtown core	<p>lane entrances and intersections shall be reduced to improve sightlines for motorists and pedestrians.</p> <p>When snow storage capacity is insufficient, and snowbanks encroach on lane widths, impeding reasonable movement of vehicles under typical winter conditions, snow shall be removed.</p>	<p>1 tractor with snowblower 2 rubber tire loaders Up to 9 tandem dump trucks Contracted dump trucks</p>
Grading & ice blading (gravel roads)	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of timing and need of removal</p>	Rural gravel road winter routine maintenance (inclusive of snow pack maintenance and removal of snow pack when ice conditions arise to expose underlying gravel for traction)	Grader removes all or a portion of snowpack base on gravel roads to create greater traction. These works take place when ice formation is anticipated (e.g. during thaw events and anticipated rain events)	1 FTE Grader
Thawing drains & culverts	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p>	Thawing municipal drains/culverts within town owned rights-of-way or municipal property	As required through winter season – dependent on severity of issue and conveyance requirements of culvert	2 FTE Steamer ¾ ton truck

	Discretionary Determination of timing and need			
Weather Monitoring	Legislated O.Reg 239/02, s. 3	Monitor current and forecasted weather for winter storm preparation & staff operations, data log & record retention	<u>October 1-April 30:</u> minimum 3x per day to meet regulation <u>May 1-September 30:</u> minimum 1x per day to meet regulation	2 FTE
Winter parking Bylaw Enforcement	Essential Parking By-Law	Issue tickets during winter parking enforcement period	Continuous through November – April	1 FTE (operations) 1 FTE (administration) ½ ton truck
Downtown Beautification	Discretionary	Remove concrete plants & benches in preparation of winter, placement of planters for winter decorations	Annually (November/December)	4 FTE Skidsteer Dump truck float
Christmas Tree Collection	Discretionary	Remove & dispose of Christmas trees from roadside	January (1 week of staff time)	12 FTE 2 Rubber Tire Loaders 6 Dump Trucks
Material stocking	Discretionary	Stocking & supply of materials in main yard and remote yards (sand, salt, etc.) Preparedness for winter operations and availability to respond	Major stockpiling annually Weekly preparation during winter operations or as-required	5 FTE 1 rented stacker 2 rubber tire loaders 2 dump trucks

		reasonably when MMS thresholds are met		
Mailbox replacement	Essential Mailbox Replacement Policy	Assess mailbox replacement & replace when required due to winter maintenance	Within 5 business days of notification, dependent on winter operational needs	2 FTE ¾ ton truck
Spring Maintenance				
Winter road cleanup	Legislated <i>Water Resources Act;</i> <i>Environmental Protection Act</i> <i>Municipal Act –</i> Reasonable State of Repair County Maintenance Agreement	Sweeping & flushing roads, sidewalks, boulevards, bridge decks, intersections & paved shoulders, inclusive of municipal parking lots	Annually following spring thaw	8 FTE 1 streetsweeper 1 backhoe with rotary broom 1 skidsteer (pickup broom) 1 water truck 1 dump truck 1 rubber tire loader 1 - ¾ ton traffic control truck 1 sidewalk machine with water tank and rotary broom
Road salt report	Legislated Source Water Protection Reporting Canada Code of Practice County Maintenance Agreement	Annual salt use reporting	Annually	2 FTE

Yard Waste Collection	Discretionary	Roadside collection of yard waste & brush	Annually April/May (1 week in Rural area and 1 week in Urban area)	12 FTE 2 Rubber Tire Loaders 6 Dump Trucks
Lawn repairs	Discretionary	Repair lawns from winter operations	May/June – as-required	5 FTE 1 skidsteer 1 dump truck 1 rubber tire loader
Guidepost & Guiderail Maintenance	Legislated <i>Municipal Act – Reasonable State of Repair</i> Discretionary Determination on timing/interval of inspections	Annual inspections and repairs	May/June (inspections) As required following incidents	6 FTE 1 skidsteer (with auger) 1 dump truck float ¾ ton truck and float 1 traffic control truck Contracted services
Gravel road maintenance	Legislated <i>Municipal Act – Reasonable State of Repair</i> Discretionary Determination of timing and need	Spring maintenance of all gravel roads, includes granular drying, re-establish road geometry, preparation for dust suppression & calcium application	April – June as required to maintain suitable road condition	3 FTE 1 water truck 1 calcium truck 1 grader
Gravel road grading	Legislated O.Reg. 239/02, s. 6	Gravel road grading reshaping and driving surface maintenance.	April – June	1 FTE 1 grader

			<p>As required to ensure no compliance issues</p> <p>In alignment with regulation, corrective action taken where potholes exceed a surface area of 1,500cm² with a depth of 12cm for Class 5 roads.</p> <p>Timeframe to address issue is 30 days from the municipality becoming aware of the condition.</p>	Contracted services as-needed
Downtown Beautification	Discretionary	Placement of benches & planters downtown	Annually (May)	4 FTE Skidsteer Dump truck float
Fleet & equipment	Discretionary	Remove winter maintenance equipment from fleet, perform equipment inspections in preparation of spring & summer operations	Annually (April)	17 FTE
Summer Maintenance				
Shoulder grading (non-gravel roads)	Legislated O. Reg. 239/02, s. 7	Apply gravel & grade shoulders of road to remove drop-offs	As required to ensure no compliance issues with regulation as follows:	2 FTE 1 grader 1 traffic control truck

	<p>County Maintenance Agreement</p> <p>Discretionary</p> <p>Determination of timing and need</p>		<p>Shoulder drop-off is deeper than 8 cm, for a continuous distance of 20 metres or more. Time to respond after municipality becomes aware:</p> <p>Class 1/2 Roads: 4 days Class 3 Roads: 7 days Class 4 Roads: 14 days Class 5 Roads: 30 days</p>	
Gravel Road Dust Suppression	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of timing and need</p>	Application of calcium, water & grading gravel roads	2 applications (June & Aug)	<p>3 FTE</p> <p>1 water truck</p> <p>1 calcium truck</p> <p>1 grader</p>
Gravel Road Grading	<p>Legislated</p> <p>O.Reg. 239/02, s. 6</p>	Grading and re-shaping road profile.	<p><u>June-August:</u></p> <p>As required to ensure no compliance issues to meet or exceed the following in regulation:</p> <p>In alignment with regulation, corrective</p>	<p>1 FTE</p> <p>1 grader</p> <p>1 water truck (as-needed)</p> <p>Contracted services as-needed</p>

			action taken where potholes exceed a surface area of 1,500cm ² with a depth of 12cm for Class 5 roads. Timeframe to address issue is 30 days from the municipality becoming aware of the condition.	
Storm pond grass cutting	Legislated Environmental Compliance Approval (Operations and Maintenance Manual)	Cut grass at municipal stormwater management ponds	Annually (July)	3 FTE 1 sidewalk machine (boom flail mower) 1 zero-turn mower (borrowed from Parks & Rec.) 1 Hand-held weed-eater
Roadside mowing	Legislated <i>Municipal Act – Reasonable State of Repair</i> County Maintenance Agreement Discretionary Determination of timing and need	Cut & mow roadside on all County & Municipal roads	2 cuts annually (June – October): <ul style="list-style-type: none"> • 2m width initial cut • 2m width second cut 	3 FTE 1 sidewalk machine (boom flail mower) 1 tractor (boom flail mower) 1 tractor (rotary mower head) ¾ ton fuel truck 1 zero turn mower (borrowed from Parks & Rec. for larger road allowance areas)
Trail maintenance and mowing	Legislated	Surface maintenance to ensure safety of public,	As-required	1 FTE

	<p><i>Occupier's Liability Act - Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of timing and need</p>	including trail side mowing	June – October as required	1 sidewalk machine (boom flail mower)
Rural Vegetation/Weed Control	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of extent and timing</p>	Rural roadside & guardrail spraying for invasive species & weed control	Annually (July)	Contracted Services
Urban Vegetation/Weed Control	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of need and extent of works</p>	Cut & pull vegetation/weeds within urban boulevards	May – September works are undertaken to maintain boulevards	1 PTE 3 FTE (larger areas) ½ ton truck 1 – ¾ ton traffic control truck
Pavement Markings	Legislated	Line painting & traffic markings on municipal	Annually (July – Sept)	Contracted Services

	<p><i>Municipal Act – Reasonable State of Repair</i></p> <p>Discretionary</p> <p>Determination of need</p>	roads to ensure safety of travelling public		
Crack sealing (enhanced)	<p>Essential</p>	Filling/sealing cracks on municipal roads (budget dependent) to ensure safety of travelling public and maintain condition of paved surface/road base	July – August works are undertaken within approved budget	<p>4 FTE</p> <p>2 PT</p> <p>1 – 3/4 ton truck</p> <p>1 – 3/4 ton traffic control truck</p> <p>1 rented crack sealing machine</p>
Annual Sidewalk Inspections and remediation	<p>Legislated</p> <p>O. Reg 239/02 s. 16.1</p>	Annual sidewalk inspections	July – August inspections are undertaken	<p>1 FTE</p> <p>1 – 1/2 ton truck</p>
Drainage & ditching	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i></p> <p>County Maintenance Agreement</p> <p>Discretionary</p> <p>Determination of need and timing of execution</p>	Drainage works & improvements within rights-of-way (including ditch maintenance & improvements, catch basin repairs)	July – September (as required)	<p>5 FTE</p> <p>1 rubber tire excavator</p> <p>1-2 dump truck(s)</p> <p>1 – 3/4 ton traffic control truck</p>

Catch basin Maintenance	<p>Legislated</p> <p><i>Municipal Act – Reasonable State of Repair</i> County Maintenance Agreement</p> <p>Discretionary</p> <p>Determination of need and timing of execution</p>	Inspection and removal of debris from catch basins annually	Annually (September)	<p>3 FTE</p> <p>1 street sweeper</p> <p>1 – ¾ ton truck</p> <p>Contracted services (large scale cleanups)</p>
Capital Projects	<p>Essential</p>	Capital road maintenance projects on scheduled and budgeted municipal roads	June – October works are undertaken within approved budget	<p>6 FTE</p> <p>2 PTE</p> <p>1 excavator</p> <p>1 grader</p> <p>3 dump trucks</p> <p>1 loader</p> <p>1 roller</p> <p>1 skid-steer</p> <p>1 water truck</p> <p>1 bulldozer (rental)</p>
County Projects	<p>Legislated</p> <p>County Maintenance Agreement</p> <p>Discretionary</p>	County capital road maintenance projects as scheduled with the County for summer repair	June – October works are undertaken	<p>6 FTE</p> <p>2 PTE</p> <p>1 excavator</p> <p>1 grader</p> <p>3 dump truck</p> <p>1 loader</p> <p>1 roller</p> <p>1 skid-steer</p> <p>1 water truck</p>

	Determination of operational capacity to provide service			1 bulldozer (rental)
Fall Maintenance				
County Project Invoicing	Legislated County Maintenance Agreement	Review staff & equipment time, invoices and accounts and prepare financial documents for County projects	September – November as required to meet obligations under Maintenance Agreement	1 FTE
Yard Waste Collection	Discretionary	Roadside collection of yard waste & brush	November (1 week in Rural area and 1 week in Urban area)	12 FTE 2 Rubber Tire Loaders 6 Dump Trucks 2 - ¾ ton truck
Stormwater piping maintenance	Legislated <i>Municipal Act – Reasonable State of Repair</i> County Maintenance Agreement Discretionary Determination of need and timing of execution	Annual Flushing & inspections	September – November works are undertaken	1 FTE 1 – ¾ ton truck contracted services
Sidewalk repairs	Legislated O. Reg 239/02 s. 16.1	Repair & replacement sidewalks	September – October works are undertaken	<u>Localized Repairs in panels:</u> Contracted services (concrete grinding only)

			<p>Remediation of sidewalk discontinuities to ensure no compliance issues as follows:</p> <p>Remediation to ensure no discontinuities greater than 2cm with 14 days of municipality becoming aware</p>	<p><u>Preparation for Replacement of Panels:</u> 5 FTE 1 skid-steer 1 rubber tire loader 1 dump truck ¾ ton truck</p> <p><u>Pouring and Finishing Replacement Panels:</u> Contracted services</p>
Winter Fleet Preparation	Discretionary	Outfit fleet for winter maintenance & operations to ensure preparedness	Annually (November)	17 FTE

Winter Plowing

What to expect during a winter storm



Greater Napanee follows all provincial minimum maintenance standard timelines for snow removal

Our Public Works division is responsible for maintaining over 295 km of local roads, and 165km of county roads including both hard and gravel topped roads. Ice control materials are used to prevent the formation of ice or to melt ice on roadways, parking lots, and other surfaces to improve safety during winter weather. The choice of material and method depends on factors such as the severity of the winter weather.

THE STANDARD FOR DEALING WITH SNOW ACCUMULATION ON ROADWAYS IS:

- (A) Once it is noticed that the snow on the road has exceeded the depth listed on the infographic, resources are sent to clear the snow as quickly as possible.
- (B) The snow will be cleared so that the accumulation is reduced to a depth less than or equal to the depth on the infographic, within the time frame specified.

TIMELINES BEGIN WHEN ACCUMULATION DEPTH IS REACHED

6 hours	12 Hours	16 Hours	24 Hours	48 Hours
Plow & Salt Class 2 Roads Such as: County Road 41	Plow Class 3 Roads Such as: Jim Kimmett Boulevard, Bridge Street, County Road 9	Plow Class 4 Roads Such as: Goodyear Road, County Road 11, Drive In Road, Beechwood Road, Pinegrove Road	Plow Class 5 & 6 Roads Such as: Buttermilk Falls Road, Lime Lake Road, Johnson Side Road, Pringle Side Road, Stonehedge Road, Fitchett Road, Hambly Road, Abrams Road	Plow Sidewalks
5cm	8 cm	8 cm	10cm	8 cm



General Service Overview

Department Name: Environmental Services

General Overview

The Environmental Services Department is committed to delivering essential municipal services that ensure public and environmental health. This includes providing a reliable supply of clean, safe drinking water and the effective collection and treatment of sanitary sewage, all in compliance with applicable legislation. The department also manages solid waste services, supporting responsible waste collection, disposal, and diversion practices.

Operations prioritize the protection of human and aquatic health, and are guided by long-term planning for water, wastewater, and solid waste infrastructure. In addition, the department engages in public education and outreach related to water, wastewater, solid waste, and associated by-laws, while offering responsive customer service for inquiries and billing.

Overview Service Type

The department provides a range of essential municipal services that are largely mandated by provincial and federal legislation, ensuring compliance with strict standards for public health and environmental protection. While these services are legislatively required, they are also carefully designed to meet the evolving needs of residents and businesses. Some service level adjustments may be considered, provided they continue to respect all applicable legislative requirements.

Funding Sources

- Water & wastewater rates (*Utilities*)
- General tax levy (*Solid Waste*)
- Special tax levy (*Solid Waste*)
- User fees
- Federal and Provincial Funding & Grants

Total Resource Levels

Employee Type	Job Title	Notes
(6) FTE Administration	- Director (1) - Deputy Director (1) - Env. Compliance Coordinator (1) - Engineering Technologist (1) - Utilities Clerk (2)	Management & IBEW union positions
(9) FTE Operations	- Overall Responsible Operators (4) - Water & Wastewater Operators (5) Note: Above positions include licensed electricians and meter technician	All IBEW union
(6) PT Attendants	- Waste Disposal Site Lead Hand (2) - Waste Disposal Site Attendant (4)	
(2) Summer Students	- Water & Wastewater Labourer (2)	Contract employees from May-August.

Authorities

- Ministry of Environment, Conservation and Parks
- Environment Canada
- Ministry of Natural Resources
- Ministry of Transportation
- Conservation Ontario
- Technical Standards and Safety Authority

- Electrical Safety Authority

Main Legislation, Bylaws and Policies

- Safe Drinking Water Act
- Environmental Protection Act
- Ontario Water Resources Act
- Resource Recovery and Circular Economy Act
- Waste Diversion Transition Act
- Nutrient Management Act
- Occupational Health and Safety Act
- Site-Specific Environmental Compliance Approvals, Municipal Drinking Water Licenses, Drinking Water Works Permits, Permits to Take Water, Environmental Activity and Sector Registry Registrations
- Drinking Water Quality Management System, Operational Plan for Greater Napanee Drinking Water Systems
- Municipal By-laws: Sewer Use, Regulate Fire Hydrants, Bulk Water, Regulate Connections, Regulate Water Meters, Water and Sewage Service Charges, Solid Waste, Fees & Charges

Service Descriptions

Water & Wastewater Operations and Maintenance:

The department is responsible for the operation and maintenance of critical water and wastewater infrastructure throughout the Town of Greater Napanee. This includes two water treatment plants and their associated equipment, along with two water distribution systems featuring water towers and tanks, watermains, valves, hydrants, and pumping stations. The department also manages three potable water filling stations that are primarily used to provide a reliable supply of drinking water for our rural residents. On the wastewater side, operations include one wastewater treatment facility and a comprehensive sanitary sewer collection system consisting of piping, sewer mains, and sewage lift stations. In addition to daily operations, the department oversees water treatment systems in community halls and sports complexes. The department is committed to ensuring that facilities operate within the conditions of their licenses and in full compliance with applicable legislation, consistently meeting or exceeding regulatory requirements.

Water Treatment:

Water treatment operations involve the continuous monitoring and maintenance of facilities to ensure the delivery of safe, clean, and reliable drinking water. This includes processes such as chemical dosing, filtration, and disinfection, all monitored around the clock to meet regulatory standards. Includes a comprehensive sampling and monitoring program that assesses water quality ensuring compliance with regulations and safeguarding public health.

Infrastructure:

- A.L. Dafoe Water Treatment Plant
- Lake Ontario Pumping Station & Intake
- Napanee River Intake
- Raw Water Reservoir
- Sandhurst Shores Water Treatment Plant

Water Distribution:

Water distribution services ensure the safe and reliable delivery of municipal drinking water from the treatment facility to homes, businesses, and public facilities. This includes maintaining and operating the network of watermains, valves, hydrants, service connections, and storage facilities such as booster stations, tanks, and towers. The service also involves routine sampling and monitoring to verify water quality, performing preventative maintenance programs like hydrant flushing and valve exercising, and

responding to emergencies such as watermain breaks and service leaks. Staff also manage planned service disruptions, provide customer notifications, and support fire protection through hydrant availability and pressure management.

Infrastructure:

- Napanee Water Distribution System (91.3km of mains)
- Sandhurst Shores Water Distribution System (3.47km of mains)
- Brandon Booster Station
- McCabe Booster Station
- Treated Water Storage Tank
- Treated Water Storage Tower
- Numerous Main Valves
- Fire Hydrants (490)
- Pressure Relief Valves
- Check Valves

Wastewater Collection:

Wastewater collection services involve the safe and efficient transport of wastewater from homes, businesses, and industrial facilities to the treatment plant. This is achieved through an extensive network of underground sewer pipes, pumping stations, and maintenance structures. The system is designed to prevent overflows, blockages, and environmental contamination while ensuring reliable service for the community. Routine inspections, maintenance, and upgrades are carried out to preserve system integrity and meet regulatory standards. These services are essential for protecting public health, supporting development, and maintaining environmental quality.

Infrastructure:

- Napanee Wastewater Collection System (62km of conveyance piping and mains)
- Sewage Lift Stations (7)
- Leachate Receiving Station
- Numerous Maintenance Access Holes

Wastewater Treatment:

Wastewater treatment services are essential for protecting public health and the environment by safely treating, and discharging wastewater generated from homes, businesses, and industries. The treatment process removes contaminants through a combination of physical, biological, and chemical methods, ensuring that the final effluent meets regulatory standards before being released into the natural environment. These services support sustainable water management, reduce pollution, and help maintain the health of local waterways. Operations also include monitoring, maintenance, and upgrades to treatment infrastructure to ensure reliable and efficient performance.

