

STAFF REPORT

Report #CAO2015-32

To: His Worship the Mayor and Members of Council
From: Jeff Carswell, Chief Administrative Officer
Subject: Council Priority Setting Exercise – Quarterly Update
Date: July 29, 2015

Background:

The last report on the Council Priority Setting Exercise is attached for reference. Council endorsed Economic Development and Reports to Council as the two main items to be initially addressed. This report examines progress on the identified priority items and other items that have had some attention.

Discussion:

The Council Priority list from the last report has been updated to include a column with commentary and notes on progress to date. In addition to the two main priorities identified by Council there has been some progress on other items as well. While some **items such as “Economic Development”** will likely never be entirely completed, I have attempted to indicate items that have been completed (green) and those in progress (yellow).

Of the two items identified by Council in February, following are some comments on progress to date:

Economic Development

- ROEDC funded in 2015 Budget
- Worked to bring Blandford-Blenheim into ROEDC – required updated agreement amongst Township
- Recruited a new Board member for ROEDC
- Bonnie Brae – ownership changed, moving forward with Affordable Housing for Seniors, affordable housing funding in place, zone change application currently before Council
- ROEDC meetings with local businesses

Reports to Council

- Implemented Monthly Reports for Council from all departments in May
 - on a quarterly basis the reports include financial updates and additional statistics in addition to the regular monthly content.
- Content will continue to evolve, especially as additional information is developed for the quarterly reports
- Based on reports prepared to date, they appear to have addressed **Council’s request and requirements**
- Impact on staff time has been manageable and required systems to streamline development and manage the associated data has been put into place. As with all programs and services, staff will continue to improve the reports and add more information as time and resources permit.
- While the report format and content will likely continue to evolve, staff would consider this item complete.

In addition to the two identified items, Township staff have been engaged with other projects and items on the Council Priority list. Please see the items highlighted in yellow and associated comments.

In addition to the Council Priority list, following are some other significant activities that staff have been involved with **that haven’t been specifically** identified by Council. While staff generally focus on the highest priorities from the Council endorsed priority list, there are items that come along from Council, staff and outside organizations that, while maybe not on the list, get attention and resources devoted to them. Sometimes Council directs that resources be allocated, while sometimes it just makes sense to take advantage of the efficiency of working together with other groups and our municipal partners. Following are several items that illustrate this:

- Assistance to the Pan-am Torch Relay Committee
- Stonegate Park – nearing completion – significant involvement from staff / PW dept
- Oxford County Board of Health – New Smoking Regulations – Council direction to gather feedback and examine options – report forthcoming
- CEMC – Investigate service options with the County and other municipalities – identified on the Council Priority list as a relatively low priority, but based on activity from the County and other municipalities is moving forward now, Council endorsed participation
- Bill 8 Accountability and Transparency Requirements – working with other local Clerks to develop required policies and procedures

- Sign By-law updates – County / Local Municipality Coordination for consistent sign by-law regulations

Next Priorities

Based on the highest ranking items identified in the priority setting exercise, following are some observations and comments on possible items that could be next for further examination. Some of these items have had some activity and should be moved through to completion, while others have not yet started.

Economic Development

As noted earlier, staff does not believe this item will ever be totally complete.

Moving Budget Forward

While moving the budget forward was identified as something to consider, I would be reluctant to do so at this point in time. The Township is currently understaffed in the Treasury area and has just commenced a recruitment process. As well, I have diverted a significant amount of my time to the 2014 year end, audit and other financial matters. There are other areas that require my attention in the coming months and I believe it would be better to further consider this item in the future. There may be some ability to try and bring some capital items forward sooner, but without have additional capacity in the Treasury/Finance area I believe moving ahead with this initiative will compromise other important activities.

Bonnie Brae

As noted, this item is moving forward through the approval process. Staff time will be required at various steps throughout the process. Staff believe this is a significant and high priority for the community and will be treating it as such.

