

# STAFF REPORT

Report #CAO2015-06

**To:** His Worship the Mayor and Members of Council

**From:** Jeff Carswell, Chief Administrative Officer

**Subject:** Council Priority Setting for 2014 – 2018 Term

**Date:** January 15, 2015

## **Background:**

At the start of the 2010 – 2014 Council term, Council and Staff spent some time discussing and putting forth ideas or objectives that should be worked towards over the Council term. In addition to providing ideas, there was some ranking and prioritizing of the ideas. Staff found this useful over the last term of Council and would suggest something similar be done again. The summary report that was prepared for the last council term is attached for information. I have also added some comments about the status of some projects.

## **Discussion:**

To commence the exercise, I'm just looking a list of ideas, objectives, projects, buildings, etc. that people would like to see completed or at least started on over the next 4+ years. There have already been some ideas and suggestions put forth which have been noted for this exercise. Once a fairly comprehensive list is developed, the next step would be for Council to provide some consensus and priority for the various ideas that are generated. Through this process a fairly extensive, ranked listing would give staff some direction on Council priorities during the term. It would also permit some measurement or determination of achievement as we proceed through the term.

I am proposing that time be allocated at the next few Council meetings working on the list and establishing priorities. Following is a proposed schedule and tasks to develop this priority list:

- 2015-01-21 Council Meeting – brainstorm & provide ideas to staff (just get the ideas out so they can be recorded) Additional ideas after the meeting could be sent to staff to be added to the list. I will also be discussing this with staff to gather ideas they may be aware of.

- 2015-02-04 Council Meeting – The complete list of ideas is provided to Council in a staff report. There would be the opportunity to discuss the ideas, clarify what they are and why they are listed. Additional items could be added. The chart would be setup in a manner that would allow ranking of the item. Last time a fairly basic ranking using Importance and Urgency / High, Medium, Low was used. The ranking could be completed before or after the meeting and sent to staff to compile for a future meeting.
- Staff will combine the individual rankings to try and get an overall sense of priority for the items. As well, effort and cost will also be evaluated and included in a summary chart. This was contemplated in **the last review but didn't get included in the final report.** It may also be interesting to incorporate other factors like risk, consequence of a failure, human health & safety, etc.
- 2015-02-18 or 2015-03-04 Council Meeting – Depending on how quickly the rankings are returned will determine when the ranked items report will be ready for Council. At this meeting the prioritized list would be reviewed with Council and there would be an opportunity to collectively adjust items and priorities if they do not truly represent the intent of Council as a whole. It will also provide some valuable information to assist with the budget.

**Once the list is developed, it shouldn't go unchecked for the term** of Council. It is anticipated that it would be reviewed annually and progress updates noted. As well, there could be new additions to the list and a resetting of the priorities from time to time. Completing this process before the 2015+ budget is completed would also be useful and some items may have a budget impact.

To get the process started, staff have provided a starting list of items from the last Council term that are in progress, items recently identified and other items that staff are aware of.

In looking at the report from 2011, many of the high priority items were addressed either fully or to some degree over the last term of Council. There are many items still in progress or the scope of the initial item has expanded, but overall I believe the exercise did help provide some focus to Council and staff. While it would be nice to address all issues identified, with a limited budget and staffing complement, it is not possible to focus on every new project and initiative that would be beneficial. We also have to

keep in mind that all staff have routine, day-to-day activities such as processing applications, paying bills, answering calls, collecting taxes, etc. that also consume a significant amount of time. There are also many new, provincially driven mandates that further add to the list of projects that must be completed. Often these may be important provincially, but the implementation requirements are often overly onerous and cut into regular activities and Council identified projects.

**Recommendation:**

1. That Council endorse the concept of generating and prioritizing objectives for the coming Council term as set out in this report.

Report prepared  
and submitted by:



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Jeff Carswell, AMCT  
Chief Administrative Officer

# STAFF REPORT

**To:** His Worship the Mayor and Members of Council  
**From:** Jeff Carswell, Chief Administrative Officer  
**Re:** Objectives for 2010 – 2014 Council Term  
**Date:** January 28, 2011

**Background:**

Attached is a summary of the Objectives/Projects that have been identified along with the overall ranking. The ranking formula is quite basic. Following a brief summary:

- High = 3
- Med = 2
- Low = 1
- No Response = 0

Importance and Urgency for all respondents are added together for the Overall Rank Column. Importance and Urgency were also shown separately to better understand the information. Effort and cost will be further reviewed as we move forward with this exercise.