Infrastructure:

- Napanee Water Pollution Control Plant (WPCP) – Existing & Upgrade
- Hauled Sewage Receiving Station
- Napanee River Outfall
- Biosolids Storage Lagoons

Water & Wastewater (Utilities) Billing:

The department ensures accurate and timely invoicing for municipal water and wastewater (sanitary sewer) usage. Water charges are based on metered consumption, and sewer charges are calculated using the same metered water usage. In addition to usage-based fees, bills include a capital and maintenance surcharge to support ongoing infrastructure improvements and system reliability. Residential customers are billed on a bi-monthly basis, while large water users, bulk water haulers, and septage and leachate haulers are billed monthly. This group is also responsible for conducting meter reading and overseeing the water meter change-out program to ensure accurate measurement and efficient service. Additional services include account setup, billing inquiries,

payment processing, and support for resolving unusual usage or leak concerns. The goal is to provide fair, transparent billing while promoting sustainable water and wastewater management.

Solid Waste Operations and Maintenance:

The department is responsible for the operation, sampling, monitoring, and maintenance of three municipal waste disposal sites: the Roblin Waste Disposal Site, a closed and capped landfill currently functioning as a transfer station; the South Fredericksburgh Waste Disposal Site, which serves as both an active landfill and a transfer station; and the Water Street Landfill, a closed site under ongoing monitoring. In addition to site operations, the department oversees the curbside collection contract for garbage, proposing updates and modifications as needed to maintain efficient and responsive service. It also recommends and coordinates a wide range of disposal options for residents, including garbage, recycling, organics, household hazardous waste, leaf and brush collection, natural Christmas trees, bulky items, scrap metal, textiles, and electronic waste. All waste disposal sites and related programs are managed to ensure they operate within the conditions of their licenses and in full compliance with applicable legislation, consistently striving to meet or exceed regulatory requirements.

Capital Planning and Infrastructure Development:

The department plays a vital role in ensuring that our community's water, wastewater, and solid waste infrastructure keeps pace with current demands and future growth. Capital upgrades are recommended based on industry standards, operational needs, and projected community expansion. These recommendations are made with a strong focus on responsible financial stewardship, ensuring that investments are both necessary and cost-effective.

The department ensures that all infrastructure projects meet or exceed regulatory requirements. A key example of this is the department's leadership in the planning, design, and construction oversight of the ongoing wastewater treatment plant upgrade. This project reflects the commitment to aligning infrastructure development with community needs, environmental protection, and long-term sustainability.

Policy and Bylaw Development and Review:

The department reviews and recommends updates or additions to municipal bylaws and policies to ensure alignment with current legislation, industry best practices, and evolving service levels. This proactive approach helps maintain regulatory compliance, improve operational efficiency, and respond to the changing needs of the community. Whether prompted by legislative amendments, technological advancements, or shifts in service delivery, the department works to ensure that all governing documents remain relevant, enforceable, and supportive of high-quality service standards.

Environmental Events and Community Engagement:

The department supports and coordinates a variety of environmental initiatives aimed at promoting sustainability and community involvement. This includes organizing the annual Household Hazardous Waste Event, assisting with Earth Day cleanup efforts, and supporting community-wide Giveaway Days. The department also assists with the planning of seasonal leaf and brush collection programs, providing residents with convenient and environmentally responsible disposal options. These events play a key role in encouraging environmental stewardship and maintaining a clean, healthy community.

Technical Support and Environmental Planning Assistance:

The department provides valuable support related to the monitoring and reporting of stormwater management, snow storage and salt applications. It also assists other departments with a variety of environmental-related inquiries and planning initiatives, helping to ensure compliance with environmental standards and the integration of best practices. Additionally, the department employs licensed electricians who offer electrical services to other municipal departments, supporting safe and efficient operations across the organization.

Environmental Services - Service Level Listing

Water & Wastewater Operations and Maintenance

Water Treatment				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Water Treatment Operations (Large Municipal and Small Municipal Non-Residential) - AL Dafoe, Sandhurst Shores and North Fred Hall	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts	Operate/monitor treatment facilities 24/7 to ensure continuous delivery of safe drinking water	Continuous operations, uninterrupted service and overall legislative compliance Daily Rounds and Operations & On-call staff 24/7 during evenings and weekends.	3 FTE Ops, 3 Light Fleet, Contracted Services as required. 1 FTE On-Call & 1 Light Fleet
Compliance and Conformance	Legislated Safe Drinking Water Act, 2002 Ontario Drinking Water Quality Management Standard (2017) O. Reg. 170/03: Drinking Water Systems O. Reg. 169/03: Ontario Drinking Water Quality Standards Municipal Drinking Water License Drinking Water Works Permit Permit to Take Water Watermain Disinfection Procedure O. Reg. 128/04: Certification	Comply with all regulations and the DWQMS and adhere to and accommodate regular Ministry inspections	Continuous collection of data. Daily (at minimum) review of monitoring/results and documentation to ensure they meet compliance obligations. Maintain legislative compliance.	3 FTE Ops, 3 FTE Admin, 3 Light Fleet, Contracted Services as required.

	of DWS Operators			
Maintenance and Inspections	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems	Conduct regular maintenance and inspections of treatment systems	As required, maintain infrastructure in fit state of repair.	3 FTE Ops, 3 Light Fleet, Contracted Services as required.
Sampling and Monitoring	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems O. Reg. 169/03: Ontario Drinking Water Quality Standards Watermain Disinfection Procedure	Perform routine sampling and monitoring	<u>Sampling:</u> Daily, Weekly, Monthly, Quarterly, Annual, 3-year and 5-year sampling plans. <u>Monitoring:</u> Continuous, examination of continuous monitoring within 72 hours, examination of turbidity monitoring at months end Maintain compliance.	3 FTE Ops, 3 Light Fleet, External Laboratory
Documentation and Record Keeping	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems	Maintain accurate records and submit required reports to regulatory bodies.	As required Retention as per regulation or internal policy – whichever is greater	3 FTE Ops, 3 FTE Admin
Alarm/Emergency Response and Restoration	Legislated Safe Drinking Water Act, 2002	Respond promptly to operational issues to minimize service disruptions and to safeguard public health.	As required – Goal of no service disruption. Restoration as soon as reasonably possible. Can be dictated by MOH if adverse conditions. To site of alarm/emergency within 1 hour (IBEW Union Agreement)	1 FTE On-Call, 1 Light Fleet 3+ FTE Ops, 3+ Light Fleet, 1 HydroVac, 1 Portable Generator & Contracted Services in certain situations

Water Treatment Operations (Small Drinking Water Systems)	Legislated Health Protection and Promotion Act, R.S.O. 1990 O. Reg. 319/08 Small Drinking Water Systems	Operate/monitor small treatment systems at Municipal Buildings open to the public (ie. Halls) that are not connected to a large DWS. Includes routine sampling, monitoring, Health Unit inspections, maintaining records.	Continuous operations Site visits at minimum weekly, operational checks and replacement of equipment as necessary (ie. UV lights, filters) Sampling: Monthly Response to emergencies/alarms within 1 hour	1 FTE Ops, 1 Light Fleet, External Laboratory
Source Water Protection	Legislated Clean Water Act, 2006 CLI-ECA for Stormwater & Wastewater Collection (issued under EPA and OWRA)	Implementation of Source Water Protection Plans	Annual Source Water Protection Reporting As required - MECP Forms/Source Water Protection consideration in pre-authorized approvals for Stormwater/Wastewater Collection.	1 FTE Admin
Raw Water Quality Monitoring	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems DWQMS (Management Review)	Monitoring raw water quality	Routine labs and sampling (daily/weekly) Physically checking near intakes for harmful algal blooms and sampling, as required (minimum 3X per week). Annual review of raw water quality is a requirement of the annual DWQMS Management Review.	3 FTE Ops, 1 FTE Admin, 3 Light Fleet, External Laboratory

Water Distribution				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Water Distribution Operations	Legislated Safe Drinking Water Act, 2002 Watermain Disinfection Procedure	Continuous delivery of safe, reliable drinking water	Maintain continuous operations & compliance. On-call staff 24/7 during evenings and weekends.	3 FTE Ops, 3 Light Fleet 1 HydroVac, 1 Portable Generator & Contracted Services in certain situations 1 FTE On-Call & 1 Light Fleet
Water Distribution Operations	Legislated Safe Drinking Water Act, 2002	Monitor booster stations, tanks, and towers	Maintain continuous operations & compliance. On-call staff 24/7 during evenings and weekends.	3 FTE Ops, 3 Light Fleet, Contracted Services as required.
Maintenance and Inspections	Legislated The Ontario Building Code Safe Drinking Water Act, 2002	Routine flushing and inspections of hydrants and exercising of valves	Annual hydrant inspection/flushing program Valve exercising, annual program Duty to maintain in a fit state of repair.	3 FTE Ops, 3 Light Fleet, 1 Valve Turner, Traffic Control, Contracted Services as required. 2 PT Ops, 1 Light Fleet for Hydrant Maintenance Program
Sampling and Monitoring	Legislated Safe Drinking Water Act, 2002 O. Reg. 170/03: Drinking Water Systems O. Reg. 169/03: Ontario Drinking Water Quality	Routine sampling and monitoring	<u>Sampling:</u> Daily, Weekly, Monthly, Quarterly, Annual, 3-year and 5-year sampling plans. <u>Monitoring:</u> Continuous monitoring of	3 FTE Ops, 3 Light Fleet, External Laboratory

	Standards		distribution chlorine residual Maintain compliance.	
Alarm/Emergency Response and Restoration	Legislated Safe Drinking Water Act, 2002 Watermain Disinfection Procedure	Respond promptly to watermain breaks, leaks, and other distribution system failures to minimize service disruption	As required – Goal of no service disruption. Restoration as soon as reasonably possible. Can be dictated by MOH if adverse conditions. On-call staff 24/7 during evenings and weekends. To site of alarm/emergency within 1 hour (IBEW Union Agreement) Continuous operations/uninterrupted service	<u>Routine:</u> 1 FTE On-Call, 1 Light Fleet <u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations
Response to Service Requests	Legislated Safe Drinking Water Act, 2002 Discretionary Staff & Council to determine response time	Timely response for service calls	As needed, depending on the nature of the service request. Continuous operations/uninterrupted service	<u>Routine:</u> 1 FTE On-Call, 1 Light Fleet <u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations
Communications & Planning	Legislated Safe Drinking Water Act, 2002 Discretionary	Provide notification for planned and emergency service interruptions when possible	As soon as reasonably possible.	3 FTE Admin

	Provide notice for service interruptions			
Maintenance and Restoration	<p>Legislated</p> <p>Safe Drinking Water Act, 2002</p> <p>Essential/Discretionary</p> <p>Staff & Council to determine priorities for infrastructure maintenance and repair</p>	Maintain and repair infrastructure as required	<p>Duty to maintain the drinking water system in a fit state of repair.</p> <p>Annual consideration during budgeting process.</p>	<p><u>Routine:</u></p> <p>3 FTE Ops, 3 Light Fleet, Contracted Services as required.</p> <p><u>Advanced:</u></p> <p>3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations</p>
Water Infrastructure Locates	<p>Legislated</p> <p>Ontario Underground Infrastructure Notification System Act, 2012</p>	Respond to scheduled and emergency locate requests, clearly identifying inground water infrastructure	<p>Continual, as requests come in.</p> <p>Emergency Locates must be completed within 2 hr</p> <p>Other locate requests must be completed within 5-10 days</p>	<p><u>Routine:</u></p> <p>1 FTE Ops, 1 FTE Admin 1 Light Fleet/Meter Van</p> <p><u>Advanced:</u></p> <p>Some situations may require traffic control, additional FTE's/equipment</p>
Compliance and Conformance	<p>Legislated</p> <p>Safe Drinking Water Act, 2002 Ontario Drinking Water Quality Management Standard (2017) O. Reg. 170/03: Drinking Water Systems O. Reg. 169/03: Ontario Drinking Water Quality</p>	Comply with all regulations and the DWQMS and adhere to and accommodate regular Ministry inspections	<p>Continuous collection of data. Daily (at minimum) review of monitoring/results and documentation to ensure they meet compliance obligations.</p> <p>Maintain compliance.</p>	3 FTE Ops, 1 FTE Admin, 3 Light Fleet, Contracted Services as required.

	Standards Municipal Drinking Water License Drinking Water Works Permit Permit to Take Water Watermain Disinfection Procedure			
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Wastewater Collection				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Wastewater Collection Operations	Legislated Environmental Protection Act, R.S.O. 1990 ECA & CLI ECA Clean Water Act, 2006 O. Reg. 129/04 Licensing of Sewage Works Operators (Ontario Water Resources Act)	Continuous wastewater conveyance and collection	Continuous operations/uninterrupted service/maintain compliance Required in order to comply with regulatory limits. On-call staff 24/7 during evenings and weekends.	3 FTE Ops, 3 Light Fleet 1 HydroVac, 1 Portable Generator & Contracted Services in certain situations 1 FTE On-Call & 1 Light Fleet
Alarm/Emergency Response	Legislated Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006 O. Reg. 129/04 Licensing of Sewage Works Operators (Ontario Water Resources Act)	24/7 monitoring and emergency response	Continuous operations/uninterrupted service/maintain compliance On-call staff 24/7 during evenings and weekends. To site of alarm/emergency within 1 hour (IBEW Union Agreement)	<u>Routine:</u> 1 FTE On-Call, 1 Light Fleet <u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator,

				Traffic Control & Contracted Services in certain situations
Communications & Planning	Discretionary Provide notice for service interruptions	Planned service disruption coordination	As needed - 3 business days when possible. Emergency/last minute notifications ASAP.	3 FTE
Maintenance and Inspection	Legislated Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006 Discretionary Ability to set schedules and priorities.	Routine preventative maintenance and inspection	Sewage Lift Stations are physically visited 3 days/week at minimum. Various maintenance schedules as per preventative maintenance work orders. Other work completed as required. As needed and planned/budgeted to prevent compliance issues.	<u>Routine:</u> 3 FTE Ops, 3 Light Fleet <u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations
Maintenance and Inspection	Legislated Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006 Discretionary One area of the WWC system is flushed annually	Sanitary sewer flushing program	Annual sewer flushing program. Additional flushing scheduled/completed as needed.	3 FTE Ops, 3 Light Fleet, Traffic Control, Contracted Services
Maintenance and Inspection	Legislated Environmental Protection Act,	Sanitary sewer camera inspections	Annual sanitary sewer camera inspections. Videos and reports are reviewed to plan	3 FTE Ops, 3 Light Fleet, Traffic Control,

	<p>R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006</p> <p>Discretionary</p> <p>Annual – One area of the WWC system has a video inspection completed annually</p>		<p>capital/maintenance work as required.</p> <p>Additional inspections as needed</p>	Contracted Services
Maintenance and Inspection	<p>Discretionary</p>	Sanitary sewer lateral camera inspections	As needed. Typically scheduled within 5 business days of request. Often same day or next business day.	2 FTE Ops, 2 Light Fleet
Maintenance, Repairs and Restoration	<p>Legislated</p> <p>Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006</p> <p>Discretionary</p> <p>No formal schedule for this work. Completed according to capital planning and budget.</p>	Repairs and infrastructure replacement	<p>As needed and planned/budgeted to prevent compliance issues.</p> <p>Department does have a 5 year plan, but this is subject to competing priorities, available budget and other emergencies that arise.</p>	3 FTE Ops, 3 Light Fleet, 1 Dig Trailer, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations
Response to Service Requests	<p>Legislated</p> <p>Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Clean Water Act, 2006</p>	Timely response for service calls	<p>Emergency calls – as soon as possible.</p> <p>Non-emergency, typically within 5 business days of request.</p> <p>Continuous operations/uninterrupted service/maintain compliance</p>	<p><u>Routine:</u> 1 FTE Ops, 1 Light Fleet</p> <p><u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 Dig Trailer, 1 HydroVac,</p>

	<p>Discretionary</p> <p>Non-emergency as necessary. Typically scheduled within 5 business days of request.</p>			1 Portable Generator, Traffic Control & Contracted Services in certain situations
Overflow and spill prevention	<p>Legislated</p> <p>Clean Water Act, 2006 O. Reg. 675/98: Classification and Exemption of Spills and Reporting of Discharges Environmental Compliance Approval Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations</p>	Operations, maintenance and monitoring to reduce likelihood of overflows, backups or spills.	<p>As needed and planned/budgeted to prevent compliance issues.</p> <p>Continuous operations/uninterrupted service/maintain compliance</p>	<p><u>Routine:</u> 1 FTE Ops, 1 Light Fleet</p> <p><u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, 1 HydroVac, 1 Portable Generator, & Contracted Services in certain situations</p>
Compliance and Conformance	<p>Legislated</p> <p>Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 CLI Environmental Compliance Approval Nutrient Management Act (biosolids/lagoons) Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations O. Reg. 128/04: Licensing of Sewage Works Operators</p>	Maintain regulatory compliance and adhere to and accommodate Ministry inspections and QMS audits	<p>Continuous, as needed to prevent compliance issues.</p> <p>Ongoing training and licensing requirements.</p>	3 FTE Ops, 1 FTE Admin, 3 Light Fleet, Contracted Services as required.
Sanitary Infrastructure Locates	<p>Legislated</p> <p>Ontario Underground Infrastructure Notification System Act, 2012</p>	Respond to scheduled and emergency locate requests, clearly identifying inground sanitary infrastructure	<p>Continual, as requests come in.</p> <p>Emergency Locates must be completed within 2 hr (On-call staff 24/7 during evenings)</p>	<p>Routine:</p> <p>1 FTE Ops, 1 FTE Admin, 1 Light Fleet/Meter Van</p>

			and weekends) Regular Requests must be completed within 5-10 days	<u>Advanced:</u> Some situations may require traffic control, additional FTE's/equipment
Prepare and update sewer use bylaw to ensure compliance	Legislated Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 Wastewater Systems Effluent Regulations Discretionary Sewer Use By-law	Sewer use bylaw	Overarching legislation to protect water resources. Bylaw enacted to control the quality of sewage entering sewage works and the resulting treated effluent into the Napanee River.	2 FTE Admin

Wastewater Treatment				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Wastewater Treatment Operations	Legislated Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 Certificate of Approval Nutrient Management Act (biosolids/lagoons) Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations	Continuous wastewater treatment	Continuous, as needed to prevent compliance issues. On-call staff 24/7 during evenings and weekends. Uninterrupted service	2 FTE Ops, 1 Light Fleet, Contracted Services 1 FTE On-Call & 1 Light Fleet
Alarm/Emergency Response	Legislated Clean Water Act, 2006 Environmental Protection Act,	24/7 monitoring and emergency response	Continuous, as needed to prevent compliance issues. On-call staff 24/7 during evenings	<u>Routine:</u> 1 FTE On-Call, 1 Light Fleet

	R.S.O. 1990 Certificate of Approval Nutrient Management Act (biosolids/lagoons) Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations		and weekends. To site of alarm/emergency within 1 hour (IBEW Union Agreement) Uninterrupted service	<u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, & Contracted Services in certain situations
Hauled Sewage	Discretionary Through discharge agreements.	Acceptance and treatment of hauled sewage at the Napanee WPCP	As per discharge agreements. Accepted Mon-Fri from 7:30-3:30. Currently 1 load per hauler, per day. This can be adjusted based on plant performance.	1 FTE Admin, 1 FTE Ops
Leachate	Discretionary Through discharge agreements.	Acceptance of leachate from Richmond Landfill and treatment at the Napanee WPCP. Includes operation and maintenance of a designated station for leachate.	Continuous operations/maintenance. As per discharge agreement. Currently not exceeding 120 m3/day and 320 kg/day of COD, unless otherwise approved in writing.	1 FTE Admin, 1 FTE Ops, Contracted Services
Communications & Planning	Discretionary Provide notice for service interruptions	Planned service disruption coordination	3 business days when possible. Emergency/last minute notifications as soon as reasonably possible.	3 FTE Admin
Maintenance and Inspection	Legislated Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 Certificate of Approval Nutrient Management Act (biosolids/lagoons) Fisheries Act, R.S.C., 1985	Routine preventative maintenance and inspection	Overarching legislation to protect water/natural resources. Various maintenance schedules as per preventative maintenance work orders. Other work completed as required. As needed and planned/budgeted to	2 FTE Ops, 1 Light Fleet, Contracted Services as required.