Webcasting/Livestream of Council Meetings

Before committing to implementing this service, staff would suggest there needs to be some additional investigation into the following items:

- Number of potential viewers
- Community desire for the service
- Overall Cost, Cost / Benefit, Cost / viewer
- IT Requirements, ability to stream over existing wireless infrastructure at the office
- Support demands – Township would need assistance from Oxford

County IT to implement and maintain

- Investigation and research on how others are doing this, especially those that are not able to partner or work cable companies that have expertise in providing this type of service

While webcasting, livestreaming and video on the Internet has become much more mainstream, I am concerned about the overall number of people that **would actually make use of the service. The Township’s social media** subscriber levels are not extremely high and it may be a significant effort and cost, for only a handful of viewers. If we wish to further investigate this item, I would suggest part of the research include a survey or attempt to gauge public interest in this service. In addition to the electronic channels, the newsletter could also request public input.

89 Loveys Property

Council approved removal of the main building and library and also endorsed formation of a committee to investigate options and requirements for Hickson area facilities over the long-term. A report outlining a proposed committee composition, recruitment and mandate will be submitted to Council September. Staff believe waiting till September to recruit the public/service club members would be better than in August.

Increased Police Presence

While this item ranked relatively high in the Priority Setting exercise, I’m unsure of exactly what staff could or should do to increase police presence. The OPP contract sets out the terms of service and how the Township pays for those services. The Police are also moving to a more focused, data driven deployment of resources, rather than just “being visible”.

Speed Spy Usage

The speed spy is being deployed as frequently as possible. Reports will be included in the quarterly Public Works report and made available as required. We also now have a contact with the OPP to share information and work with on focused patrols and follow-up data collection to evaluate effectiveness. If traffic calming in the Innerkip area is approved as a project to proceed with, the Speed Spy will be utilized to gather more data.

Community Consultation and Engagement

Staff believes this item will be ongoing and never really complete. There will always be projects, initiatives and activities where the community will need to be consulted and engaged. Some are regulated like planning matters, while other are more discretionary. Staff attempt to keep the public

informed about activities and initiatives as best we can and will continue to do so.

Tavistock Industrial Lands

Township staff has been involved in helping to move forward various economic development initiatives throughout the Township. Staff could investigate options to acquire industrial land in Tavistock, but I suspect this will be very costly. Work was completed in the past to look at development options, but I suspect due to costs and concern about how quickly activity could take place, there has been little progress.

Office Hours

With respect to office hours, there are two related items that were identified: opening over lunch and extended hours. While staff understands other municipalities remain open over lunch, we would want to understand the logistics and service impacts of doing so. As well, staff observation is that occasional extended hours may actually provide a greater benefit to residents, based on comments and requests we have received. In addition to staff review, this may be another item that warrants gathering public input to determine what would provide the most benefit to the most people.

Fire Items

There are several fire related items identified for further review. With activity currently underway on the CEMC in conjunction with the County and other municipalities, I believe it would be beneficial to focus on the CEMC project rather than try to start into another significant project at this point in time.

Other Items on the List

You will see there has been some activity and progress on other items on the priority list that were ranked lower. As noted, this may have been due to other groups taking the lead on items or taking advantage of efficiencies that were available.

Items not on the Priority List

In addition to the items not on the priority list, Council may wish to add and prioritize some new and upcoming initiatives. For example, the proposed motions for investigation, gathering public input and reporting back on traffic calming at two locations in Innerkip appears to be an item that could be considered in conjunction with the Council Priority list. Based on the proposed motions, the requirement to gather feedback, work with the County and OPP, reporting and implementation some new measures, this

project will go beyond on the typical day-to-day activities.