A high number translates to Important/Urgent and a low number means low importance/urgency. While more sophisticated analysis and ranking formulas could be applied, it appears this simple formula does provide a reasonable result.

A colour gradient was applied to each column to help indicate overall ranking.



**Discussion:**

Following are several highlights from the information:

- There tends to be a fairly high correlation between Important and Urgent for most items
- Tavistock Drainage continues to be a high priority
- Succession Planning, especially for the Tax Collector position ranks high
- Economic Development is ranking fairly high overall
- While website improvements are not a high priority, elements related to promoting parks, recreation and arena ranked slightly higher, which makes sense in light of the Economic Development ranking
- Continuing to hardtop gravel roads continues to be important, although the urgency tends to be more moderate, which likely reflects this is a very long-term endeavour
- Some projects that have had a high degree to work to date, such as the Seasonal Trailer Parks, are not ranking overly high
- Wind Energy ranks high, especially with respect to urgency
- Surplus Properties ranked fairly low, which in some regards is inconsistent with the Economic Development ranking higher, as surplus Township property has the potential to generate revenue for other projects

Some items may require attention even though they don't rank overly high. This would generally be due to external requirements. For example, there may be regulations coming forward requiring Energy Management Plans for all municipal facilities. Under the Accessibility Regulations, there may be requirements coming forward that websites meet certain accessibility requirements in the future. Health & Safety regulations continue to escalate and may impact how we need to manage Park Employees and park operations, including maintenance, inspections and play grounds.

I am anticipating this report and the ranking will generate some discussion and direction from Council. Subject to discussion and direction from Council, staff will try to keep these rankings in mind when planning and carrying out various activities and projects. This information could provide some direction and input to the 2011+ budget. I would also suggest we review this item every few months to check on status and progress.

**Recommendation:**

1. None at this time.

Report prepared  
and submitted by:

A handwritten signature in black ink that reads "Jeff Carswell". The signature is written in a cursive style with a large, stylized initial "J".

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Jeff Carswell, AMCT  
Chief Administrative Officer

	Overall Rank	Importance	Urgency	Status Comments
<b>Tavistock Drainage</b>				
Northwest Drainage Area	33	18	15	Completed
Sewer replacements in conjunction with Street works	27	17	10	In Progress based on street reconstruction
Overland flow routes	27	16	11	Completed/In Progress
<b>Economic Development</b>				
Balance of TDS land into Village / Industrial Designation	29	16	13	Investigated with Planning
Eco Development with other Oxford Rural Townships	27	16	11	ROEDC Formed in 2014
Taxation Level Challenges - Perth East Comparison	28	16	12	Some improvement, but mainly due to others losing more OMPF than EZT
Support/participate in Imagine Innerkip Initiative	22	13	9	Supported, in progress, School Playground, Innerkip Estates Park Came out of
Volunteers - Recruiting, Retaining, Recognizing	26	14	12	
Tavistock Downtown	18	10	8	TCC
Smoking Regulations - Entrances to Buildings, Parks, Playgrounds, etc.	20	12	8	Completed, Provincial regs catching up wrt to Parks, Playgrounds
Council Conferences and Seminar Policies	22	13	9	
Council Remuneration Structure	13	7	6	
Transparency and Accountability				CCOW time tracking & reporting
Conference & Seminar Tracking & Costing - Council and Staff	21	12	9	
<b>Human Resources</b>				
Tax Collector - Succession Planning	34	21	13	completed & in progress
Policies	25	15	10	
Pay Equity Update	20	13	7	
Innerkip & Tavistock Housing Developments	29	16	13	housing development is moving forward, some affordable senior housing also in
Road Department - Succession Planning	30	19	11	In progress
OT/TO, Pay Equity, changing responsibilities and requirements	24	14	10	
Parks Employees - Supervision	18	11	7	
Parks - Health & Safety, Maintenance, Inspections, Playground Equipment	21	14	7	Have got PW involved, but still a significant attention needed
<b>Strategic Plan for the Township</b>				
Learn more about what a Strategic Plan is and how to do one	31	18	13	
Actually complete a Strategic Planning Exercise	21	13	8	
Implement Strategic Plan Recommendations	19	12	7	
Master Fire Plan (May have HR implications)	18	10	8	
<b>Wind Energy</b>				Not a willing host resolution passed
Township Position on Wind Energy	31	16	15	
Agreements, Deposits, Fees	31	17	14	
<b>Alternative Energy Options</b>				interest in EV charging station, but no suitable location
Solar on Twp Facilities	15	10	5	
Facility Retrofits and Energy Efficiency Improvements	18	12	6	Energy efficiency considered for new and replacements