	Wastewater Systems Effluent Regulations		prevent compliance issues.	
Maintenance, Repairs and Restoration	Legislated Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 Certificate of Approval Nutrient Management Act (biosolids/lagoons) Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations	Repairs and infrastructure replacement	Overarching legislation to protect water/natural resources. Department does have a 5 year plan, but this is subject to competing priorities, available budget and other emergencies that arise.	<u>Routine:</u> 2 FTE Ops, 1 Light Fleet <u>Advanced:</u> 3+ FTE Ops, 3+ Light Fleet, & Contracted Services in certain situations

Water & Wastewater (Utilities) Billing

Account Management				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Open/closing accounts	Essential/Discretionary	New account set up and closures	Scheduled within 5 business days of request. Meter readings scheduled as per date provided by resident.	2 FTE Admin
Account changes	Essential/Discretionary	Ownership and tenant updates	Within 5 business days of request. Meter readings scheduled as per date provided by resident.	2 FTE Admin
Account updates	Essential/Discretionary	Contact information changes	Within 5 business days of request if all information is available.	2 FTE Admin

Meter Reading				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Routine meter reading	Essential/Discretionary	Routine meter reading for billing	Bi-monthly	1 FTE Ops, 1 Meter Van
Remote/manual meter reads	Essential/Discretionary	Remote and manual reading	As required. Within 3 business days.	1 FTE Ops 1 Meter Van
Off schedule meter reading	Essential/Discretionary	Off schedule reads for moves, account changes, etc.	As required. Within 3 business days.	1 FTE Ops 1 Meter Van
Meter verification	Discretionary	Investigations for high or irregular use	As required. Within 3 business days.	1 FTE Ops 1 Meter Van

Billing				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Bi-monthly billing	Essential/Discretionary	Bi-monthly billing for	Bi-monthly	2 FTE Admin

		residential and commercial customers		
Monthly billing	Essential/Discretionary	Monthly billing for large water users and haulers	Monthly	2 FTE Admin
Billing mailout	Essential/Discretionary	Creating, printing, stuffing and distribution of bills	Bi-monthly, monthly and during account changes.	2 FTE Admin

Payment Processing				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Processing payments	Discretionary	Process online and pre-authorized payments	Daily	2 FTE Admin
Payment plans	Discretionary	Arrangements for payment plans	At Staff discretion	2 FTE Admin
Collections	Discretionary	Late payment follow-up and collections	As required	2 FTE Admin
Shut-offs	Discretionary	Coordinate and complete water shut offs for non-payment	Bi-monthly	3 FTE Ops, 2 FTE Admin 3 Light Fleet

Usage Monitoring and Leak Investigation				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Abnormal or high consumption	Discretionary	Review of billing register and courtesy notification of abnormal or high consumption	During Bi-monthly and monthly billing	2 FTE Admin
High usage support	Discretionary	Customer support for leak detection and resolution	As required	2 FTE Admin, 1 FTE Ops 1 Meter Van
Leak Adjustments	Discretionary	Adjustments for leak relief (where applicable)	As per Accidental Leak Forgiveness Policy	2 FTE Admin

Meter Change Out Program				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Replace faulty meter	Essential/Discretionary	Scheduled replacement of faulty meters	As required. Strive to schedule and replace within 1 month of identified issue.	1 FTE Ops, 1 Meter Van
Meter replacement program	<p>Essential</p> <p>Meter replacement program through Council discretion.</p> <p>Discretionary</p> <p>Meter replacement notices issued on staff discretion and availability.</p>	Installation of upgraded or remote-read meters	<p>Meter replacement program through Council discretion.</p> <p>Meter replacement notices issued on staff discretion and availability. Current meter replacement program to be complete in 2026.</p>	1 FTE Ops, 1 Meter Van
Scheduling meter replacements	Discretionary	Coordination with property owners for appointments and access	As required or as per replacement program.	2 FTE Admin
Meter inspections	Discretionary	Inspection of newly installed or relocated meters	Within 5 business days of request.	1 FTE Ops, 1 Meter Van

Customer Support and Inquiries				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Billing inquiries	Discretionary	Assistance with billing questions	Within 3 business days of request.	2 FTE Admin
Resident inquiries	Discretionary	Explanation of charges and consumption	Within 3 business days of request.	2 FTE Admin
Water and sewer service concerns	Discretionary	Support for service-related concerns	Response within 5 business days of request. Actual repairs scheduled according to urgency.	<p><u>Routine:</u> 2 FTE Admin</p> <p><u>Advanced:</u></p>

			Emergencies will receive a response within 1 hour.	3+ FTE Ops, 3+ Light Fleet, 1 HydroVac, 1 Portable Generator, Traffic Control & Contracted Services in certain situations
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Solid Waste Operations and Maintenance

Waste Disposal Site Operations				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Waste disposal sites	<p>Legislated/Essential</p> <p>Environmental Protection Act, R.S.O. 1990 Environmental Compliance Approvals</p> <p>Discretionary</p> <p>Fee collection</p>	Provide 2 sites for residents to dispose of large items, household garbage, recycling, electronic waste, scrap metal, leaf & brush, discarded clothing.	<p>Allowable materials and hours of operation is identified in the ECAs</p> <p>Open Saturdays from 8am-3pm and SF WDS is open on Wednesdays from 4pm-8pm through July and August only.</p> <p>Hours of operation/fees can be updated (with Ministry approval) based on Council direction.</p>	3 FTE Admin, 6 PT Ops, Contracted Services
Monitoring environmental conditions	<p>Legislated</p> <p>Environmental Protection Act, R.S.O. 1990 Environmental Compliance Approvals</p>	Environmental Monitor and ensuring compliance with ECA for municipal waste disposal sites	<p>Annual groundwater/surface water monitoring and reporting: South Fred WDS and Roblin WDS</p> <p>Annual groundwater/surface water monitoring and Biennial Reporting: Water St Closed LF</p> <p>By-weekly seep monitoring July to Dec at Water St LF</p>	2 FTE Admin, 1 Light Fleet, Contracted Services
Resident inquiries	<p>Legislated</p> <p>Environmental Protection Act, R.S.O. 1990 Environmental Compliance</p>	Answer residents' questions on where certain types of waste can be disposed off	<p>Responses to residents within 1 business day.</p> <p>Based upon legislated allowed materials.</p>	2 FTE Admin

	Approvals Discretionary Response to inquiries			
Waste disposal sites ongoing maintenance	Legislated Environmental Protection Act, R.S.O. 1990 Environmental Compliance Approvals (limits to allowable volumes of blue box waste/recyclables at transfer site at one time) Discretionary Engagement of contractor to provide service	Work with contractors to ensure waste is taken from site	As necessary, often weekly, as bins fill.	3 FTE Admin, 1 Light Fleet, Contracted Services
Waste disposal site inspections	Legislated Environmental Protection Act, R.S.O. 1990 Environmental Compliance Approvals	Work with Ministry Officers to provide documentation and tours for inspection purposes	As needed during inspections.	2 FTE Admin, 1 Light Fleet

Curbside Collection				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Curbside waste and recycling collection	<p>Legislated</p> <p>Resource Recovery and Circular Economy Act, 2016 O. Reg. 391/21: Blue Box regulation (CMO responsible)</p> <p>Essential</p> <p>Solid Waste Bylaw and CMO/Waste Management agreements</p> <p>Discretionary</p> <p>Schedule/Frequency</p>	Oversee contractor with waste collection company	<p>Legislated under Blue Box Regulation</p> <p>Council discretion for CMO and Waste Management Agreements</p> <p>Collection: Tuesday-Friday each week</p> <p>Consistent/Uninterrupted service</p>	3 FTE Admin, Contracted Services
Answer phone complaints of missed collections and others	Discretionary	Respond to inquiries and complaints about curbside program. Coordinate efforts with waste contractor to resolve issues	As per Customer Service Standard. Issue resolved within 7 days.	2 FTE Admin
Communications and responses to phone call inquiries	Discretionary	Educate public on curbside collection rules	As per Customer Service Standard, based on Solid Waste Bylaw	2 FTE Admin

Capital Planning and Infrastructure Development

Infrastructure Planning				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Review of water treatment/distribution infrastructure	<p>Legislated</p> <p>Safe Drinking Water Act, 2002 Drinking Water Quality Management Standard</p> <p>Discretionary</p> <p>Departmental review at minimum annually prior to budget recommendations.</p>	Water treatment, water distribution capital and infrastructure planning	<p>Continuous</p> <p>Annual budget preparations</p> <p>Legislative requirement to maintain infrastructure in fit state of repair</p>	4 FTE Admin, 3 FTE Ops, Contracted Services
Review of wastewater treatment/collection infrastructure	<p>Legislated</p> <p>Clean Water Act, 2006 Environmental Protection Act, R.S.O. 1990 Certificate of Approval Fisheries Act, R.S.C., 1985 Wastewater Systems Effluent Regulations</p> <p>Discretionary</p> <p>Departmental review at minimum annually prior to budget recommendations.</p>	Wastewater treatment/collection capital and infrastructure planning	<p>Continuous</p> <p>Annual budget preparations</p> <p>As needed and planned/budgeted to prevent compliance issues.</p>	4 FTE Admin, 2 FTE Ops, Contracted Services

Policy and Bylaw Development and Review

Bylaws and Policies				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Policy Review and Modernization	Essential/Discretionary No set schedule or timeline.	Conducts regular reviews of municipal bylaws and policies to ensure they remain current and effective.	Council to approve updated bylaws completed by Staff, as needed.	3 FTE Admin
Legislative Compliance	Legislated Misc. Legislation	Aligns governing documents with updated provincial and federal legislation.	Continuous	3 FTE Admin
Best Practice Integration	Legislated/Essential/Discretionary	Incorporates industry standards and innovations to improve service delivery and operational efficiency.	Misc. Legislation Council direction based upon Top Management/Staff recommendations	3 FTE Admin
Responsive Updates	Essential/Discretionary	Adapts policies in response to changes in technology, service models, and community expectations. Ensures all bylaws and policies are clearly written, enforceable, and support consistent service standards. Supports long-term planning and accountability through proactive policy development	As necessary. Departmental planning at minimum annually prior to budget recommendations.	3 FTE Admin

Environmental Events and Community Engagement

Event Coordination				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Hazardous Waste Disposal	Legislated Environmental Protection Act Discretionary Schedule/frequency	Organize the annual Household Hazardous Waste Event	Annual event adhering to legislative requirements. Council discretion	2 FTE Admin, Contracted Services
Earth Day	Discretionary	Support Earth Day clean up efforts	Council discretion, typically annual event	1 FTE Admin
Giveaway Days	Discretionary	Coordinate community Giveaway Days	Council discretion, semi-annual	1 FTE Admin

Seasonal Program Support				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Environmental Programs	Essential	Assist with planning and implementation of Spring and Fall Leaf and brush collections, and annual Christmas tree collection	As needed (Spring/Fall, after Christmas)	1 FTE Admin
Waste Disposal	Legislated/Essential Site Specific Environmental Compliance Approvals Discretionary HHW Event, Curbside	Provide residents with convenient and environmentally responsible disposal options	Open Saturdays from 8am-3pm and SF WDS is open on Wednesdays from 4pm-8pm through July and August only. Curbside Collection: Tuesday-Friday each week HHW Event: Annually Leaf & Brush Collection: Semi-	3 FTE Admin, 6 PT Ops, Contracted Services

	Collection		annual (Spring & Fall) Christmas Tree Collection: Annually Giveaway Days: Semi-annual	
Navigational and No Wake Buoys	Legislated Private Buoys Regulation 99-335 under the Canada Shipping Act, 2001	Manages navigational and no-wake buoys on the Napanee River, including installation, inspection coordination, and oversight.	For navigational buoys - annual visual inspection, 5-year underwater inspection. No-wake buoys installed each spring and removed late fall each year.	1 FTE Admin, Contracted Services

Sustainability & Stewardship				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Environmental Awareness	Essential/Discretionary	Promote environmental awareness and community involvement	No set schedule or timeline.	1 FTE Admin
Community Stewardship	Essential/Discretionary	Encourage responsible waste management and a clean, healthy environment	No set schedule or timeline.	1 FTE Admin

Technical Support and Environmental Planning Assistance

Stormwater & Winter Operations Support				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Stormwater Management	Legislated CLI Environmental Compliance Approval	Maintain Town owned stormwater infrastructure, inspections, monitoring, stormwater compliance reporting	Monthly, annual inspections/maintenance Annual reporting - Meet legislated deadlines Maintenance, as needed	1 FTE Admin, 1 Light Fleet Contracted Services
Snow Storage	Legislated Clean Water Act, 2006	Snow storage monitoring		1 FTE Admin
Winter Application Monitoring and Reporting	Legislated Canadian Environmental Protection Act, 1999 Code of Practice for the Environmental Management of Road Salts Clean Water Act, 2006	Road salt reporting / Salt Management Plan	Annual Road Salt Reporting Salt Management Plan, ongoing work with L&A County Meet legislated deadlines	1 FTE Admin

Environmental Advisory				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Customer Service	Discretionary	Environmental inquiries	As required. Initial response within 5 business days.	2 FTE Admin
Document Review	Discretionary	Reviewing site plans and other applications from Building & Planning	As required. Comments provided within 10 business days.	2 FTE Admin
Emergency Response	Legislated Environmental Protection Act, Part X O. Reg. 675/98: Classification and Exemption of Spills and Reporting of Discharges	Spill reporting and response coordination	Immediate reporting to Spills Action Centre and response coordinate as required by MECP and/or Medical Officer of Health No adverse conditions.	1 FTE Admin 1+ FTE Ops, 1+ Light Fleet, Contracted Services in certain situations
Environmental Support	Legislated Applicable legislation for environmental standards to be implemented in operations Discretionary Manner in which integration is applied in practice	Promote integration of environmental standards and best practices	As required.	1 FTE Admin
Misc. Environmental Support	Legislated Applicable legislation for environmental standards to be implemented in operations Discretionary	Supports other departments with environmental and public health issues, including site assessments, abatement, and infrastructure projects that have conservation implications	As required. Response within 3 business days.	1 FTE Admin

	Scheduling of assistance with other Town departments and external agencies			
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Electrical Services				
Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Licensed Electricians	Discretionary	Employ licensed electricians to provide electrical support to all departments	As deemed necessary, Council discretion	2 FTE Ops 2 Light Fleet
Electrical Support	Discretionary	Ensure safe and efficient operations across the organization	As required. Work typically scheduled within 5 business days.	2 FTE Ops 2 Light Fleet

General Overview

Department Name: Building Services

General Overview

The Building Services Department is responsible for administering and enforcing the *Building Code Act* (BCA) and the Ontario Building Code (OBC) to ensure the safe construction, demolition, renovation, and use of buildings within the municipality. The department's core mandate is to promote public safety, fire protection, structural integrity, building accessibility, environmental health, and the protection of persons and property through a transparent, consistent, and legislatively compliant permitting and inspection system.

The department oversees the complete building regulatory process—from application intake and permit issuance through to construction inspections, investigations, and final occupancy or permit closure. Services also extend to the administration of Part 8 (On-Site Sewage System) permits, property standards enforcement, and the assignment and maintenance of civic addressing for 9-1-1 response readiness.

As a legislated service area, Building Services must comply with strict statutory timelines under the *Building Code Act* and OBC Division C, ensuring fairness, timeliness, and consistency for residents, businesses, and the development industry. Department operations focus on risk management, effective customer service, and continuous improvement to support safe growth and community development.

Overview Service Type

Building Services provides mandatory legislated services, with work governed primarily by the *Building Code Act* and the Ontario Building Code. These services are essential to ensuring that construction within the municipality meets minimum health, safety, accessibility, and energy efficiency standards.

While most functions are prescriptive and time-bound by regulation, the department also incorporates municipal service levels that clarify expectations for applicants and enhance overall service quality. Opportunities for service level adjustments may be considered where they do not conflict with statutory timelines or enforcement requirements.

Funding Sources

- Building permit fees (cost-recovery model under BCA s.7)

Total Resource Levels

Employee Type	Job Title	Notes
(1) FTE Management	Chief Building Official and Department Director	Management, statutory appointment under BCA
(3) FTE Technical	Building Inspectors / Plans Examiners	Qualified under MMAH and BCIN; includes Part 8 qualifications
(1) FTE Administrative	Building Services Clerk	Customer service, records, permit intake
(0.125) PT Support	Administrative Assistant	Shared position supporting Development Services

Authorities

- Ministry of Municipal Affairs and Housing
- Various Ministries (Applicable Law)
- Electrical Safety Authority
- Technical Standards and Safety Authority
- Conservation Authorities
- Building Code Commission (Appeals)

Main Legislation, Bylaws, and Policies

- *Building Code Act*
- Ontario Building Code
- Municipal Building By-law
- Property Standards By-law
- Municipal Addressing By-law
- *Occupational Health and Safety Act*
- Applicable law under OBC (e.g., *Planning Act*, *Ontario Heritage Act*, *Conservation Authorities Act*)

Service Descriptions

Building Permit Application Intake and Completeness Review

Pre-Screening & Intake

Staff receive applications in digital or hard copy format, confirm required forms and drawings, process

payments, and create digital records. Intake includes ensuring Building Code-required qualifications, owner authorizations, and applicable law status are documented.

Municipal Target: Within 2 business days to initiate review; 5 business days to identify completeness.

Completeness Determination

Under OBC Div. C 1.3.1.3, statutory timelines only begin once a “complete application” is received. Staff must determine and communicate completeness, or issue a deficiency list identifying missing items.

Municipal Target: Determine completeness within 5 business days of submission.

Fee Calculation & Refund Administration

Fees are calculated in accordance with the municipal Building By-law. Refunds, when applicable, are processed in accordance with by-law-defined thresholds.

Municipal Target: Fee calculation at intake; refunds processed within 10 business days of request.

Plans Review (Building & Sewage System Permits)

Zoning and Applicable Law Screening

Staff review compliance with zoning, site-specific conditions, conservation authority regulations, heritage requirements, and other applicable law prerequisites.

Technical Building Code Review

Plans Examiners conduct detailed reviews for structural, fire protection, life-safety, plumbing, HVAC, and energy efficiency compliance. Deficiencies are issued in consolidated lists, and subsequent submissions reviewed within OBC timelines.

Statutory Timelines (OBC Table 1.3.1.3):

- Houses and small buildings: 10 business days
- Part 9 small buildings: 15 business days
- Large/Part 3 buildings: 20 business days
- Complex/post-disaster: 30 business days

Municipal Target: Meet or exceed statutory timelines.

Technical Building Code Review - Part 8 (On-Site Sewage System)

Staff qualified in Part 8 conduct site evaluation review, percolation/time-to-drain analysis, and design verification for tanks, leaching beds, and advanced treatment units.

Municipal Target: 10–20 business days depending on complexity.

Permit Issuance or Refusal

When compliant, permits are issued along with stamped plans. If not compliant, staff must issue written refusal indicating OBC/BCA grounds.

Municipal Target: Issue permits within 2 business days of approval and fee payment.

Mandatory Building & Sewage System Inspections

Building Inspections

Staff perform all legislated OBC Div. C 1.3.5 inspections including:

- Footings and foundations
- Framing
- Plumbing rough-in
- HVAC rough-in
- Fire separations
- Insulation/air barrier
- Final inspections

Remote inspections may be used when appropriate.

Municipal Target: Respond to inspection requests within 2 business days; same-day for urgent life-safety issues.

On-Site Sewage System Inspections

Includes tank installation, leaching bed base and stone inspections, final cover inspection, and confirmation prior to authorization to use.

Municipal Target: Attend site within 2 business days of request; close-out within 5 business days of final pass.

Occupancy Authorization

Staff verify that life-safety components are complete before issuing Occupancy Permits under Div. C 1.3.3.

Municipal Target: Conduct inspection and issue decision within 3 business days.

Final Inspection & Permit Closure

Staff complete final inspections, ensure deficiencies are addressed, and formally close permits.

Municipal Target: Close permit within 5 business days of a passed final inspection.

Building Compliance Letters & Property Information Reports

Staff prepare formal letters summarizing active permits, violations, and outstanding work orders.

Municipal Target: 5–10 business days depending on complexity.

Property Standards Enforcement

The department investigates complaints, conducts site inspections, issues Property Standards Orders, and supports the Property Standards Committee in appeals. Additionally, Property Standards Officers undertake zoning inspections and enforcement efforts.