Summary

Staff believe the following points would be a reasonable and achievable focus for the next quarter:

- Continue to make Economic Development a high priority, realizing it will never be fully complete.
- Carry on with 89 Loveys Property Investigation
 - Report for September 2nd Council outlining a committee mandate, composition, recruitment strategy, etc.
- Innerkip Traffic Calming – Assuming the proposed motions get endorsed, this would be a focus over August, possibly into September/October if there is a focussed police patrol and implementation of various measures
- Use the August Newsletter to start soliciting feedback and comments on the following items:
 - Innerkip Traffic (if approved and in addition to any other direction provided by Council ie. Notice to surrounding residents)
 - Public interest in a webcasting service – include public survey that could be completed over September, with reporting to Council in Oct/Nov
 - Feedback on Office Hours – include a public survey that could be completed over September, with reporting to Council in Oct/Nov

Recommendation:

1. That Council endorse the items listed in the above summary section for staff focus over the next quarter.

Report prepared
and submitted by:



Jeff Carswell, AMCT
Chief Administrative Officer

Addressed and considered complete

Addressed to some degree, but ongoing

Not specifically addressed yet

Table 2	Summary	Staff Comments on Progress
EcDev: Economic Development	36.89	ROEDC in place, budget approved, BB joined, new EZT rep appointed
Admin: Departmental Status Reports / Reports to Council	34.57	Monthly reports being completed
All Departments: Consistent, regular Departmental Reports to Council	33.41	Monthly reports being completed
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	30.03	Monthly reports being completed
EcDev: Existing Business Support and Assistance Initiatives	28.86	See ROEDC, main EcDev provider, local meetings with business through ROEDC
Council: Fiscal Responsibility	27.12	2015 budget, minimal levy increase?, ongoing challenge as OMPF will continue to decline and costs/service requirements increase
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	25.46	
EcDev: Bonnie Brae Site Redevelopment	25.11	Ownership changed hands, proposed commercial and affordable housing development, going through required planning process,
Council: Webcast / Livestream of Council Meetings via Website Link	24.80	
Property: 89 Loveys Street Property - Property Use and Development Plan	22.25	building removal ongoing, Council endorsement of a committee, details on committee structure and mandate in development
Police: Increased police presence in the community	22.17	
PW: Speed Spy Usage	21.05	being deployed, data shared with OPP and County, reports included in quarterly PW Report, can work with OPP on focused patrols
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	21.01	completed in conjunction with other intersection improvements
Council: Community Consultation and Engagement	20.44	taking place on various matters, smoking reg, park gates, 89 Loveys, Hickson Trail, Stonegate Park Dev, Sidewalk at Tav Post Office, PanAm Torch Relay/Seniors Picnic, Isaac Osborn War 1812 Veteran,
EcDev: Tavistock Industrial Lands	20.24	
Fire: Improved, more frequent Fire Department Activity Reporting	19.91	Monthly reports being completed
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	19.30	
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	19.28	
Admin: Staff Levels	19.23	
Fire: Master Fire Plan	19.07	
Alternative Energy: Solar on Township Facilities	18.51	
Fire: Fire Department - Updated/Modernized Emergency Response By-law	18.41	
Admin: Communication with Residents	18.02	
Council: Increased Transparency and Accountability	17.58	
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	17.47	
PW: Innerkip Sidewalks	17.18	Some improvements planned for 2015