	Overall Rank	Importance	Urgency	Status Comments
Energy Management Plans for Facilities	17	12	5	Basic plan completed, bare minimum reporting completed
Vandalism Reduction Options - Curfews, other ideas, options?	17	10	7	
Tavistock Park Pavilion Project	20	11	9	Completed
Continued Gravel to Hard Surface Road Conversions	29	18	11	Some completed, but scaled back last couple of years
Vision for Growth				
Innerkip	19	11	8	
Tavistock	19	11	8	
Website Improvements / Overhaul				Completed by Summer Student, ongoing updates and improvements needed
increased social networking	18	11	7	
better/easier updates	19	12	7	
PSB Section	15	8	7	
More/better Public Safety Info (video)	15	9	6	
Better "who does what"	22	14	8	
Improved/increased promotion of parks, recreation, arena	23	14	9	
increased integration / sharing ex. Google calendar	14	8	6	
add some service options	15	9	6	
Municipal Alcohol Policy (Recreation Facilities, Parks)	21	13	8	started, but lapsed - still needed, AGCO/Police
Handicap Parking - Firehalls, Parks (In Progress - Spring Update)	17	10	7	Completed
Comprehensive Fire By-law Review and Update	23	13	10	
Surplus Properties	16	9	7	some sold, some still need attention
Fire Dispatch / Radio System	33	18	15	Decision made on how to proceed, in progress, should be complete end of 2015
Public Works - Land and Building Requirements	28	15	13	Purchased 89 Loveys Street - further work on property plan needed
Seasonal Trailer Parks - Ongoing	23	13	10	
Records Retention Policies	23	13	10	
Mock Disaster / Emergency Plan Exercise	23	13	10	Several exercises completed
Innerkip Optimist Park Improvements	19	11	8	In progress, to be completed Spring 2015
Innerkip Streetlighting	20	12	8	Some improvements made, some more planned
Bonnie Brae Nursing Home - "D"	28	14	14	Closed and moved, question now is what will happen with the building

#### Other significant items not identified in 2010, but completed/in progress

Developed a structure and Terms of Reference for Arboretum and Hickson Trail  
 Significant developments in Tavistock and Innerkip  
 Built Jacob Street extension, increased connectivity, sold 7 lots  
 Built James Street, sold 1 lot  
 Started Bridge #0003 Replacement - planned for 2015  
 Started Victoria/Homewood Reconstruction Planning - planned for 2015  
 Several significant Municipal Drain Projects completed  
 Increased service level re: municipal drain repairs / building - engaged Building Inspector / PW Assistant  
 Processed about 1,400 Police Checks since November 2010  
 Discontinued Dog Licencing Program  
 2014 Municipal Election completed - increased voter turnout (highest in area)

List started by staff - more items to be added based on Council comments - full updated list provided at next meeting - ranking would take place when all items added

2014 - 2018 Council Term

Project Listing

DRAFT Project Identification Stage - Please add to list. Don't add Importance / Urgency until all items listed.

Project, Idea	Importance	Urgency	Notes
	High	High	
	Medium	Medium	
	Low	Low	
Items from last list that are not completed			See last list
Alternative Energy			
Solar on Township Facilities			add solar to roof tops ex. arena, halls, etc.
EV Charging Station			interest from Council, but no location
Surplus Property Disposal			
Additional Lots on Jacob St., Tavistock			need to work with church
Queen Street Lot, Innerkip			
Several additional lots / possible lots			
Innerkip Estates Park in Progress - get completed			should be done spring 2015
89 Loveys Street Property (purchased, what next)			
Community Use Space			small community hall?
Property Plan			what is the overall plan for the property, what departments will use what space?
90 Loveys Street (Hickson Office) Space Constraints			running out of space, some areas are not overally usable or too much activity in one spot
Communication with Residents and Community Consultation			
Hickson Office Hours			
Evaluate current lunch time closure			
Expanded hours at certain times (ex. open late on Wed)			
Departmental Status Reports / Updates to Council			improved, more departmental reporting to Council - standardize reporting amongst different departments
Fire Department - Updated/Modernized Emergency Response By-law			by-law needs review and updating, Council input on exactly what services and levels the Township is at
Fire Communications System			
Renewable Energy System Tracking / Registry			track and identify renewable energy installations, require id at road, protection for fire department when responding due to high risk
Volunteer Recruitment, Training, Support and Recognition			
Park Employee Supervision			currently little Township supervision
Seasonal Trailer Parks operating outside of permitted zoning			
Rural Planning Policy Review and Modernization			discussed last term