Municipal Target:

- Acknowledge complaints within 2 business days
- Initial inspection within 3-5 business days
- Re-inspections aligned with order deadlines
- Minimum 14 days for compliance to align with appeal rights
- File Closure timelines depend on complexity of issues and

Civic Addressing

Building Services assigns civic addresses at the time of development, maintains addressing records, and coordinates blade signage internally for rural properties.

Municipal Target:

- Preliminary addressing within 10 business days
- Blade signs created and installed by Public Works Department

Customer Service, Communications & Support

Staff provide front-counter and digital support for inquiries, consolidate review comments, publish service level metrics, and maintain transparent communication with applicants and residents.

Municipal Target: Provide acknowledgment within 1 business day and responses within 2 business days, depending on complexity of inquiry.

Dispute Resolution – Building Code Commission

When an applicant disputes timelines or Code interpretations, staff provide information on the Building Code Commission process and offer internal escalation to the CBO first.

Building Department Service Level Listing

Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Building Permit & Sewage System Permit Administration (Ontario Building Code Act)				
Permit Pre-Screen / Intake	Legislated OBC Div. C, 1.3.1.3 & 1.3.1.5 set completeness and processing rules; applicant must provide prescribed information for a "complete application" before provincial timelines apply.	Front-end intake of digital and paper applications; confirm correct forms (BCIN, owner/agent authorizations), drawings, applicable law status, and required fees. Open file; assign application number; calculate fees.	Within 2 business days of receipt: initiate pre-screen; within 5 business days: advise if complete and list deficiencies.	Staff; permitting software; corporate payment systems.
Application Completeness Determination (Building & Sewage Systems)	Legislated OBC Div. C, 1.3.1.3 requires decision timelines to run only after a complete application is received.	Formal determination of "complete" vs. "incomplete" for <i>Building Code Act</i> permit applications (all classes, including Part 8 onsite sewage systems). Written notice if incomplete, identifying all missing items; if complete, file proceeds to technical review.	5 business days from intake to completeness determination; deficiency letters issued electronically same day.	CBO/Plans Examiners; Part 8 Inspector (where applicable).
Permit Fee Calculation & Refunds	Legislated BCA s.7 authorizes fee by-laws, cost recovery and refunds.	Calculate fees per Building By-law; include ancillary fees (development charges), collect, and post	At intake/issuance as applicable; refunds processed within 10 business	Building Admin; CBO

		to file; manage refunds/cancellations per Building Code Act s.7 and local by-law.	days of written request in accordance with by-law.	
Plans Review – Zoning & Applicable Law Screening	<p>Legislated</p> <p>Applicable law screening under OBC.</p> <p>Discretionary</p> <p>Order of completion in review process</p>	Initial screening for zoning compliance and applicable law clearances (e.g., conservation authority, MTO, heritage, MECP where applicable). Coordinate with Planning/External bodies.	Within 5–10 business days from completeness for simple residential; complex files concurrent with Code review timelines below.	Plans Examiner; Planning staff; CBO
Technical Plans Review – Building Permits (All Classes)	<p>Legislated</p> <p>Statutory decision timelines from OBC Div. C, Table 1.3.1.3: Houses/laneways & small projects: 10 business days; Small buildings Part 9: 15 days; Large Part 3: 20 days; Complex/post-disaster: 30 days; refusal with written reasons if not in compliance.</p>	Full Code review of complete applications; issue consolidated deficiency list(s); manage resubmissions until compliance achieved.	Meet or exceed provincial timelines on each complete submission cycle; Deficiency memos consolidated where practicable.	CBO; Plans Examiners.
Technical Plans Review – Sewage Systems (Part 8)	<p>Legislated</p> <p>OBC Div. B Part 8 prescribes site evaluation, design flow (8.2.1.3), clearances and construction.</p>	Review site evaluation, T-times, design flows, clearances, tank/bed sizing, treatment units, and manufacturer specs.	10 business days for complete residential Part 8 submissions; 15–20 days where advanced treatment designs provided.	Part 8 Inspector / Examiner; GIS/Mapping & external partners as applicable.

Permit Issuance / Refusal	<p>Legislated</p> <p>OBC Div. C 1.3.1.3 decision timelines; BCC hears disputes regarding permit processing timeframes.</p>	Issue permit cards and stamped plans when compliant and fees paid; or refuse with written reasons within OBC timelines; advise of right to Building Code Commission where timeframes are disputed.	Within 2 business days after final clearance and fee payment, issue permit and documents.	CBO; Admin. Assistant.
Mandatory Inspections – Buildings (All classes)	<p>Legislated</p> <p>OBC Div. C Subsection 1.3.5 requires prescribed notices and inspections; remote inspections permitted by O. Reg. 867/21.</p> <p>Discretionary</p> <p>Determination of inspection format</p>	Schedule and perform mandatory stage inspections (foundations, framing, insulation/air barrier, fire separations, life safety, final etc.); remote inspections used where appropriate.	Inspection response within 2 business days of notice of readiness (next-day where capacity allows). Emergency/health & safety priority same-day.	Field Inspectors; vehicles; mobile tech.
Mandatory Inspections – On-Site Sewage Systems (Part 8)	<p>Legislated</p> <p>OBC Div. B Part 8 technical standards; initial and final inspections and completion notice prior to use.</p>	Conduct inspections for tanks, distribution, leaching bed base, final cover; confirm setbacks/clearances, sampling ports for advanced units; verify Completion Notice prior to authorization to use.	Within 2 business days of notice of readiness; same week for follow-ups; issuance of authorization/close-out within 5 business days of final pass.	Part 8 Inspector; field tools.

Occupancy / Partial Occupancy Authorization	Legislated OBC Division C Subsection 1.3.3 (Authority to Occupy) referenced in municipal guidance.	Review and issue Occupancy Permits for unfinished buildings or parts thereof when Division C, Subsection 1.3.3 conditions are satisfied; confirm life-safety completion and services.	Within 3 business days after inspection verifying all prerequisites are met.	CBO; Inspectors.
Final Inspection & Permit Closure	Discretionary Municipal practice to close permits upon final inspection.	Conduct final inspection(s); ensure all deficiencies addressed; close permit and record in permitting software; advise owner to retain records.	Within 5 business days of final pass, mark permit complete and issue completion letter.	Inspectors; CBO; Admin. Assistant.
Compliance Letters, Information Requests & Records				
Building Compliance Review / Property Information Report	Essential Fee Set through Fees & Charges By-Law for providing the service	Provide written letter summarizing active permits, known violations/work orders, final statuses, and zoning designation for due diligence/real estate.	10 business days from fee payment depending on scope.	Building Admin; Planning Staff.
Zoning/Building Compliance Letters – Multi-Department	Essential Fee Set through Fees & Charges By-Law for providing the service	Coordinate multi-department responses (zoning, building, finance, site plan) to formal compliance letter requests via online portal.	10 business days depending on topics requested.	Admin; Inter-dept. reviewers.

By-law & Enforcement under the Building Code Act				
Orders & Inspection – Building Code Act (Unsafe / Stop Work / Do Not Cover)	<p>Legislated</p> <p>BCA enforcement powers & orders; unsafe buildings and emergency orders.</p> <p>Discretionary</p> <p>Determination of applicability of enforcement type</p>	Investigate complaints; inspect works; issue Orders under BCA ss. 12–14, 15.9–15.10 when warranted; coordinate with Legal for POA proceedings.	Initial contact within 2 business days; site attendance within 3–5 business days (sooner if life safety). Orders issued within 5 business days of inspection where contraventions confirmed.	Inspectors; CBO; Legal; MLEO support if needed.
Property Standards – Complaint Intake & Enforcement	<p>Legislated</p> <p>BCA ss. 15.1–15.8 authorize property standards by-laws, orders, appeals and committee requirements.</p> <p>Discretionary</p> <p>Determination of applicability of enforcement type</p>	Administer Property Standards By-law: receive complaints, inspect, issue Property Standards Orders, oversee appeals to Property Standards Committee, and verify compliance.	Acknowledge complaint within 2 business days; initial inspection within 5–10 business days; standard compliance timeframes set case-by-case; re-inspection within 5 business days of stated compliance date.	Building Inspectors; Property Standards Officers; Admin. Assistant; CBO.
Civic Addressing				
Civic Address Assignment – New Development & Infill	Essential	Assign civic numbers for new lots/buildings; ensure signage/blade	Draft plan stage: preliminary numbers within 10	GIS; Building;

	Municipal authority under Civic Addressing By-Law.	requirements; maintain GIS and notify emergency services and utilities.	business days of request; final assignment at building permit issuance; co-ordinate with Public Works for installation	Fire/EMS & GIS; Public Works for blade creation and installation.
Address Changes & Corrections	Essential Municipal authority under Civic Addressing By-Law.	Process street renaming and address corrections for safety/wayfinding; coordinate Council approval where required; update all systems and advise partners and owners.	Administrative corrections within 10 business days; formal by-law changes per Council calendar; owner notification within 2 business days of by-law passage.	CBO; GIS; Clerk; Admin. Assistant.
Quality Management & Governance				
Inspection Service Levels – Booking & Response	Legislated Municipal practice; O. Reg. 867/21 clarifies remote inspections are permitted. Discretionary Determination of inspection format	Provide online/phone booking with earliest available windows; triage for critical life-safety; enable remote inspections where feasible; require site-ready conditions and permit drawings on site.	Next business day to 48-hour response target for standard stages; same-day where feasible for occupancy/utility releases.	Inspectors; scheduling software; vehicles.

Records Management & Access	<p>Legislated</p> <p>BCA requires municipalities to maintain accurate records</p> <p>Discretionary</p>	Maintain permit and inspection records; provide copies on request; integrate with corporate records retention and privacy policies.	Standard copies within 5–7 business days; complex retrievals by quote.	Admin. Assistant; Clerk; IT.
Customer Service & Communications	<p>Discretionary</p> <p>OAA/PEO Data Matrix guidance supports consistent submissions.</p>	Provide status updates, review cycles, consolidated comments; publish fee schedules and review times; offer pre-application checklists and OAA/PEO matrix templates for consistent submissions.	Email acknowledgement within 1 business day; status update upon each review cycle.	Admin. Assistant.; Plans Examiners.
Dispute Resolution – Building Code Commission / Internal Escalation	<p>Legislated</p> <p>Building Code Commission mandate covers time period disputes for inspections and permit processing, and technical compliance disputes.</p>	Provide applicants with information on BCC processes for timeline/technical disputes; enable internal escalation to CBO before external filing.	CBO contact provided in deficiency/decision letters; internal review response within 5 business days of request.	CBO; Clerk.
Front Counter and General Inquiries				
Property and Permitting Inquiries	<p>Discretionary</p>	Staff assist residents, builders and designers with inquiries about application details, and construction requirements.	As required; responses within 2 business days.	CBO; Admin. Assistant; Plans Examiners
Record Retrieval	<p>Discretionary</p>	Staff respond to requests for records for select properties, including	5-7 business days	CBO; Admin. Assistant;

		obtaining copies of available plans.		Plans Examiners
Access E11 Case Management/ Property Standards Enforcement				
Process Complaint	Essential	Staff create a digital file to help tracking across applications and formally open a case.	2-business days	1 FTE (admin)
Assign Staff to Case	Essential	Staff are assigned to cases by the Director of Development Services, or CBO.	2-business days	1 FTE (manager)
Resident Engagement	Essential	Assigned staff reach out to resident to confirm receipt of compliant, and of next steps for the file.	2-3 business days	1 FTE (inspector)
Investigate Complaint	Essential	Staff will complete a site visit and undertake investigation of the compliant received. This may lead to requests to a property owner to amend a situation within a set timeline to be compliant with property standards and zoning provisions.	3-5 business days	1 FTE (inspector)
Resolve and Close Case	Essential	Staff will complete an assessment of the situation after the deadline date provided to a property owner, or once advised that	4 weeks	1-2 FTE (inspector and manager)

		<p>the matter has been addressed. If the matter has been appropriately addressed, the resident that issued the compliant will be notified and the case will be closed.</p> <p>Should the matter not be resolved to Town standards, formal Property Standards or Zoning Orders may be issued.</p>		
Resolve Violations and Challenging Cases	Essential	<p>Select cases can present unique conditions which require additional staff effort and support, and which make resolving cases in a timely manner challenging.</p> <p>Items that can create extended timelines to resolve cases include absentee owners, matters involving several owners or properties, and matters which fringe upon civil disputes between property owners and residents.</p>	12-52 weeks	2-5 FTE (depending on level of complexity)

General Service Overview

Department Name: Planning Services

General Overview

The planning department is committed to delivering timely and effective service that respects the character and values of the community, while helping advance strategic development goals and priorities of the Town. The department seeks to ensure staff recommendations and development outcomes align with planning policy direction, while maintaining a reasonable approach to the planning process. The planning department manages land use and development inquiries from public and private stakeholders, as well as *Planning Act* applications from pre-consultation and application intake through to a decision for an application. Planning applications must be processed in accordance with statutory timelines outlined through the *Planning Act*, and the department consistently must balance competing priorities within tight timeframes.

In addition, the department supports the building department through completing zoning compliance reviews for permit applications received, and economic development efforts of the Town to help attract and retain new businesses and development. The planning department also liaises with local agencies and conservation authorities, to coordinate and achieve broader development and planning outcomes. The planning department is also tasked with managing and coordinating mandatory updates to planning policy documents, such as the Official Plan, as well as managing and enforcing the Town's Zoning By-Law.

Overview Service Type

The department provides a range of essential municipal services that are largely mandated by provincial and federal legislation, ensuring compliance with strict standards for public health and environmental protection. While these services are legislatively required, they are also carefully designed to meet the evolving needs of our residents. A primary function of the department is to ensure land-use compatibility concerns are mitigated while supporting development in the municipality that respects the community character and sense of place. Some service level adjustments may be considered, provided they continue to respect all applicable legislative requirements.

Funding Sources

- General tax levy
- Application fees

Total Resource Levels

Employee Type	Job Title	Notes
(2.125) FTE Administration	- Director of Development Services (1) - Planning Coordinator (1) - Administrative Assistant (0.125)	Management & non-union positions

Authorities

- Ministry of Municipal Affairs and Housing
- Ministry of Environment, Conservation and Parks
- Environment Canada
- Ministry of Natural Resources
- Ministry of Transportation
- Conservation Ontario

Main Legislation, Bylaws and Policies

- Planning Act
- Ontario Heritage Act
- Environmental Protection Act
- Ontario Water Resources Act
- Nutrient Management Act
- Occupational Health and Safety Act
- Municipal By-laws: Zoning By-law 02-22, Fees & Charges

Service Descriptions

Planning Act Application Facilitation:

The department is responsible for managing as aspects of *Planning Act* applications, which can be broken into the following steps.

Pre-consultation

While no longer a mandatory requirement, staff encourage and facilitate pre-consultation meetings, both in-person and virtually, with proponents upon request. Meetings are requested to be supported by a conceptual plan, as well as a description of the proposal. The meetings may be held solely with planning staff and the proponent but may also include coordination with other Town departments and external agencies, which is undertaken by staff at no cost to the proponent. The value-add intended for this service provision is to provide proponents with the list of materials required to deem an application complete, and direction for a proposal to help encourage good development outcomes are achieved.

Staff aim to facilitate a pre-consultation meeting within 5-7 business days of receiving a request and supporting materials, though timing may be subject to availability of external agencies.

Application intake

Staff are tasked with receiving and processing application submissions, both in digital and hard copy format, depending on proponent preference. Staff must ensure appropriate payment is received, check that all required supporting materials have been provided, and create and populate a digital file. Staff also commission applications upon request at no additional cost to the applicant.

Deeming Application Complete and Agency Circulation

Once an application submission is received and fees provided, staff have 30-days to review and deem an application complete. Applicants are to be notified within 30-days if the application is deemed complete, or if additional information and materials are required. Provided an application is deemed complete, staff must circulate the application and materials to internal departments and external agencies for technical review.

Technical Circulation

Staff must coordinate all comments provided from internal departments and external agencies back to applicants for response in an organized and timely manner. The level of effort required for technical circulation varies from application to application depending on the complexity and scale of the proposal. Most site plan control and plan of subdivision applications result in three rounds of technical circulation, while more minor applications typically take 1-2 rounds of technical circulation.

Staff work with internal departments, various agencies, and applicants to have technical comments appropriately addressed prior to scheduling a public meeting or executing a site plan agreement.

Public Notice

Staff prepare notices of public meeting which are mailed to residents within 60 or 120 metres of the subject lands of an application, depending on application type, in accordance with the *Planning Act*. Public notices are also posted on the subject property in addition to the mail-out notices, which is facilitated by staff and requires creating the sign, traveling to the site, and fixing into the ground on a post in a location visible to the road right-of-way. While not a requirement, staff also prepare meeting agendas for posting on the website.

Public notice must be made in accordance with the statutory requirements outlined in the *Planning Act* as follows:

- Minor Variance: 10 days prior to a decision being made for an application
- Severance: 14-days prior to a decision being made for an application
- Zoning By-law Amendment: 20 days prior to a decision being made for an application
- Official Plan Amendment: 20 days prior to a decision being made for an application

Public Meeting

Staff prepare and provide presentations at statutory public meetings. As part of the public meeting process, staff must respond to questions and comments received from residents which require formal responses, and all communications received must be formally filed as part of the public record for an application. Staff work to circulate comments and responses to Council for all applications, and provide presentation materials in advance of public meetings to support the decision-making process.

Depending on the level of interest for a given application, staff may require a public open house in advance of a statutory public meeting. This requires additional coordination efforts by staff, as well as attendance at an additional meeting.

Staff Report

Staff prepare a report which reviews the applicable policy and regulatory framework, site context, and the merits of the application. Reports vary in scope depending on the complexity and scale of the development proposal. Larger applications were historically supported by planning consultants working on the Town's behalf but are now transitioning to be managed in house, where possible based on staffing resources and workloads. Staff reports serve to provide a recommendation to Council for consideration.

Notice of Decision

Staff prepare notices of decision for applications once a decision is made by the Committee of Adjustment or Council. Staff circulate the notice to the applicant or agent, and any interested party that request a copy. Staff seek to provide notices of decision within 2-business days from the date a decision is made for an application and continue to monitor decisions over the statutory 20-day appeal period.

Notice of No Appeals/Appeal

Provided no appeals are received, Staff prepare a notice of no appeals and issue to the applicant, which serves to confirm that the decision made is in force and effect. The notice is prepared and issued within 1-business day of the appeal period ending.

Appeals

In the event an appeal is received for an application, staff must prepare a formal appeal package to the Ontario Land Tribunal (OLT) in accordance with their requirements and those outlined through the *Planning Act*. Preparing an appeal package typically requires a staff member to dedicate 5-7 business days, exclusive of all other duties, to prepare the record and complete the filing with the OLT within the mandatory timeline.

Facilitating an appeal requires preparation and attendance for a series of formal meetings and can include attendance at a hearing which can be multi-day proceedings.

Hearings require significant preparation, and they typically require a minimum of 10-15 business days, exclusive of all other duties, and are required should mediation between the Town and appellant not result in a settlement.

Special Projects and Assignments:

Staff may be requested to prepare reports to Council to address matters of interest as brought to the attention of the Town by residents or agencies, or as observed by Council. Staff reports can involve varying levels of effort and research depending on the subject matter but typically require 10-20 business days to prepare. Research efforts often require inter-departmental coordination, as well as investigation on specific topics and available qualitative and quantitative data sets.

Facilitating Technical Studies and Policy Document Updates:

Staff may be tasked with facilitating the completion of technical studies, such as an updated Official Plan or Zoning By-law, which includes completing the following:

- Reviewing requirements of a study or plan
- Supporting the Town RFP process, as required
- Engaging with approved consultants retained by the Town
- Reviewing draft materials and providing updates to their reporting manager, Senior Leadership Team and / or Council
- Attending public information sessions or meetings, as required
- Addressing public and agency comments

Depending on the nature of the technical study or policy document to be prepared, staff may be required to dedicate a minimum of 10-15 business days to support a project. For more intensive projects, such as an Official Plan update, staff may be required to dedicated more than 20-business days over the course of the project.