Table 2	Summary	Staff Comments on Progress
County: Tavistock 5 Corners / Lights / Traffic Flow	16.74	County improved cross walks, better delineation of crossing, education in progress
HR: Continued Succession Planning / Long-term Options / Staff Development	16.26	Options for Treasury being evaluated, recruiting for Treasury Staff
Planning: No Wind Turbines	15.87	Passed "Not a Willing Host" resolution in past, watching Gunn's Hill project go through the approval process and outcome of Environmental Review Tribunal
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	15.68	
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	15.42	
All Departments: Level of Service Reviews	15.38	
PW: Innerkip Streetlighting	15.24	several additional lights added, looking for input/suggestions on other locations to consider
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	14.76	
Parks & Rec: Tavistock Queens Park Gates	14.40	community input meeting planned for September 24th
Parks & Rec: Post Board/Committee Members	14.40	
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	13.90	
EcDev: Rural Agricultural Assistance	13.86	
Planning: Rural Planning Policy Review and Modernization	13.75	Rural Mayors providing input to OxCo Planning Dept, Planning Dept held a rural focussed session earlier in year
Admin: Auditor - Request for Proposals for 2016	13.71	
Council: Council / Committee Interactions	13.50	
PW: Tree Planting	13.44	
PW: Township Welcome Signs at major entrances	13.19	
Admin: Formal Strategic Planning Exercise for the Township	13.13	
Parks & Rec: Additional funding for recreation and trails in the Township	13.12	
Parks & Rec: Park Improvements	12.56	Stonegate Park improved - other specific improvements?, LRC working on other Park Improvement initiatives, various applications to CIP150
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	12.56	
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	11.78	
Admin: Insurance Program - Request for Proposals for 2016	11.66	
Council: Council Remuneration Structure and Policies	11.46	
PW: Tavistock Bypass Route	10.75	
Parks & Rec: Innerkip Trail Development	10.68	
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	10.52	See above, building removal ongoing, Council endorsement of a committee, details on committee structure and mandate in development
Parks & Rec: Walking Trails	10.00	new walking trail added Stonegate Park, Innerkip Park as trail by Lions, Tavistock Queens Park has trails from Royal Reno Project
Parks & Rec: Senior & Youth Activity Program Committee	9.73	
Fire: CEMC - continue to provide CEMC activities at a higher level than required	9.67	staff level discussion took place before summer, Council endorsement of idea, continued discussion with OxCo to move concept forward
PW: Tree trimming, increased tree maintenance	9.54	
Parks & Rec: Municipal Alcohol Policy	9.46	
County: Tavistock Sewage Lagoons	9.00	

Table 2	Summary	Staff Comments on Progress
PW: William Street South - water drainage / ponding	8.88	
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	8.82	some additional assistance provided with respect to playgrounds, facility maintenance, all summer students trained, on-going challenges with appropriate level of involvement and supervision with respect to parks
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	8.33	committee formed, surrounding property owners notified and engaged,
Council: Property Disposal Procedures	7.85	
Parks & Rec: Innerkip Arboretum	7.85	
PW: Increased winter service level on 16th line	7.79	
Planning: Child Care Centre in Tavistock	7.78	
By-law: Seasonal Trailer Parks operating outside of permitted zoning	7.75	
Council: 70 Maria Street Involvement	7.30	
Planning: Transportation to larger centres	7.17	
Parks & Rec: Walking Track	6.67	
Alternative Energy: Electric Vehicle Charging Station	6.65	
Council: Tavistock Vision - Population Mix	6.10	
County: Decreased water pressure	5.00	
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	5.00	
Parks & Rec: Swimming Pool / Splashpad	5.00	

STAFF REPORT

Report #CAO2015-15

To: His Worship the Mayor and Members of Council
From: Jeff Carswell, Chief Administrative Officer
Subject: Council Priority Setting Exercise – Results Analysis and Proposed Action
Date: February 26, 2015

Background:

Further to the previous reports on Council Priority Setting and the preliminary look at the survey results at the last meeting, this report consolidates the results and puts forth a plan to start addressing the priorities.

Discussion:

Attached are several tables that provide analysis of the various items ranked through the priority setting exercise. In reviewing the data in greater detail and from several perspectives, it is possible to better understand the priorities, examine areas where there could be anomalies and ensure the data reflects the direction Council wishes to proceed. With respect to presentation of the data, all items identified are included. The colour scale goes from Red (High Importance, Urgency, Priority, etc.) to Green (low Importance, Urgency, Priority, etc.)