Zoning Information Request:

Staff receive requests for zoning information through the website and informally through a call, email, or front counter inquiry. Once a request is received, staff complete the following steps:

- Reviewing legal description
- Undertaking a site analysis
- Reviewing the in-effect zoning and related provisions against the request for information
- Preparing a written response to the inquiry
- Providing follow up via phone or email for additional questions, comments, or requests for clarification received

Zoning information requests often involving supporting new or expanding business inquiries and providing non-planning specific support to encourage economic development in the community. Staff work to respond to inquiries within 5-business days.

Zoning Compliance Letter:

Staff receive requests for a zoning compliance letter through the website with a payment for the service, and addresses these requests includes completing the following:

- Reviewing legal description
- Undertaking a site analysis
- Review property records and historical development information
- Reviewing the in-effect zoning and related provisions

- Preparing a formal written letter to respond to the request

Staff work to prepare and issue letters within 5-10 business days and remain available for follow up via phone or email for additional questions, comments, or requests for clarification received.

Planning Department Service Level Listing

Service Provided	Service Level	Service Description	Service Standard	Resources Allocated
Planning Act Application Facilitation				
Pre-Consultation	Discretionary	Meet in-person or virtually at the request of a resident or agent to review a development proposal and provide direction for the requirements of a complete application.	Within 10 days of request	2 FTE, Technical Consultants (where required depending on complexity)
Application Intake	Legislated O. Reg 197/96 O. Reg 200/96 O. Reg 545/06 O. Reg 543/06 Section 41 of the <i>Planning Act</i>	Receive application submissions, digitally and hard copy depending on proponent preference, process payment, create digital file, populate digital file folder, circulate to appropriate staff member for formal review. Staff also commission applications at no additional cost to the applicant.	Within 10 business days	2 FTE
Deeming Application Complete and Agency Circulation	Legislated O. Reg 197/96 O. Reg 200/96	Following review to confirm all information and required supporting materials have been received, staff deem an application complete and	Within 15 business days	2 FTE

	<p>O. Reg 545/06</p> <p>O. Reg 543/06</p> <p>Section 41 of the <i>Planning Act</i></p>	<p>circulate materials to internal departments and external commenting agencies.</p> <p>Once applications and payment are received, applications must be deemed complete or incomplete within 30-days.</p>		
Technical Circulation	<p>Legislated</p> <p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p> <p>Section 41 of the <i>Planning Act</i></p>	<p>Coordinate comments provided from internal departments and external agencies to applicants for response in an organized and timely manner.</p> <p>Once an application is deemed complete, there are statutory timelines to have a decision made:</p> <ul style="list-style-type: none"> - Land Severance: 90 Days - Zoning By-law Amendment: 90 days - Official Plan Amendment: 120 days - Site Plan Control: 60 days <p>Staff work with departments, agencies, and applicants to have technical comments</p>	<p>Within 21-days of application being deemed complete to receive technical comments for departments and agencies</p> <p>(Files typically have two to three rounds of technical circulation)</p>	<p>1 FTE (planning-specific), Various additional technical Town Staff, Technical Consultants</p>

		appropriately addressed prior to scheduling a public meeting or executing a site plan agreement.		
Public Notice	<p>Legislated</p> <p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p>	<p>Staff prepare notices of public meeting which are mailed to residents within 60 or 120 metres of the subject lands of an application.</p> <p>Notices are posted on the subject property in addition to the mail-out notices.</p> <p>Consolidated meeting agendas are prepared and posted on the website.</p> <p>Statutory notice periods vary between application type as follows:</p> <ul style="list-style-type: none"> - Minor Variance: 10 days - Severance: 14-days - Zoning By-law Amendment: 20 days - Official Plan Amendment: 20 days 	<p>Minor Variance and Severance Applications – 14 days of notice to the Public</p> <p>Zoning By-law and Official Plan Amendment– 20 days of notice to the Public</p>	<p>2 FTE, 1 Light Fleet, Equipment and Supplies</p>

Public Meeting	<p>Legislated</p> <p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p>	<p>Staff prepare and provide presentations at statutory public meetings.</p> <p>Public notices can result in questions and comments received from residents which require formal responses, and communications are filed as part of the public record for an application.</p> <p>Depending on the level of interest for a given application, staff may require a public open house in advance of a statutory public meeting. This requires additional coordination efforts by staff, as well as attendance at an additional meeting.</p>	<p>Maintain legislative compliance to ensure the public is informed of application intent through appropriate public meeting proceedings</p>	<p>1 FTE (planning-specific), Council Chambers</p>
Staff Report	<p>Discretionary</p>	<p>Staff prepare a report which reviews the applicable policy and regulatory framework, site context, and the merits of the application.</p>	<p>7-days prior to a public meeting</p>	<p>2 FTE Technical Consultants (where required depending on complexity), software and supplies</p>
Notice of Decision	<p>Legislated</p>	<p>Staff prepare notices of decision for applications once</p>	<p>Maintain legislative compliance</p>	<p>1 FTE</p>

	<p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p>	<p>a decision is made by the Committee of Adjustment or Council.</p> <p>Staff circulate the notice to the applicant or agent, and any interested party that request a copy.</p> <p>Staff monitor the decision over the statutory 20-day appeal period.</p>		
Notice of No Appeals/Appeal	<p>Legislated</p> <p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p>	<p>Provided no appeals are received, Staff prepare a notice of no appeals and issue to the applicant, which serves to confirm that the decision made is in force and effect.</p>	Maintain legislative compliance	1 FTE
Appeals	<p>Legislated</p> <p>O. Reg 197/96</p> <p>O. Reg 200/96</p> <p>O. Reg 545/06</p> <p>O. Reg 543/06</p>	<p>In the event an appeal is received for an application, staff must prepare a formal appeal package to the Ontario Land Tribunal (OLT) in accordance with their requirements and those outlined through the Planning Act.</p>	Maintain legislative compliance	2-3 FTE, Municipal Legal Support

		<p>Preparing an appeal package typically requires a staff member to dedicate 5-7 business days, exclusive, to prepare the record and complete the filing with OLT within the mandatory timeline. Facilitating an appeal requires preparation and attendance for a series of formal meetings and can include attendance at a hearing which can be multi-day proceedings.</p> <p>Hearings require significant preparation, and they typically require 10-15 business days, exclusive, and are required should mediation between the Town and appellant not result in a settlement.</p>		
Special Projects and Assignments				

<p>Various Special Assignments</p>	<p>Essential</p> <p>Response to Council requests</p> <p>Discretionary</p> <p>Assignment of work and response time</p>	<p>Staff prepare reports to Council to address matters of interest as brought to the attention of the Town by residents or agencies, or as observed by Council.</p> <p>Staff reports can involve varying levels of effort and research depending on the subject matter. Research efforts often require inter-departmental coordination, as well as investigation on specific topics and available qualitative and quantitative data sets.</p>	<p>Within 10-20 business days (min.)</p>	<p>1-2 FTE</p>
<p>Facilitate Technical Studies</p>	<p>Essential</p> <p>Completion of Council-directed work</p> <p>Discretionary</p> <p>Assignment of work and response timing</p>	<p>Staff may be tasked with facilitating the completion of technical studies, such as a Parking Study or Zoning By-law update, which includes completing the following:</p> <ul style="list-style-type: none"> - Reviewing requirements of a study or plan - Supporting the Town RFP process, as required 	<p>Within 10-15 business days (min.)</p>	<p>1-2 FTE, Technical Consultants</p>

		<ul style="list-style-type: none"> - Engaging with approved consultants retained by the Town - Reviewing draft materials and providing updates to their reporting manager, Senior Leadership Team and / or Council - Attending public information sessions or meetings, as required - Addressing public and agency comments 		
Zoning Information Request and Zoning Compliance Letter				
Prepare response to zoning information request	Essential Fee Set through Fees & Charges By-Law for providing the service	Staff will review a request for information received, either through the website or informally through a call, email, or front counter inquiry, which includes completing the following: <ul style="list-style-type: none"> - Reviewing legal description - Undertaking a site analysis - Reviewing the in-effect zoning and related provisions against the request for information 	Within 5-business days of receipt of request	1-2 FTE

		<ul style="list-style-type: none"> - Preparing a written response to the inquiry - Providing follow up via phone or email for additional questions, comments, or requests for clarification received <p>Zoning information requests often involving supporting new or expanding business inquiries and providing non-planning specific support to encourage economic development in the community.</p>		
Prepare a zoning compliance letter	<p>Essential</p> <p>Fee Set through Fees & Charges By-Law for providing the service</p>	<p>Staff will review a request for a zoning compliance letter received through the website with a payment for the service, which includes completing the following:</p> <ul style="list-style-type: none"> - Reviewing legal description - Undertaking a site analysis - Reviewing the in-effect zoning and related provisions 	Within 5-10 business days	1-2 FTE

		<ul style="list-style-type: none"> - Preparing a formal written letter to respond to the request <p>Staff remain available for follow up via phone or email for additional questions, comments, or requests for clarification received.</p>		
Front Counter and General Inquiries				
Property and Development Inquiries	Discretionary	Staff assist residents and agents with inquiries about active developments, application details, and other zoning and planning related matters for properties in the Town.	As required (phone, e-mail, counter). Response times within 2-5 business days depending on complexity	1-2 FTE
Record Retrieval	Discretionary	Staff respond to requests for records for select properties, including obtaining copies of site plans, and available plans.	Within 5-7 business days	1 FTE
Access E11 Case Management				
Process Complaint	Essential	Staff create a digital file to help tracking across applications and formally open a case.	Within 2-business days of receipt	1 FTE (admin)
Assign Staff to Case	Essential	Staff are assigned to cases by the Director of Development Services, or General Manager of Growth and Infrastructure.	Within 2-business days of receipt	1 FTE (manager)
Resident Engagement	Essential	Assigned staff reach out to resident to confirm receipt of	Within 2-3 business days of receipt	1 FTE (inspector)

		compliant, and of next steps for the file.		
Investigate Complaint	Essential	Staff will complete a site visit and undertake investigation of the compliant received. This may lead to requests to a property owner to amend a situation within a set timeline to be compliant with property standards and zoning provisions.	Within 3-5 business days of receipt	1 FTE (inspector)
Resolve and Close Case	Essential	Staff will complete an assessment of the situation after the deadline date provided to a property owner, or once advised that the matter has been addressed. If the matter has been appropriately addressed, the resident that issued the compliant will be notified and the case will be closed. Should the matter not be resolved to Town standards, a violation may be issued.	Within 4 weeks of receipt	1-2 FTE (inspector and manager)
Resolve Violations and Challenging Cases	Essential	Select cases can present unique conditions which require additional staff effort and support, and which make	Within 12-52 weeks of receipt	2-5 FTE (depending on level of complexity)

		<p>resolving cases in a timely manner challenging.</p> <p>Items that can create extended timelines to resolve cases include absentee owners, matters involving several owners or properties, and matters which fringe upon civil disputes between property owners and residents.</p> <p>Cases involving broader community matters, such as traffic in a given area, or a type of land use or development in the community, also create extended timelines and often result in staff receiving several related case assignments.</p>		
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Growth & Infrastructure

SERVICE LEVELS & STANDARDS

Growth & Infrastructure Overview

General Overview

Provides recommendations to Council related to all aspects of community growth and development while ensuring development is compliant with applicable legislation. Manages and operates infrastructure assets to ensure continuity of service to residents and compliance with applicable legislation in addition to contract administration for capital renewal programs. Oversees curbside collection contract for garbage services for the community, manages municipal waste disposal site operations, and recommends community solutions for improved management of household waste.

Divisional Breakdown

Building Services, Planning Services, Utilities Services (Water and Wastewater – not reflective in this budget), Solid Waste Services, Public and Capital Works Services

Key Facts

- 7 full time employees in Growth & Development Services (Building & Planning), 15 full time and 6 part time employees in Environmental Services (Utilities and Solid Waste), and 21 full time employees and 1 part time employee in Public and Capital Works Services
- Staff operate out of the following locations: 99 Advance Avenue, 300 Water Street West (Water Pollution Control Plant), 310 Water Street West (Utilities Maintenance Garage), 75 East Street (AL Dafoe Water Treatment Plant), 101 Shore Drive (Sandhurst Shores Water Treatment Plant), 8321 County Road 2 (Public Works Yard), 651 Road 1 (South Fredericksburgh Waste Disposal Site), 232 Roblin Road (Roblin Waste Disposal Site)

Public Works General Overview

- Responsible for maintenance of critical municipal infrastructure and essential services
- Ensures safe travel, functional infrastructure, environmental compliance, and responsive service delivery
- Provides year-round operations across roads, stormwater, fleet, and seasonal programs

Key Functions:

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Roadway & traffic maintenance (O. Reg. 239/02 compliance) ■ Winter maintenance operations | <ul style="list-style-type: none"> ■ Stormwater and environmental services ■ Capital construction support ■ 24/7 response and resident support |
|--|---|

Funding Sources:

- General tax levy
- User fees
- Federal and Provincial Funding & Grants
- County of Lennox and Addington through Performance Measures

Public Works Resource Levels

Employee Type	Job Title	Notes
FTE Administration	<ul style="list-style-type: none"> • Director (1) • Operations Manager (1) • Public Works Coordinator (1) 	
FTE Labourer/Operation	<ul style="list-style-type: none"> • Lead Hand (2) • Technical Lead (1) • Labourer/Operators (13) • Licenced Mechanics (2) 	
PT Labourer/Operator	<ul style="list-style-type: none"> • Labourer/Operator (1) 	PW from November-May. Parks and Rec May-November.
Summer Students	<ul style="list-style-type: none"> • Public Works Labourer (4) 	Contract employees from May-August.

Authorities

PROVINCIAL LEGISLATION

- *Municipal Act*– Minimum Maintenance Standards
- *Drainage Act*
- *Ontario Water Resources Act*
- *Highway Traffic Act*
- *Environmental Protection Act*
- *Occupational Health and Safety Act*

MUNICIPAL BY-LAWS AND POLICIES

- Procedural By-law
- By-law Enforcement Standards Policy
- Half-Loads By-Law
- Encroachment By-Law
- Delegation of Authority By-Law
- Temporary Road Closure By-Law
- Entrance By-Law
- And others...

Public Works Services

Public Works delivers year-round road, infrastructure, and environmental services with 21 FTE staff, 4 summer students, and 1 shared PT position. Operations are organized across five seasonal cycles:

- **Year-Round** – Road patrol, patching, fleet, waste, and stormwater
- **Winter (Nov–Mar)** – Plowing, sanding/salting, snow removal
- **Spring (Apr–Jun)** – Cleanup, yard waste, gravel grading, fleet transition
- **Summer (Jun–Oct)** – Mowing, dust suppression, pavement markings, capital projects
- **Fall (Sep–Nov)** – Stormwater maintenance, sidewalk repairs, winter prep

Governed by O.Reg 239/02, the Municipal Act, essential policies, and discretionary programs.

Year-Round Maintenance

- **24/7 On-Call Support** – 1 FTE on call 24/7; up to 19 staff during major events. Response as required
- **Road Patrol (O.Reg 239/02, s. 3)** – 1 FTE; patrol frequency by road class:
 - Class 1: 3x/7 days | Class 2: 2x/7 days | Class 3: 1x/7 days | Class 4: 1x/14 days | Class 5–6: 1x/30 days
- **Road Patching (O.Reg 239/02, s. 6)** – 3 FTE; potholes ≥8cm depth repaired within:
 - Class 1: 4 days | Class 2: 7 days | Class 3: 14 days | Class 4: 30 days | Class 5: 60 days
- **Crack Sealing (O.Reg 239/02, s. 8)** – 4 FTE + 2 PT; cracks ≥5cm wide/deep for 3m+:
 - Class 1–2: 30 days | Class 3: 60 days | Class 4–5: 180 days
- **Signs & Streetlights (O.Reg 239/02, s. 10–11)** – 1–2 FTE; civic signs within 5 business days of work order
- **Entrance Permits & Consents** – Permits processed within 5 business days; municipal consents within 10 business days
- **Waste & Stormwater** – Garbage 2x/week; monthly pond inspections; landfill weekly (summer), monthly (winter)

Winter Operations (Nov–Mar)

- **Snow Plowing & Sanding (O.Reg 239/02, s. 4–5)** – 13 FTE ops, 2 FTE admin, 11+ plow trucks; 295+ km local and 165 km county roads
 - Class 2: 6 hrs | Class 3: 12 hrs | Class 4: 16 hrs | Class 5–6: 24 hrs | Sidewalks: 48 hrs
- **Sidewalk Clearing (O.Reg 239/02, s. 16)** – 2 FTE with 2 dedicated sidewalk plows; sand/salt application
- **Parking Lot Plowing** – 2 FTE; plowing triggered at 1” (2.5 cm) snow accumulation
- **Urban Snow Removal** – 15 FTE ops; priority downtown core. Triggered when snowbanks impede lane widths or sightlines
- **Weather Monitoring (O.Reg 239/02, s. 3)** – 2 FTE; minimum 3x daily (Oct 1–Apr 30), 1x daily (May 1–Sep 30)
- **Winter Parking Enforcement** – 2 FTE; continuous enforcement November–April
- **Other Winter Services** – Christmas tree collection (Jan, 12 FTE); mailbox replacement within 5 business days; material stocking weekly during ops

Spring Maintenance (Apr–Jun)

- **Post-Winter Road Cleanup** – 8 FTE; sweeping, flushing roads/sidewalks/bridges/parking lots. Annually following spring thaw
- **Road Salt Report** – 2 FTE; annual legislated reporting (Source Water Protection, Canada Code of Practice)
- **Yard Waste Collection** – 12 FTE; April/May – 1 week rural, 1 week urban curbside pickup
- **Lawn Repairs** – 5 FTE; May/June as required to restore winter operations damage
- **Guidepost & Guiderail Maintenance** – 6 FTE; May/June inspections, plus as required following incidents
- **Gravel Road Grading & Maintenance (O.Reg 239/02, s. 6)** – 3 FTE; April–June. Potholes 1,500cm² with a depth of 12cm for Class 5 roads addressed within 30 days; road surface re-shaping; dust suppression
- **Downtown Beautification** – 4 FTE; annually in May – planter and bench placement
- **Fleet Transition** – 17 FTE; annually in April – remove winter equipment, inspect and prep for summer ops

Summer Maintenance (Jun–Oct)

- **Shoulder Grading (O.Reg 239/02, s. 7)** – 2 FTE; drop-offs $\geq 8\text{cm}$ for 20m+ addressed within:
 - Class 1–2: 4 days | Class 3: 7 days | Class 4: 14 days | Class 5: 30 days
- **Roadside Mowing** – 3 FTE; 2 cuts annually (June–Oct), 2m width each cut. Trail mowing as required
- **Gravel Road Grading (O.Reg 239/02, s. 6)** – 1 FTE; June–Aug. Potholes 1,500cm² with a depth of 12cm for Class 5 roads addressed within 30 days; maintaining road geometry
- **Dust Suppression** – 3 FTE; 2 calcium applications (June and August)
- **Sidewalk Inspections (O.Reg 239/02, s. 16.1)** – 1 FTE; annual inspections July–August
- **Pavement Markings** – Contracted; line painting annually July–September
- **Drainage, Ditching & Catch Basins** – 5 FTE drainage (Jul–Sep); 3 FTE catch basin cleaning annually in September
- **Capital & County Projects** – 6 FTE + 2 PT; June–October within approved budget

Fall Maintenance (Sep–Nov)

- **Sidewalk Repairs (O.Reg 239/02, s. 16.1)** – Up to 5 FTE; September–October. Discontinuities $\geq 2\text{cm}$ remediated within 14 days of becoming aware
 - Localized repairs via contracted concrete grinding; panel replacements by in-house crew + contracted finishing
- **Stormwater Piping Maintenance** – 1 FTE + contracted services; annual flushing and inspections September–November
- **Fall Yard Waste Collection** – 12 FTE; November – 1 week rural area, 1 week urban area curbside pickup
- **County Project Invoicing** – 1 FTE; September–November reconciliation per County Maintenance Agreement obligations
- **Winter Fleet Preparation** – 17 FTE; annually in November – outfit fleet and ensure operational preparedness



Questions?

Environmental Services General Overview

- Delivers safe drinking water, wastewater treatment, and solid waste services in legislative compliance
- 15 FTE staff (6 admin, 9 ops), 6 PT waste site attendants, 2 summer students
- 24/7 on-call operations with emergency response within 1 hour

Key Functions:

- Water treatment & distribution (2 plants, 91.3 km mains)
- Wastewater collection & treatment (62 km piping, 7 lift stations)
- Solid waste operations (3 sites)
- Utilities billing & customer service
- Capital planning & infrastructure
- Environmental events & community engagement

Funding Sources:

- Water & wastewater rates (Utilities)
- General & special tax levy (Solid Waste)
- User fees
- Federal and Provincial Funding & Grants

Environmental Services Resource Levels

Employee Type	Job Title	Notes
(6) FTE Administration	<ul style="list-style-type: none"> • Director (1) • Deputy Director (1) • Env. Compliance Coord. (1) • Engineering Technologist (1) • Utilities Clerk (2) 	Management & IBEW union positions
(9) FTE Operations	<ul style="list-style-type: none"> • Overall Responsible Operators (4) • W&WW Operators (5) 	All IBEW union. Incl. licensed electricians & meter tech.
(6) PT Attendants	<ul style="list-style-type: none"> • WDS Lead Hand (2) • WDS Attendant (4) 	Waste disposal site operations
(2) Summer Students	<ul style="list-style-type: none"> • W&WW Labourer (2) 	Contract employees from May-August.

Authorities

PROVINCIAL LEGISLATION

- *Safe Drinking Water Act, 2002*
- *Environmental Protection Act*
- *Clean Water Act, 2006*
- *Ontario Water Resources Act*
- *Resource Recovery and Circular Economy Act, 2016*
- *Nutrient Management Act*
- *Occupational Health and Safety Act*
- *Fisheries Act (Federal)*

MUNICIPAL BY-LAWS AND POLICIES

- Sewer Use By-law
- Solid Waste By-law
- Municipal Drinking Water License
- Drinking Water Works Permit
- Environmental Compliance Approvals
- Watermain Disinfection Procedure
- Discharge Agreements
- And others...

Environmental Services

15 FTE, 6 PT attendants, 2 summer students – core service areas:

- **Water Treatment** – 24/7 operations, compliance, sampling (2 plants)
- **Water Distribution** – Delivery, maintenance, locates (91.3 km mains)
- **Wastewater Collection** – Sanitary Sewers, lift stations, flushing (62 km, 7 stations)
- **Wastewater Treatment** – Treatment, hauled sewage, leachate, sampling & monitoring (1 WPCP)
- **Utilities Billing** – Accounts, metering, billing, collections
- **Solid Waste** – Disposal sites, curbside oversight, monitoring (3 sites)
- **Capital Planning** – Infrastructure review and asset management
- **Policy & Bylaws** – Legislative compliance and bylaw modernization
- **Environmental Events** – HHW, Earth Day, giveaway days, seasonal programs
- **Technical Support & Electrical** – Stormwater, salt reporting, advisory

Water Treatment & Distribution

- **Water Treatment Operations (SDWA, O.Reg 170/03)** – 3 FTE Ops; 24/7 plant operations at AL Dafoe and Sandhurst Shores
 - Sampling: daily, weekly, monthly, quarterly, annual, 3-year and 5-year plans
 - Continuous monitoring; turbidity review at month end; DWQMS compliance
 - Emergency response to site within 1 hour (IBEW agreement)

- **Water Distribution (SDWA, O.Reg 170/03)** – 3 FTE Ops + 2 PT; 91.3 km mains, 490 hydrants
 - Annual hydrant inspection/flushing; annual valve exercising program
 - Infrastructure locates: emergency within 2 hrs; regular 5–10 days
 - Watermain break/alarm response within 1 hour; 24/7 on-call

Wastewater Collection & Treatment

- **Wastewater Collection (EPA, CLI-ECA, Clean Water Act)** – 3 FTE Ops; 62 km piping, 7 lift stations
 - Lift stations visited minimum 3 days/week; 24/7 on-call monitoring
 - Annual sewer flushing and camera inspection programs
 - Lateral camera inspections within 5 business days of request
 - Emergency response within 1 hour; locates within 2 hrs (emergency), 5–10 days (regular)

- **Wastewater Treatment (EPA, Clean Water Act, Fisheries Act)** – 2 FTE Ops; 1 WPCP, 24/7 operations
 - Hauled sewage accepted Mon–Fri 7:30–3:30; 1 load per hauler per day
 - Leachate from Richmond Landfill: $\leq 120 \text{ m}^3/\text{day}$ per discharge agreement
 - Service disruption notice: 3 business days planned; ASAP for emergencies

Solid Waste Operations

- **Waste Disposal Sites (EPA, ECAs)** – 3 FTE Admin, 6 PT Attendants; 3 sites
 - Open Saturdays 8am–3pm; SF WDS Wednesdays 4pm–8pm (Jul–Aug only)
 - Annual groundwater/surface water monitoring and reporting
 - Resident inquiries within 1 business day; waste removal as bins fill (often weekly)
- **Curbside Collection (O.Reg 391/21, Solid Waste By-law)** – 3 FTE Admin + contracted services
 - Collection Tuesday–Friday each week; complaints resolved within 7 days
- **Environmental Monitoring** – 2 FTE Admin; Ministry inspections as needed
 - Bi-weekly seep monitoring Jul–Dec at Water St Landfill

Billing, Policy & Bylaws, Events

- **Utilities Billing** – 2 FTE Admin, 1 FTE Ops (meter tech)
 - Accounts opened/changed within 5 business days; bi-monthly meter reading and billing
 - Billing/resident inquiries within 3 business days; payments processed daily
 - Meter replacement program on track for completion in 2026

- **Policy & Bylaw Development** – 3 FTE Admin
 - Continuous legislative compliance; bylaw review and modernization as needed
 - Annual departmental planning prior to budget recommendations

- **Environmental Events & Community Engagement** – 1–2 FTE Admin
 - Annual HHW event; Earth Day cleanup; semi-annual giveaway days
 - Spring/fall leaf & brush collection; annual Christmas tree collection

Capital Planning, Tech. Support & Electrical

- **Capital Planning & Infrastructure** – 4 FTE Admin, 2–3 FTE Ops
 - Annual water and wastewater infrastructure review and budget preparation
 - 5-year capital plan; subject to competing priorities and available budget
- **Technical Support & Environmental Planning** – 1–2 FTE Admin
 - Monthly/annual stormwater inspections; annual road salt reporting
 - Environmental inquiries within 5 business days; document review within 10 business days
 - Spill reporting: immediate to Spills Action Centre; navigational buoys annual inspection
- **Electrical Services** – 2 FTE Ops (licensed electricians)
 - Cross-department electrical support; work scheduled within 5 business days



Questions?

Building & Planning General Overview

- Administers the Building Code Act, Ontario Building Code, and Planning Act to ensure safe construction, land-use compliance, and orderly development
- Building: 1 CBO/GM, 3 Inspectors/Plans Examiners, 1 Admin, 0.125 PT Admin
- Planning: 1 Director of Development Services, 1 Planning Coordinator, 0.125 PT Admin

Key Functions:

- Permit administration & plans review (OBC)
- Building & sewage system inspections
- Property standards enforcement
- Civic addressing & 9-1-1 readiness
- Planning Act application processing
- Zoning compliance & information
- Special projects & technical studies
- Development inquiries & customer service

Funding Sources:

- Building permit fees (cost-recovery under BCA s.7)
- General tax levy (Planning)
- Application fees (Planning Act)

Building & Planning Resource Levels

Employee Type	Job Title	Notes
(1) FTE Management	<ul style="list-style-type: none"> CBO/GM (1) 	Statutory appointment under BCA
(3) FTE Technical	<ul style="list-style-type: none"> Building Inspectors / Plans Examiners (3) 	Qualified under MMAH & BCIN; incl. Part 8
(1.125) FTE/PT Admin	<ul style="list-style-type: none"> Building Services Clerk (1) Admin Assistant (0.125 PT) 	Permit intake, records; shared Dev. Services position
(2.125) FTE Planning	<ul style="list-style-type: none"> Director of Dev. Services (1), Planning Coord. (1), Admin Asst. (0.125) 	Management & non-union positions

Authorities

PROVINCIAL LEGISLATION

- *Building Code Act*
- *Ontario Building Code*
- *Planning Act*
- *Ontario Heritage Act*
- *Environmental Protection Act*
- *Conservation Authorities Act*
- *Nutrient Management Act*
- *Occupational Health and Safety Act*

MUNICIPAL BY-LAWS AND POLICIES

- Municipal Building By-law
- Property Standards By-law
- Municipal Addressing By-law
- Zoning By-law 02-22
- Fees & Charges By-law
- Official Plan
- Site Plan Control Agreements

Building & Planning Services

5.5 FTE Building, 2.5 FTE Planning, 0.5 PT shared – core service areas:

- **Permit Administration** – Intake, completeness review, permit issuance (BCA/OBC)
- **Plans Review** – Zoning screening, OBC technical review, Part 8 sewage systems
- **Building Inspections** – Construction, sewage systems, occupancy permits
- **Planning Act Applications** – Pre-consultation through decision (OPA, ZBA, site plan, severance)
- **Zoning Compliance** – Information requests, compliance letters, zoning inquiries
- **Property Standards & Enforcement** – Complaints, investigations, orders, violations
- **Technical Studies & Policy** – Official Plan updates, Zoning By-law review, Council reports
- **Civic Addressing & Customer Service** – 9-1-1 readiness, record retrieval, general inquiries

Permit Administration & Plans Review

1 CBO, 3 Plans Examiners/Inspectors, 1 Admin – legislated under BCA/OBC:

- **Permit Pre-Screen & Intake** – Initiated within 2 business days; completeness advised within 5 business days
- **Zoning & Applicable Law Screening** – 5–10 business days (simple residential); concurrent within OBC Technical Review
- **OBC Technical Review** – Houses: 10 days; Part 9: 15 days; Part 3: 20 days; Complex: 30 days
- **Part 8 Sewage System Review** – 10 business days residential; 15–20 days advanced treatment
- **Permit Issuance** – Within 2 business days of final clearance and fee payment

Building Inspections & Enforcement

- **Mandatory Building Inspections (OBC Div. C 1.3.5)** – 3 FTE Inspectors
 - Inspection response within 2 business days of notice; next-day where capacity allows
 - Emergency/health & safety priority: same-day response
 - Sewage system inspections within 2 business days; authorization within 5 business days of final pass
 - Occupancy within 3 business days; permit closure within 5 business days of final pass

- **BCA Orders & Enforcement (BCA ss. 12–14)** – CBO + Inspectors
 - Initial contact within 2 business days; site visit within 3–5 business days
 - Orders issued within 5 business days of confirmed contravention

- **Property Standards (BCA ss. 15.1–15.8)** – 1–2 FTE Inspectors
 - Complaint acknowledged within 2 business days; inspection within 5–10 business days
 - Standard resolution within 4 weeks; complex cases 12–52 weeks

Planning Act Applications

2.5 FTE Planning – statutory timelines under the Planning Act:

- **Pre-Consultation** – Facilitated within 10 days of request and supporting materials
- **Application Intake** – Processed within 10 business days of submission
- **Completeness Determination** – Within 15 business days (30-day statutory maximum)
- **Technical Circulation** – Within 21 days of deemed complete; 2–3 rounds typical
- **Public Notice** – Minor Variance: 10 days; Severance: 14 days; ZBA/OPA: 20 days
- **Staff Report & Decision** – Report published prior to meeting in alignment with Procedural By-Law; notice of decision within 2 business days
- **Appeals (OLT)** – Package prep 5–7 business days; hearing prep 10–15 business days

Zoning, Studies, Civic Addressing & Customer Service

- **Zoning Information Requests** – 1–2 FTE; response within 5 business days
- **Zoning Compliance Letters** – 1–2 FTE; issued within 5–10 business days of payment
- **Building Compliance Letters** – 10 business days from fee payment; multi-department coordination
- **Special Projects & Council Reports** – 1–2 FTE; within 10–20 business days minimum
- **Technical Studies & Policy Updates** – 1–2 FTE; 10–15 business days minimum; 20+ for Official Plan
- **Civic Addressing** – New addresses within 10 business days; corrections 10 business days
- **Property & Development Inquiries** – Response within 2–5 business days; record retrieval 5–7 days
- **Customer Service & Communications** – Email acknowledgement within 1 business day; status updates each review cycle

Staff Report



To: Mayor Richardson and Members of Council
Meeting Date: June 17, 2026
Date Council Decision Required:
Prepared By: Jessica Walters, Clerk, Executive Services
Presented By: Jessica Walters, Clerk, Executive Services
Subject: Executive Services - Legislative Service Levels Presentation
Report Number: SR-1360-2026

Staff Recommendation:

That Council receive for information Executive Services - Legislative Service Levels Presentation report;
And further that Council directs that the service types and service levels as presented be adopted for the Legislative Services Department.

Background Information and Discussion:

Council has directed that every department define its service levels for greater accountability so that staff, residents, and Council have a shared understanding of the expectations and obligations of each core business area of the Town.

In reviewing these service levels, Council may wish to refer back to [SR-1260-2026](#) from May 12, which discussed the By-law Enforcement Standards Policy. That policy sets out the principles that govern how enforcement decisions are expected to be made by staff. Also attached to this report is an 'Enforcement Zone Map' which department staff intend to cross-reference with Geotab and E11 case data in order to report on the approximate breakdown of officer time spent in different areas of the community. Given the large geographical area of the Town and different types of enforcement priorities in different neighborhoods, staff believe this will be a useful tool for future public reporting.

Draft service levels have been presented for the following sub-service areas that have been identified within the Legislative Services Department: By-law Enforcement, Clerks Administration, and Cemetery Administration. The Crossing Guards service was transferred from Legislative Services to Parks, Recreation & Culture after those service standards were already adopted, and so it has been provided as part of this report.

These draft service levels outline current operational practices, key statutory requirements, staffing and resource levels, and typical performance targets. The targets are based on what staff are typically able to achieve with current resource levels during normal operations. Targets have also been set with a goal of being consistent across other departmental service levels, as residents should not have materially different experiences depending on which department they are interacting with.

Of note, this draft service levels document does not encompass every task that department staff may perform. They are focused on routine, recurring tasks which form a substantial element of the department workload. They are also primarily focused on tasks where staff are providing services to or for residents, rather than internal tasks for the Corporation. For example, while an active cemetery transfer represents a significant body of work for the Town when it occurs, it is not anticipated to be a normal, recurring task, and each transfer is likely to have unique considerations that impact department capacity and service standards rather than being a service standard itself.

These service levels will continue to be evaluated and adjusted on an annual basis as circumstances change - for example, if Council directs that a new enforcement program area be established. As noted in the presentation, staff also anticipate bringing a joint recommendation with the Parks Department to the 2027 budget with options to address the operating impact of additional cemetery transfers.

Service types are identified as follows:

Legislated – service levels are set out in legislation and the Municipality is required to allocate sufficient resources to those services to meet the legislative obligations.

Essential – a service level goal or target that is not mandated by legislation but has been established by Council at a level deemed to be desirable and which staff is obligated to meet. For the Legislative Services department, these are generally defined as areas where Council has adopted a by-law, policy, or program establishing the service.

Discretionary – services are delivered based on operational capacity, which is decided on by management who has accountability for day-to-day operations.

Alternative Options and Implications:

1. Council may direct that any of the presented service levels be adjusted prior to adoption. In some cases, the requested adjustment may require a change in resources or an offset to a different service level.
2. Council may defer a decision to allow additional time to review the presented service levels.
3. Council may request additional information on any of the presented service levels.

Financial Implications:

There are no direct financial implications associated with receiving this report. Future resourcing or service level discussions may require budget considerations, which would be brought forward separately as needed.

Attachments:

- [Draft Legislative Services - Service Levels](#)
- [Draft Enforcement Zones](#)

Michael Nobes, General Manager - Growth & Infrastructure
Matthew Grant, CAO
Christina Reeve, Deputy Clerk

Approved - 11 Jun 2026
Approved - 11 Jun 2026
Approved - 11 Jun 2026

General Service Overview

Department Name – Legislative Services

<p>General Overview Responsible for the statutory duties of the Clerk, for the provision of By-law administration, licensing and enforcement services, and for the organization’s records management and privacy programs. Also responsible for the crossing guard program.</p> <p>Given the significant difference in seasonal request volume, different standards have been set for by-law enforcement for winter (Nov – Mar) and summer (Apr – Oct)</p> <p>As of April 2026, Cemeteries Administration is also part of the Legislative Services Department, and the Crossing Guards Program has moved to Parks, Recreation & Culture. Crossing Guards are included in this report as the Parks service levels have already been adopted by Council.</p> <p>The Legislative Services Department provides internal support to Town departments regarding the application of municipal and provincial regulations, but does not provide assistance to the general public with regards to legal advice, interpretation of legislation, or filing of government forms.</p>																	
<p>Overview Service Type</p>																	
<p>Funding Sources General Taxation Levy Fines Service Fees License Fees</p>																	
<p>Total Resource Levels</p> <table border="1"> <thead> <tr> <th><i>Employee Type</i></th> <th><i>Job Title</i></th> <th><i>Notes</i></th> </tr> </thead> <tbody> <tr> <td>(3) FTE Administration</td> <td>- Clerk (1) - Legal Services Coordinator (1) - Cemetery Administrator (1)</td> <td></td> </tr> <tr> <td>(2) FTE Enforcement</td> <td>- Sr By-law Officer (1) -By-law Officer (1)</td> <td></td> </tr> <tr> <td>PT Contractor</td> <td>Contracted Enforcement Officers (FMLE)</td> <td>Supplemental contracted enforcement support</td> </tr> <tr> <td>(7) PT Seasonal (1) Casual</td> <td>- Crossing Guards (7) - Casual Crossing Guards – Relief Shifts (1)</td> <td>PT Seasonal from September – June</td> </tr> </tbody> </table>			<i>Employee Type</i>	<i>Job Title</i>	<i>Notes</i>	(3) FTE Administration	- Clerk (1) - Legal Services Coordinator (1) - Cemetery Administrator (1)		(2) FTE Enforcement	- Sr By-law Officer (1) -By-law Officer (1)		PT Contractor	Contracted Enforcement Officers (FMLE)	Supplemental contracted enforcement support	(7) PT Seasonal (1) Casual	- Crossing Guards (7) - Casual Crossing Guards – Relief Shifts (1)	PT Seasonal from September – June
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Authorities

Municipal Act, 2001

Municipal Elections Act, 1996

Municipal Freedom of Information and Protection of Privacy Act

Provincial Offences Act

Vital Statistics Act

Gaming Control Act, 1992

Liquor Licence and Control Act, 2019

Highway Traffic Act

Funeral, Burial and Cremation Services Act, 2002

Town of Greater Napanee Regulatory By-laws – various, including:

- Administration: Fees & Charges, Cemeteries
- Animals: Dog Control, Exotic Animals, Feeding of Wildlife
- Licensing: Patios, Taxis, Refreshment Vehicles
- Public Property: Littering, Encroachments, Parks & Public Spaces, Parking, Cemeteries, Smoking
- Private Property: Grass Cutting, Yard Maintenance
- Nuisance: Noise, Loitering

By-law Enforcement Standards Policy

Town of Greater Napanee Procedural By-law

Service Level Overview

Mandatory – Legislated by federal or provincial government

Essential – Directed by Council through policy or by-law

Discretionary – Services are delivered based on operational capacity, which is decided on by management

It is assumed that every by-law is adopted because Council deems its enforcement to be essential to the community, but enforcement decisions remain in the Discretionary sphere in accordance with the enforcement standards policy.

General Service Descriptions

By-law Enforcement Sub-Services – Reactive Enforcement – Winter (November to March)

Reactive (complaint driven) enforcement is the baseline service level established for all by-laws adopted by Council with an enforcement component under the By-law Enforcement Standards Policy.

Enforcement requests submitted by other Town departments will be categorized as reactive enforcement.