Data Tables and Comments:

Table	Observations
<p>Table 1 - Summary Ranking + All data sets (Importance, Urgency, \$10,000 on Any Item Counts & \$, \$5,000 on just 10 items Counts & \$)</p>	<ul style="list-style-type: none"> • This table tries to illustrate all ranking criteria in a single table. With the items being grouped by function, it is possible to see some trends in certain areas. For example, Economic Development clearly ranks high, in general. Parks and Recreation ranks fairly low, in general. • Most, but not all, items tended to maintain their rank across all data sets which gives some confidence that these items are truly the most important (ie. ranked high importance and respondents also allocated funds/resources to the item). • Economic Development followed by Reporting to Council are clearly the top priorities identified. • This tends to show in the summary and more detailed data sets.
<p>Table 2 – Summary Rank Sorted High to Low</p>	<ul style="list-style-type: none"> • This table illustrates the summary rank sorted in order from High to Low. • The Summary Rank is all question scores blended. Several formula options were considered to create numbers that could be averaged and extra weighting was applied to importance. • Once again, it clearly shows that Economic Development followed by Reports ranked the highest based on the summary data.
<p>Table 3 – Importance Rank Sorted High to Low</p>	<ul style="list-style-type: none"> • This table is just the “Importance” question ranking. • Based on just ‘Importance’, Reports to Council is the highest rank, followed closely by Economic Development.

<p>Table 4 – Urgency Rank Sorted High to Low</p>	<ul style="list-style-type: none"> • This table is just the “Urgency” questions ranking. • Based on just ‘Urgency’, Reports to Council are clearly the highest ranking matter Council wishes to address. Economic Development remains high, but when looking at the various “Report” items, they all tend to rank very high.
<p>Table 5 – Number of respondents selecting an item</p>	<ul style="list-style-type: none"> • This table examines the number of respondents that applied some of the \$10,000 to an item. • This helps to understand the number of respondents regardless of the amount of money placed on the item. • 6 of the 7 respondents put some money on Reports to Council, followed by 5 of the 7 wanting to move the budget process forward • This illustrates that just looking at ‘Importance’ or ‘Urgency’ may not illustrate the whole story
<p>Table 6 – Allocation of \$10,000 over all items</p>	<ul style="list-style-type: none"> • This table examines the priorities when there are limited resources to apply against the items. • This question tried to apply some constraints to test whether items would still remain priorities if resources were limited. For example, you could rank all items as high ‘Importance’ and ‘Urgency’, but with this question, you needed to really focus in on “what you would put money on”. • Based on the Survey, Economic Development continues to be the highest ranking item, but moving the budget forward and community engagement moved forward compared to the other items.

<p>Table 7 – Number of Respondents selecting an item with just \$5,000</p>	<ul style="list-style-type: none"> • This table examines the number of respondents that selected items, when only 10 items could be selected. • Once again, Economic Development continues to top the list with 5 of 7 respondents putting some money on it • Some items that were ranking relatively high jumped up when even more restraint was put in place (i.e. webcasting Council meetings). With \$10,000, it was only selected 3 times, but with even more limited resources, it was selected 4 times. Other items that tended to rank high in other questions also tended to rank high here as well.
<p>Table 8 – Allocation of \$5,000 over up to 10 items</p>	<ul style="list-style-type: none"> • This table examines the funding applied when resources and choice is very limited (i.e. only \$5,000 to apply to, at most, 10 items) • Once again, Economic Development was high, as were other Economic Development related items.
<p>Table 9 – High + Medium Importance</p>	<ul style="list-style-type: none"> • This table adds the number of High and Medium rankings for 'Importance'. • The table is sorted by the High + Med Total Count column. • From this, you can see that all Councillors ranked Economic Development High or Medium. • The second grouping shows 6 of the 7 Councillors ranking those items High or Medium. • This table could be referenced to capture all items that ranked as High or Medium from all of Council. • From this we can see that 1 item – Economic Development was ranked High & Medium. • 9 other items were ranked as High & Medium by 6 councillors.