Note: By-law Enforcement is not a 24/7 service and in the event of an emergency residents should always call 911.

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Open Case File	Essential	Initial acknowledgement of receipt of E11 case, voicemail, or other enforcement request and assignment of an officer	Staff will confirm receipt of complaint and next steps within two business days	2 FTE
Initial Review	Essential	Review of case to identify if enforcement action is possible or warranted	Staff will advise within three business days (within 5 business days of receipt) if a request is outside of the Town’s jurisdiction or if further evidence from the complainant is required to initiate action. For low priority, low response level requests, staff may advise at this stage that no further action will be initiated based on available resources.	2 FTE
Investigate Complaint	Discretionary	Undertake investigation of the complaint, which may include a site visit depending on the complaint type.	Site visits will be scheduled within 5 business days (within 10 business days of initial receipt). Site visits may result in	2 FTE

			an educational conversation, written warning, or compliance order.	
Initiate Enforcement Action	Discretionary	If an initial warning or compliance notice are unsuccessful, an officer may issue a set fine or court summons, or arrange for the Town to take corrective work at the owner's expense.	<p>For a first offence, a reasonable voluntary compliance timeline is normally provided, per the Enforcement Standards Policy.</p> <p>If voluntary compliance is unsuccessful, enforcement action may be initiated after two to four weeks.</p> <p>As the Town does not dictate the timelines of any court proceedings, there is no standard completion timeline for enforcement matters once initiated.</p> <p>In accordance with the By-law Enforcement Standards Policy, the decision to initiate enforcement action is at the officer's discretion based on the facts of the case and policy guidelines.</p>	2 FTE
Send Case Closure Notice	Essential	Send a case closure notice to the original complainant when the E11 ticket is closed (enforcement action may not be concluded at this stage)	Within two business days of the case concluding. Case closing may include referral to another agency, initiation of enforcement action, or other resolution of the reported issue.	2 FTE

By-law Enforcement Sub-Services – Reactive Enforcement – Summer (April to October)

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Open Case File	Essential	Initial acknowledgement of receipt of E11 case, voicemail, or other enforcement request and assignment of an officer	Staff will confirm receipt of complaint and next steps within three business days	2 FTE
Initial Review	Essential	Review case to identify if enforcement action is possible or warranted	Staff will advise within five business days (8 business days from initial receipt) if a request is outside of the Town's jurisdiction or if further evidence from the complainant is required to initiate action. For low priority, low response level requests, staff may advise at this stage that no further action will be initiated based on available resources.	2 FTE
Investigate Complaint	Discretionary	Complete a site visit and undertake investigation of the complaint.	Site visits in the central area will be scheduled within 7 business days (15 days from initial receipt). Site visits in the northern or southern areas will be scheduled together for most efficient use of staff time and may take up to two weeks.	2 FTE + Contractor
Initiate Enforcement Action	Discretionary	If an initial warning or compliance notice are unsuccessful, an officer may issue a set fine or court summons, or arrange for the	For a first offence, a reasonable voluntary compliance timeline is normally provided, per the Enforcement Standards Policy. A written warning may	2 FTE + Contractor

		Town to take corrective work at the owner's expense.	<p>be issued at this stage at officer discretion.</p> <p>If voluntary compliance is unsuccessful, enforcement action may be initiated after two to four weeks.</p> <p>As the Town does not dictate the timelines of any court proceedings, there is no standard completion timeline for enforcement matters once initiated.</p> <p>In accordance with the By-law Enforcement Standards Policy, the decision to initiate enforcement action is at the officer's discretion based on the facts of the case and policy guidelines.</p>	
Send Case Closure Notice	Essential	Send a case closure notice to the original complainant when the E11 ticket is closed (enforcement action may not be concluded at this stage)	Within two business days of the case concluding. Case closing may include referral to another agency, initiation of enforcement action, or other resolution of the reported issue.	2 FTE

By-law Enforcement Sub-Services – Proactive and Patrol Enforcement Winter (November – March)

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Parking Patrol – Downtown	Essential	Patrol for parking violations in the downtown core, including assisting with winter maintenance enforcement	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per week	2 FTE
Parking Patrol - Central	Essential	Patrol for parking violations in the central area, including assisting with winter maintenance enforcement	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per week	2 FTE
Parking Patrol – North	Essential	Patrol for parking violations in the northern area, with a focus on settlement areas and Town facilities	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per month	2 FTE
Parking Patrol – South	Essential	Patrol for parking violations in the southern area, with a focus on settlement areas and Town facilities	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per month	2 FTE
Public Spaces By-law Patrol – Sensitive Use Areas	Essential	Patrol sensitive use areas for prohibited encampments and provide notice of violation to occupants	Site visit within one business day of receiving a public complaint or report from partner agency	2 FTE
Public Spaces By-law Patrol – Other	Discretionary	Patrol other public property for encampments and provide ongoing education and situational awareness	Site visit within two business days of receiving a public complaint or report from partner agency	2 FTE

Dogs at Large	Discretionary	Patrol areas where issues are frequently reported, respond to calls received	Service is outsourced to contracted enforcement. Voicemail service is monitored 24/7	Contractor
Unlicensed Dogs / Kennels	Discretionary	Investigate reports of unlicensed dogs or kennels	Officers will confirm dogs are licensed and compliant with the Town's by-law during interactions involving dogs	Contractor 2 FTE
Yard Maintenance	Discretionary	Officer initiated warnings and orders for by-law violations with safety concerns	Investigate obvious by-law violations observed in the course of regular duties	2 FTE

By-law Enforcement Sub-Services – Proactive and Patrol Enforcement Summer (April - October)

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Parking Patrol – Downtown	Essential	Patrol for parking violations in the downtown core	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of three times per week	2 FTE + Contractor
Parking Patrol - Central	Essential	Patrol for parking violations in the central area	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of twice per week	2 FTE + Contractor
Parking Patrol – North	Essential	Patrol for parking violations in the northern area, with a focus on settlement areas and Town facilities	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per month	2 FTE + Contractor
Parking Patrol – South	Essential	Patrol for parking violations in the southern area, with a focus on settlement areas and Town facilities	Patrol areas with posted signage and high volume of local complaints or with reported safety concerns a minimum of once per month	2 FTE + Contractor

Public Spaces By-law Patrol – Sensitive Use Areas	Essential	Patrol sensitive use areas for prohibited encampments and provide notice of violation to occupants	Patrol a minimum of once per week. Site visit within one business day of receiving a public complaint or report from partner agency	2 FTE
Public Spaces By-law Patrol – Other	Discretionary	Patrol other public property for encampments and provide ongoing education and situational awareness	Patrol a minimum of once every two weeks for centrally located public lands. Patrol a minimum of once every month for public lands outside of the central area. Site visit within three business days of receiving a public complaint or report from partner agency	2 FTE
Dogs at Large	Discretionary	Patrol areas where issues are frequently reported, respond to calls received	Service is outsourced to contracted enforcement. Voicemail service is monitored 24/7	Contractor
Unlicensed Dogs / Kennels	Discretionary	Investigate reports of unlicensed dogs or kennels	Officers will confirm dogs are licensed and compliant with the Town’s by-law during interactions involving dogs	Contractor 2 FTE
Yard Maintenance	Discretionary	Officer initiated warnings and orders for by-law violations with safety concerns or for consistent area enforcement	Patrol a minimum of once per quarter to look for by-law violations, and investigate obvious by-law violations observed in the course of regular duties including during reactive responses	2 FTE + Contractor
Grass Cutting	Discretionary	Officer initiated warnings and orders for by-law violations with safety concerns or for consistent area enforcement	Patrol a minimum of once per quarter to look for by-law violations, and investigate obvious by-law violations observed in the course of regular duties including during reactive responses	2 FTE + Contractor

Clerks Sub-Services

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Vital Statistics Permits	Mandatory	Issue marriage licenses and burial permits in accordance with provincial legislation	<p>Marriage licenses issued by appointment, within office hours and staff availability, booking up to 60 days in advance</p> <p>Burial permits processed same business day during business hours</p> <p>Burial permits may be processed outside of business hours for an additional fee</p> <p>No residency requirements applied</p> <p>Permits are remitted to Service Ontario on a weekly basis.</p>	1 FTE
AGCO Permits	Mandatory	Issue municipal charitable gaming licenses and Municipal Information forms for liquor licenses	<p>Gaming licences issued within 5 business days</p> <p>Forms issued within 2 business days</p>	1 FTE
Freedom of Information Requests	Mandatory	Disclose records to the public when requests come in, as per MFIPPA regulations	Mandated to respond within 30 calendar days of request date (Changes to 45 business days on July 1, 2026)	1 FTE
Taxi Licensing	Essential	Issue licenses to taxi owners and taxi drivers, under the Taxi Licensing By-law	Issued by appointment, which can be scheduled within 5 business days	1 FTE
Dog Licensing/	Essential	Input dog tag orders through DocuPet and issue kennel	Dog tag orders are processed within 2 business days	1 FTE

Kennel Licensing		licenses, under the Dog Licensing By-law	Kennel licenses are issued within 5 business days	
Refreshment Vehicle Licensing (Private Property)	Essential	Issue refreshment vehicle licenses for vendors wishing to operate on private property, under the Refreshment Vehicle by-law	New application licenses issued within 5-10 business days Renewals issued within 5 business days	1 FTE
Outdoor Patio Licensing	Essential	Issue outdoor patio licenses for temporary sidewalk patios and temporary private patios, under the Patio Licensing By-law	New application licences issued within 5-10 business days Renewals issued within 5 business days	1 FTE
Noise By-law Exemption Permits	Essential	Issue noise exemption permits under the Noise By-law	Issued within 5 business days, unless a referral to Council is required under the Noise By-law	1 FTE
Parking By-law Exemption Permits	Essential	Issue parking exemption permits under the Parking By-law	Issued within 5 business days	1 FTE
Appeals Committee Meetings	Mandatory	Receive appeals to the Appeals Committee (Council) as required under certain by-laws, schedule and coordinate meetings to hear the appeals	Acknowledgement to applicant within 1 business day Appeal meeting to be scheduled within 5 business days and held within 30 calendar days of receipt	1 FTE
Coordinate Council Agenda Requests from the Public	Mandatory	Receive inquiries and requests from residents and organizations, and direct them to the appropriate path to bring matters to Council	Acknowledgement and initial response within 2 business days Meeting attendance scheduled minimum of one week and maximum of	1 FTE

			<p>three months from the date of request, in coordination with applicant</p> <p>Correspondence and deputations regarding items on a current agenda are acknowledged within 1 business day and scheduled a minimum of one day before the meeting date.</p>	
Coordinate Council Agenda Publication	Mandatory	Receive internal reports and agenda items and ensure they are published to the appropriate Council agenda in compliance with Town by-laws	As per Procedure By-law, regular meeting agendas require a minimum of 72 hours advance notice to the public. Standard internal agenda requests require a minimum of one week notice. Emergency requests will be processed on a case-by-case basis.	1 FTE
Conduct Municipal Elections	Mandatory	Conduct general elections in accordance with the Act and ensure voters and candidates have access to timely and accurate information	Respond to election inquiries within 2 business days outside of the voting period and within 1 business day during the voting period.	2 FTE
Public Inquiries	Essential	Respond to public inquiries about matters related to by-laws, licensing, Council agendas, and other department matters	Respond to inquiries within 2 business days. As per the Customer Service Standards Policy, a response is an acknowledgement of receipt and update on next steps, if any.	2 FTE

Cemetery Administration Sub-Services

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Sale of Interment Rights	Essential	Receive and respond to requests to purchase interment rights, ensure required forms and payment are received and filed.	Initial response to inquiries within 2 business days. No residency requirements applied	1 FTE
Interment Right Transfers	Mandatory	Process requests to transfer interment rights between individuals, including verifying eligibility, confirming ownership, preparing transfer documents, and updating cemetery records.	Acknowledge request within 2 business days; complete transfer within 10 business days upon receipt of all required documents and fees.	1 FTE
Interment Rights Corrections & Amendments	Essential	Correct errors in ownership records, update contact information, and amend rights holder details in accordance with BAO requirements.	Complete corrections within 5 business days of receiving complete documentation.	1 FTE
Repurchase of Unused Interment Rights	Essential	Process requests for the Town to repurchase unused interment rights (available in limited circumstances), including verifying eligibility, documenting Care & Maintenance fee requirements, and updating cemetery records.	Per Council direction, the Town will only repurchase to facilitate an exchange of one interment rights type for another within the Town's active Cemeteries. Acknowledge request within 2 business days; complete transfer within 10 business days upon receipt of all required documents.	1 FTE

Rights Holder & Public Notification	Mandatory	Notify interment rights holders and the public when cemetery land is transferred to the Town, in accordance with BAO requirements and municipal policy.	Issue notices within 5 business days of Council approval or BAO direction.	1 FTE
Scheduling of Interments	Mandatory	Receive and respond to requests for burials or niche interments, schedule services, ensure required forms and payment are received and filed.	Per the Cemetery By-law, interments may only be scheduled for Monday – Friday, 9 a.m. – 3 p.m., excluding statutory holidays, or Saturdays from 9 a.m. – 1 p.m. Minimum of 3 business days notice required for scheduling. No residency requirements applied	1 FTE
Provincial Reporting	Mandatory	Annual reporting to the Bereavement Authority of Ontario	In accordance with legislated timelines, by March 31 of each year	1 FTE
Customer Inquiries	Essential	Respond to customer inquiries related to cemeteries where the Town is the licensed operator.	Respond to inquiries within 2 business days. As per the Customer Service Standards Policy, a response is an acknowledgement of receipt and update on next steps, if any.	1 FTE
Genealogy & Records Requests	Discretionary	Provide burial record lookups, historical plot information, and documentation for families, researchers, and funeral homes.	Service Fees By-law establishes an hourly custom research fee. Service is available at management discretion depending on the scope of request and departmental capacity. No guaranteed response timeline is provided.	1 FTE

Crossing Guards Sub-Services

Name of Service	Service Level	Service Description	Service Standard	Resources Allocated
Staffed school crossings	Discretionary	Crossing guard posted to 5 key intersections based on public elementary school schedules	Morning posts 1-4 staffed 7:30 – 8:15 Morning post 5 staffed 8:45 – 9:15 Afternoon posts 1-4 staffed 2:30 – 3:00 Afternoon post 5 staffed 3:30 – 4:00	7 Permanent PT; 1 Casual

Note: flashing pedestrian crossing lights are installed and maintained by the County of Lennox and Addington as crossing posts are on County Roads

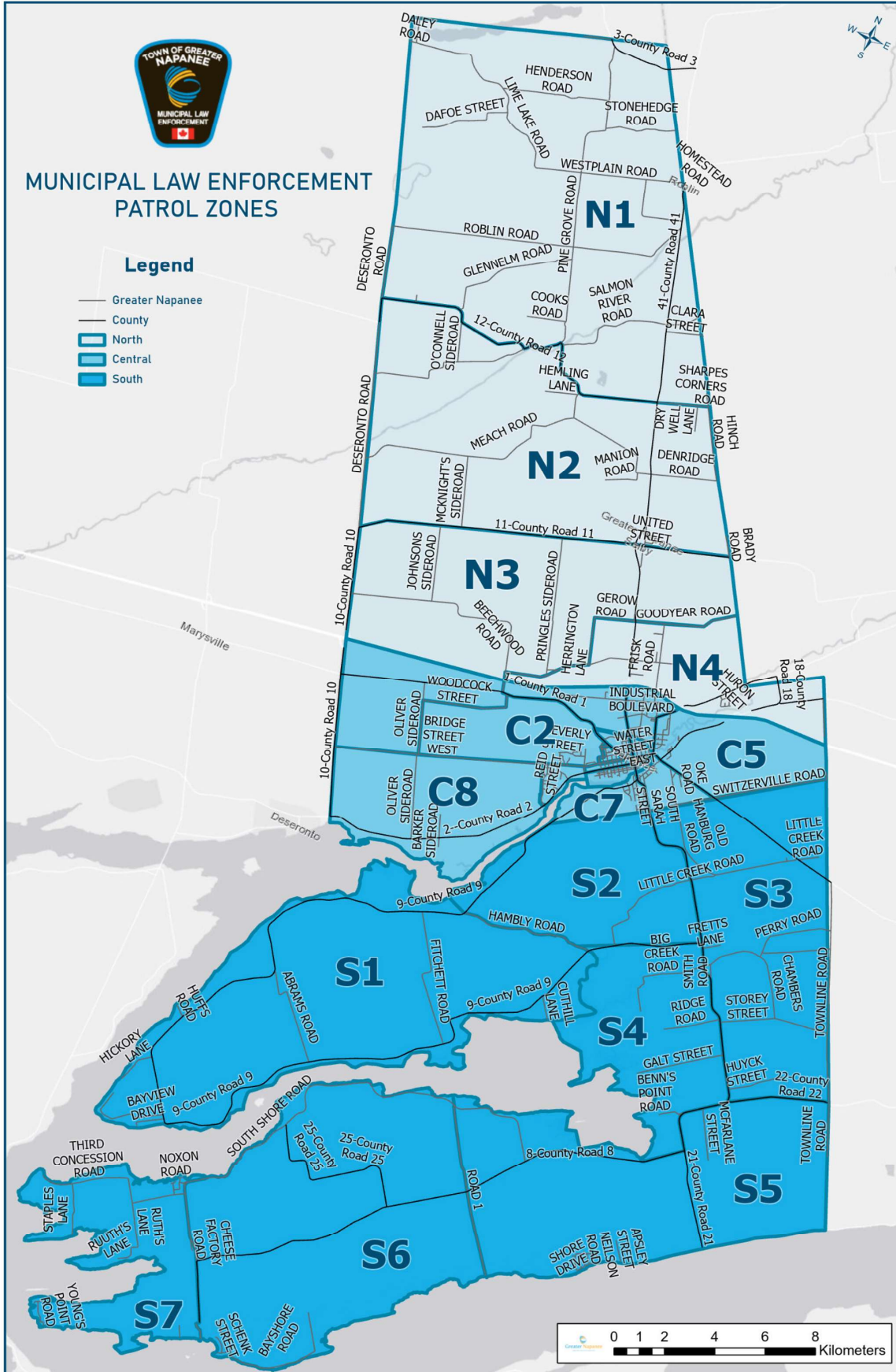
Note: This service now lives within the Parks, Recreation & Culture Department



MUNICIPAL LAW ENFORCEMENT PATROL ZONES

Legend

- Greater Napanee
- County
- North
- Central
- South



Legislative Services

SERVICE LEVELS & STANDARDS

General Overview

Responsible for the statutory duties of the Clerk, for the provision of By-law administration, licensing and enforcement services, cemetery administration, and for the organization's records management and privacy programs. Also previously responsible for the crossing guard program (now moved to Parks).

Service Type Mandatory legislative services are imposed by the province. Additional services are established by Council through by-law. Service levels have been drafted under the assumption that a basic level of enforcement for every regulatory by-law is deemed to be Essential by Council, but that specific enforcement decisions remain at the Discretionary service level based on issue severity and staffing capacity, in accordance with the By-law Enforcement Standards Policy. Service levels have also been drafted under the assumption that Council wishes to maintain regulatory compliance for cemetery services, but not provide discretionary premium services that may be offered by private or for-profit cemeteries.

Funding Sources: General Tax Levy, License Fees, Fines, Service Fees

Resource Levels

Employee Type	Job Title	Notes
(3) FTE Administration	Clerk (1) Legal Services Coordinator (1) Cemetery Administrator (1)	
(2) FTE Enforcement	Sr By-law Officer (1) By-law Officer (1)	
(8) PT Seasonal / Casual	Crossing Guards (7) Casual / Relief (1-2)	Seasonal from September to June *Now in Parks Dept*

Additional Resources		
PT Contractor	Contracted Dog and Other Enforcement (FMLE)	Year-round dog control Additional enforcement April – October

Authorities

PROVINCIAL LEGISLATION

- *Municipal Act, 2001*
- *Municipal Elections Act, 1996*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Provincial Offences Act*
- *Vital Statistics Act*
- *Gaming Control Act, 1992*
- *Liquor License and Control Act, 2019*
- *Highway Traffic Act*
- *Funeral, Burial, and Cremation Services Act, 2002*
- And others...

MUNICIPAL BY-LAWS AND POLICIES

- Procedural By-law
- By-law Enforcement Standards Policy
- Animals: Dog Control, Exotic Animals, Feeding of Wildlife
- Licensing: Patios, Taxis, Refreshment Vehicles
- Public Property: Littering, Encroachments, Parks & Public Spaces, Parking, Cemeteries, Smoking
- Private Property: Grass Cutting, Yard Maintenance
- Nuisance: Noise, Loitering
- Cemetery Administration By-law
- And others...

General Service Descriptions



Administrative Clerks Services

Cemetery Administration



Crossing Guard Service

Reactive By-law Enforcement



Proactive and Patrol By-law Enforcement

Administrative Clerks Services

- Most services have defined response timelines and service fees associated with them (days are business days) and are required and/or legislated by the Province
 - General customer service standard is to provide initial response to inquiries within 2 days
- Issue Registrar General permits on behalf of the province (burials, marriages)
 - Burial permits issued same day, additional fee for after hours service; Marriage licenses issued by appointment
 - Issued approx. 160 marriage licenses and 900 burial permits in 2025
- Issue permits and forms on behalf of the AGCO
 - Gaming licenses issued within 5 days of complete application; alcohol information forms issued within 2 days
 - Issued 29 lottery licenses in 2025
- Respond to Freedom of Information Requests
 - current legislated timeline is 30 calendar days, will be 45 business days starting on July 1, 2026
 - Responded to 11 FOI requests in 2025
- Issue Licenses and Permits under Town By-laws
 - Issued within 5-10 business days of complete application, depending on permit type
- Coordinate Council meeting services
- Conduct municipal elections and other associated tasks (impacts capacity of other services)

Cemetery Administration Services

- Certain minimum requirements and annual reporting obligations are established by the Bereavement Authority of Ontario, and individuals are able to submit court applications to require municipalities to take on the legal ownership and/or obligations to maintain abandoned cemeteries, if applicable.
- Sale, Transfer, and Correction of Interment Rights
 - Rules established in the Cemetery By-law. Standard is for transactions completed within 5-10 business days of receiving complete application depending on the type and complexity of the request.
 - 61 transactions processed in 2025
- Scheduling of Interments
 - As per Cemetery By-law, advance notice of 3 business days is required and appointments are only available for Monday - Friday, 9 a.m. – 3 p.m. or Saturday from 9 a.m. – 1 p.m., excluding Stat holidays
 - 82 interments scheduled in 2025
- Customer Inquiries
 - Per Customer Standards Policy, aim to provide initial response within 2 business days.
- Records Management
 - Updating digital records for the 5 active and 35 inactive cemeteries on our license, to improve customer service capacity
- Custom Research
 - Discretionary service under the Fees & Charges By-law. No availability or timelines guaranteed, each request is evaluated based on scope and department capacity

Additional Cemetery Transfers

- Council agreed to the transfer of St Paul's Cemetery in 2026 and a request to transfer St Alban's is expected before the end of 2026.
- Under the Cemetery Administration service, staff are also working on updating our inventory and records regarding inactive cemeteries that were transferred to the Town's license at or around amalgamation. As this work continues, it may result in an increased pressure on the operations and maintenance side of the service levels
- Staff anticipate that the next service level review and 2027 budget proposal will include a recommendation to either add cemetery maintenance staff or contract out work associated with burials in the rural active cemeteries to be able to maintain the standard of booking interments on 3 business days notice.

Crossing Guard Services

- 5 Intersections are staffed twice daily on all school days
 - Across Centre St at Graham St (7:30 – 8:15 a.m. and 2:30 – 3:00 p.m.)
 - Across Belleville Rd at Graham St (7:30 – 8:15 a.m. and 2:30 – 3:00 p.m.)
 - Across Belleville Rd at Robinson St (7:30 – 8:15 a.m. and 2:30 – 3:00 p.m.)
 - Across Bridge St at West St (7:30 – 8:15 a.m. and 2:30 – 3:00 p.m.)
 - Across County Rd 8 at James St (8:45 – 9:15 a.m. and 3:30 – 4:00 p.m.)

- Note that pedestrian lights at County Road 8 and Centre St are owned and maintained by the County of Lennox & Addington

- Note that this service now lives with Parks, Recreation & Culture and will be added to their service levels once approved.

Enforcement Standards Policy

- Policy outlines the Town's education and voluntary compliance focused approach
- Establishes priorities for where limited enforcement resources should be allocated first when call volume exceeds capacity
- Is to be reviewed and updated whenever there is a significant capacity change due to new by-laws being added or repealed, changes in call volume, or changes in staffing levels
- Every regulatory by-law has a Reactive (complaint-driven) service level established by default. Reactive service levels focus on timelines for key enforcement milestones.
- Some by-laws also have a Proactive and/or Patrol service level where officers initiate enforcement action without a citizen complaint. These service levels focus on desired minimum patrol frequency.



Enforcement Standards Policy Matrix

By-law Short Title	Infraction	By-law Number	Service Level				Priority	Enforced By
			Legislative	Patrol	Proactive	Reactive		
Bicycles/Skateboards (Downtown)		1999-0026				•	Low	BE
Building	Construct / demolish contrary to Code	2009-0009	•	•	•	•	High	BD
Building Code Act, 1992		N/A	•	•	•	•	High	BD
Cannabis Production Facilities		2020-0025			•	•	Medium	BD
Cemetery	Inappropriate conduct; vandalism	2025-0018				•	Medium	BE
Dog Control	Running at large; dangerous dog	2024-0055		•	•	•	High	AC
Dog Control	Dog / kennel licensing	2024-0055			•	•	Medium	AC, BE
Dog Control	Barking; pet waste	2024-0055				•	Low	AC, BE
Dog Owners Liability Act (DOLA)		N/A				•	High	AC
Driveway Entrance Permit		2021-0025				•	Low	BE, DS
Exotic Animals		2023-0009			•	•	Medium	BE
Feeding of Wildlife		2021-0009				•	Low	BE
Fire Protection and Prevention Act		N/A	•	•	•	•	High	FD
Firearms		2013-0048			•	•	Medium	BE, OPP
Fireworks		2006-0016				•	Low	FD
Garbage		2006-0014				•	Low	BE
Grass Cutting		2000-0066			•	•	Low	BE
Half Loads		2023-0087				•	Low	OPP, MTO
Littering (Public Property)		2013-0055			•	•	Medium	BE
Loitering		2019-0025				•	Low	BE, OPP
Noise		2023-0043				•	Medium	BE, OPP
Off-Road Vehicles		2022-0062			•	•	Medium	OPP
Open Air Burning		2019-0021				•	High	FD
Outdoor Restaurant Patios		2004-0038				•	Low	BD, BE
Parking	Fire routes; accessible spaces	2014-0062		•	•	•	High	BE, FD
Parking	Downtown; municipal lots; night patrol ¹	2014-0062		•	•	•	Medium	BE, DS ¹
Parking	All other parking infractions	2014-0062		•	•	•	Low	BE
Parks and Public Spaces	Encampment protocol	2024-0064		•	•	•	High	BE
Parks and Public Spaces	All other infractions	2024-0064				•	Low	BE
Pool Fence		2010-0049			•	•	High	BD
Property Standards	Major safety violations	2010-0050		•	•	•	High	BD
Property Standards	Minor safety violations	2010-0050			•	•	Medium	BD
Property Standards	Cosmetic violations	2010-0050				•	Low	BD
Residential Tenancies Act	Prescribed property standards	N/A	•			•	Medium	BD
Refreshment Vehicle Licensing		2023-0066				•	Low	BE, BD, FD
Sewer Use		2012-0039				•	High	BE, DS
Signs	Obstructing sight lines; safety violation	2011-0042		•	•	•	High	BD
Signs	Contrary to by-law	2011-0042				•	Low	BD
Signs, Election		2022-0008				•	Low	BE
Smoking	No smoking; workplaces, public places	2003-0005			•	•	Low	PH, BE
Taxi		2011-0006			•	•	Medium	BE
Yard Maintenance	Extensive; potential health impacts	2004-0031			•	•	Medium	BE
Yard Maintenance	Primarily cosmetic	2004-0031			•	•	Low	BE
Zoning		2002-0022			•	•	Medium	BD

Enforcement Service Level
 Legislative: Duty of enforcement is imposed by provincial statute; external standards apply
 Patrol: Periodic / routine patrols through all or parts of Greater Napanee to seek out violations
 Proactive: If violation is observed during course of Officer duties, Officer may seek to correct the violation
 Reactive: Investigation initiated based on complaints received

Enforcement Priority Level
 High: Highly likely to cause health / safety issues to the public
 Medium: Potential to cause health / safety issues to the public; potential to negatively impact community, environment, quality of life
 Low: Unlikely to cause health / safety issues to the public; unlikely to cause negative impact to community or environment

AC - Animal Control
 BD - Building Department
 BE - By-law Enforcement
 FD - Fire Department
 OPP - Police
 PH - Public Health
 DS - Department Staff

Available online at:
greaternapanee.com/town-hall/policies-strategies/

Reactive Enforcement Services

WINTER (NOV – MAR)

- Historically lower call volume (avg. 28 E11 cases per month)
- Emphasis on clearing any backlog of cases that are outstanding from the summer months
- Minimum response timelines set at:
 - Acknowledgement - within 2 days
 - Review and assignment + 3 days
 - Investigation (if applicable) + 5 days
 - Initiate Enforcement (if applicable) + 2-4 weeks
 - Case Closure Notification – within 2 days

SUMMER (APR – OCT)

- Historically much higher call volume (avg. 86 E11 cases per month)
- Supplemental contract able to provide support on Parking, Yards, Grass, and similar call types
- Minimum response timelines set at:
 - Acknowledgement - within 3 days
 - Review and assignment + 5 days
 - Investigation (if applicable) + 7 days
 - Initiate Enforcement (if applicable) + 2-4 weeks
 - Case Closure Notification – within 2 days

Proactive Enforcement Services

WINTER (NOV – MAR)

- Parking patrol focuses on winter maintenance support and ensuring emergency access routes remain clear
- Patrol for encampments only conducted where activity is reported
- Officer initiated action for clear yard by-law violations observed during course of duties
- Patrol routes focus on known areas of safety concerns; aim to reach all neighborhoods at least once per quarter

SUMMER (APR – OCT)

- Parking patrol is primarily contracted out
- Patrol of sensitive use areas conducted at least once per week
- Patrol for yards and grass at least once per quarter, and initiate enforcement on observed violations as capacity permits, with safety hazards receiving priority attention
- Patrol routes focus on known areas of safety concerns; aim to reach all neighborhoods at least once per quarter



Questions?

Staff Report



To: Mayor Richardson and Members of Council
Meeting Date: June 17, 2026
Date Council Decision Required:
Prepared By: Jessica Walters, Clerk, Executive Services
Presented By: Jessica Walters, Clerk, Executive Services
Subject: Executive Services - Establishing Service Level for Abandoned Encampment Sites
Report Number: SR-1365-2026

Staff Recommendation:

That Council receive for information the Executive Services - Establishing Service Level for Abandoned Encampment Sites report;
And further that Council approve the proposed service level as presented;
And further that Council authorize the use of up to \$50,000 from reserves for the remainder of 2026 to support the use of contracted services to clean up abandoned encampment sites that exceed the threshold for internal service capacity.

Background Information and Discussion:

Previous Reports

The 2026 operating budget included a budget allocation of \$15,000 to contract out work of cleaning up abandoned encampment sites from Town property ([details on slide 28](#)). At the time, staff noted that this is a new and evolving service area for the Town and budgets may need to continue to be adjust each year. The November 2025 [department activity report](#) also included information about one of the larger encampment clean up projects which required contractor assistance to remove. On May 26, Council received [SR-1336-2026](#), which noted that staff would be bringing forward a proposal to establish a threshold for which tasks can be done by internal staff without negatively impacting other core service areas, and which are recommended to be contracted out.

For clarity, this report and proposed service level **do not** relate to enforcement action on private property, which is normally contracted out as the costs are recoverable through property taxes under local by-laws and the *Municipal Act*.

Department Service Impacts

Council has been adopting service levels to define the core services being provided by each department. Some elements of the Town's encampment response are reflected in those service levels, but others are not. Departmental responsibilities have been identified as follows:

By-law Enforcement: communicate the Encampment Protocol expectations to residents, community partners, and unhoused residents; monitor encampment sites for compliance with the protocol;

determine whether an encampment meets the criteria for abandonment and coordinate clean up work if it does. This work is incorporated within the service levels presented to Council.

Fire Department: conduct fire safety education for residents, community partners, and unhoused residents; determine when fire bans are required based on local conditions; assess encampment sites for elevated fire risks, on request; respond to 911 calls reporting burning in parks and other encampment sites. This work is encompassed within the duties of the Fire Department and service levels established by Council, although the volume and nature of calls may change from year to year.

Parks, Recreation & Culture: notify By-law staff of encampments in Town parks; provide equipment and labour to assist with clean up of smaller abandoned sites located within Town recreation or cemetery properties. This work is not included in the department service levels and does not have associated staff or equipment dedicated to it. The proposed framework has been drafted with this limitation in mind.

Public Works: Provide equipment and operators to assist with clean up of abandoned encampment sites located within Town properties. This work is not included in the department service levels and does not have associated staff or equipment dedicated to it. The proposed framework has been drafted with this limitation in mind.

Environmental Services: The Town's Encampment Protocol does not consider or permit large, multi-occupant encampment sites, and the environmental permit for the Town's landfill does not permit the delivery of household hazardous waste, and so to date there has not been a role or service level impact to this department.

Finance: With the increasing scope of work year over year, Finance staff have been asked to ensure the contracting out of associated work is being done in compliance with the Town's Procurement By-law.

Proposed Service Level

The proposed service level will have staff evaluate each abandoned encampment site from a risk perspective for how quickly the materials need to be removed, and a capacity perspective for whether the Town has the resources to complete the work internally. Based on the criteria, small, accessible and uncomplicated site clean up will almost always be done with internal resources. Complex site clean ups requiring specialized equipment will default to being outsourced. Most sites will fall in a mid range, where By-law staff will send the specific work requirements to Department Heads, who will assess their internal capacity at that point in time and advise By-law staff whether or not the work needs to be contracted out. The Fire Department will also have the ability to determine that due to site specific fire risk, the work needs to be contracted out quickly.

A copy of the proposed assessment criteria is attached to this report.

Alternative Options and Implications:

1. Council could lower the threshold for approved reserves use and require more frequent check ins from staff to access reserve funding for this service area.
2. In addition to the staff recommendation or Option 1, Council could recommend that the 2027 budget presentation include options for staffing and equipment to support increased internal capacity to provide encampment clean up as an internal core service provided by the Town.
3. Council could adjust the assessment criteria in the proposed service level to require more work to stay in house. This option brings an increased risk as timelines must be extended until staff

and equipment are available, and there are some situations where the Town does not have the equipment required for the task.

Financial Implications:

Since the Town began tracking costs separately for clean up of abandoned sites on municipal property, we have recorded the following annual expenses:

Year	Contractor Costs	Internal Equipment Costs
2024	\$5,187.08	\$3,389.66
2025	\$22,315.08	\$3,959.82
2026 YTD	*	\$769.92

**work has been conducted in 2026 on June 9 and 12, but not yet invoiced. If costs are received before the meeting date, this section will be updated*

If Council were to authorize staff to use up to \$50,000 of reserve funds toward this work, for a total 2026 budget of \$65,000, staff would still seek to limit the use of contracted services within the identified service levels to minimize the use of reserve funds as much as possible. Authority for a larger upset limit is being sought now to avoid needing to come back for additional approvals during a potential lame duck period. Given the uncertain nature of future costs, Council may wish to set specific reporting requirements on this service area, such as providing an update in each monthly activity report or if/when certain dollar thresholds are met.

Operational Implications:

The proposed service level aims to strike a balance between managing costs and maintaining core service levels of the Town. The first priority of Parks & Recreation staff is for user groups to be able to use Town recreation facilities that they have booked, and the first priority of Public Works staff is the maintenance and operation of roads and other Town infrastructure. Unless encampment response becomes a core business area, work will need to be supplemented through contracted services.

Attachments:

[Encampment Clean Up Workflow Assessment](#)

Jessica Walters, Clerk

Michael Nobes, General Manager - Growth & Infrastructure

Matthew Grant, CAO

Jessica Walters, Clerk

Approved - 12 Jun 2026

Approved - 12 Jun 2026

Approved - 12 Jun 2026

Approved - 12 Jun 2026

Encampment Clean Up Workflow Assessment

Risk Criteria (how quickly does the work need to be done)

1. What types of materials are on the site?
 - a. High risk materials (explosive or highly flammable materials, drug paraphernalia, biohazards) = 5 points
 - b. Low risk materials (tent, furniture, clothing, household waste) = 0 points
2. What is the fire risk level?
 - a. Fire ban in effect = 3 points
 - b. Extended dry conditions, but no fire ban = 2 points
 - c. Low risk conditions = 0 points
3. What is the proximity to sensitive use areas?
 - a. Inside sensitive use area = 3 points
 - b. Adjacent to sensitive use area = 1 point
 - c. Not near sensitive use area = 0 points

Capacity Criteria (are we able to do the work in house)

1. How accessible is the site?
 - a. Pickup truck can back up to the site = 0 points
 - b. Accessible by foot or tracked equipment only = 5 points
2. How large is the site that needs to be cleared?
 - a. Volume fits in one pickup truck = 0 points
 - b. Volume exceeds one pickup truck = 2 points
 - c. Volume exceeds one dump truck = 5 points
 - d. Area is less than 9 m² (permitted space for 1 tent) = 0 points
 - e. Area exceeds 9 m² = 2 points
 - f. Area exceeds 30m² (permitted space for 3 tents) = 5 points
3. Is specialized equipment needed?
 - a. Yes = 5 points
 - b. For some of the tasks = 3 points
 - c. No = 0 points
4. What is the timing in relation to other core service tasks?
 - a. Internal capacity is available within 5 work days = 0 points
 - b. Internal capacity is not available within 5 work days without deferring core services = 5 points

		Risk			
		0-2	3-5	6-8	9+
Capacity	0-2	Internal	Internal	Case Specific	External
	3-5	Internal	Case Specific	Case Specific	External
	6-8	Case Specific	Case Specific	External	External
	9+	External	External	External	External

**THE CORPORATION OF THE TOWN OF GREATER NAPANEE
BY-LAW NO. 2026-0055**

**Being a By-Law to Confirm the Proceedings of the Council of The Corporation of
the Town of Greater Napanee at its Special Session held on June 17, 2026**

WHEREAS Section 5 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended (the "*Municipal Act, 2001*"), gives Council the authority to exercise the powers of the municipal corporation and requires that the powers of every Council are to be exercised by by-law;

AND WHEREAS Council has passed By-law No. 2023-0060, being a By-law to Govern the Calling, Place and Proceedings of Council and Committees of Council and the Conduct of its Members;

NOW THEREFORE the Council of the Corporation of the Town of Greater Napanee enacts as follows:

1. That the actions of the Council of the Corporation of the Town of Greater Napanee, at its Special Session held on June 17, 2026 in respect of each motion and resolution passed and other actions taken by the Council of the Town of Greater Napanee at this meeting, are hereby adopted and confirmed, as if all such proceedings were expressly embodied in this by-law.
2. That the proper officials of the Town of Greater Napanee are hereby authorized and directed to do all things necessary to give effect to the actions of the Council of the Town of Greater Napanee, referred to in the preceding section.
3. That the Mayor, or in the absence of the Mayor, the Deputy Mayor and the Clerk, or in the absence of the Clerk, the Deputy Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of the Town of Greater Napanee.
4. That for the purposes of the exercise of authority of the head of Council to veto a by-law in accordance with section 284.11 of the *Municipal Act, 2001* as amended, this Confirming By-law shall be deemed to be separate Confirming By-laws for each item listed on the meeting agenda.

Read a first and second time and finally passed this 17th day of June, 2026.

Terry Richardson, Mayor

Jessica Walters, Clerk

By signing this by-law on _____, I Mayor Richardson confirm that I will not exercise the power to veto this by-law and the by-law is deemed approved.