While all of the data and tables provide useful information and can be analyzed in a wide range of ways, it is necessary to start to focus in on the priorities and develop a course of action. Based on review of the data, staff believe the following items are tending to rise to the top as far as overall priority go:

- Economic Development (+ various sub-items of Economic Development)
- Reports for Council (+ various sub items related to 'reporting')
- Fiscal Responsibility
- Budget Timeframe

It also apparent from this exercise that some areas are ranking relatively low and may be areas where resources could be withdrawn to focus on other more important areas. For example, many items related to Parks & Recreation, Trails, CEMC, some Fire Department items, Planning and some PW items, rank fairly low. Some of these items were higher priorities for the previous Council and resource allocations may have to be adjusted to reflect this change in priority.

Staff will begin to investigate and take action based on the priorities as identified. It is anticipated that some items will require some additional clarification and direction from Council before finalization and implementation. For example, staff need some additional information to determine what council is looking for with respect to reports. There is no point moving forward without understanding exactly what council is looking for in this area. Doing so may result in wasted time and effort. As well, and depending on what is being looked for, frequency and resource requirements may lead to adjustments as to what staff are already working on, to fulfill this item.

Some items, such as moving the budget forward, will be calendared and brought forward for more review and consideration at an appropriate time. Other items that may be a lower priority, but do not require significant time or resources, **might be acted upon more quickly to "get some items checked off"**.

Other items will be brought forward as time permits and staff resources are available. As noted in past reports, while staff are generally fully engaged with day to day activities, some time is available during certain parts of the year to work on special projects and new initiatives. Different staff also have capacity at varying times throughout the year and have different skills to employ, which would be useful for the wide range of projects identified through this exercise.

With respect to the observation that "Economic Development" and "Reports" to Council are the main priorities, staff would offer the following comments:

- Economic Development - In order to ensure the ROEDC is funded, resources must be in place for staff to be able to provide enough time to help move the ROEDC forward. Further, resources must be in place so that any development opportunities that come along are given as much attention as possible.
- Reports to Council – for upcoming Council meetings, staff will investigate what other municipalities provide for reports, examine best practices, determine what exactly Council is looking for and wants, develop options to provide reports, and inform Council of the potential impacts.

Staff believe reporting quarterly on overall progress would be reasonable and ensure the various items do not get forgotten. It forces evaluation of the items and permits explanation if there is limited progress on the items identified. Staff will also be taking this information into consideration as the 2015 Budget is being developed and finalized.

Recommendation:

1. That Council endorse the action items for Economic Development and Reports to Council as set out in this report.

Report prepared
and submitted by:



Jeff Carswell, AMCT
Chief Administrative Officer

Table 1	Summary	Importance	Urgency	Count	\$10,000		\$5,000	
					Average	Count	Average	Count
Admin: Auditor - Request for Proposals for 2016	13.71	2.20	2.20	1	107	1	86	
Admin: Communication with Residents	18.02	3.00	2.71	2	86	1	71	
Admin: Departmental Status Reports / Reports to Council	34.57	4.67	5.00	4	336	4	271	
Admin: Formal Strategic Planning Exercise for the Township	13.13	2.14	2.00	1	71	1	79	
Admin: Insurance Program - Request for Proposals for 2016	11.66	1.80	1.80	1	107	1	36	
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	25.46	3.00	3.29	5	514	3	214	
Admin: Office Hours - Consider extended hours at certain times (ex. open late	13.90	1.86	3.00	3	179	0		
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	19.30	2.67	3.00	2	214	2	143	
Admin: Staff Levels	19.23	3.33	3.29	3	136	0		
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	15.68	2.43	2.43	2	107	1	71	
All Departments: Consistent, regular Departmental Reports to Council	33.41	5.00	4.67	6	421	2	143	
All Departments: Level of Service Reviews	15.38	3.00	2.14	2	129	0		
Alternative Energy: Electric Vehicle Charging Station	6.65	1.33	1.33	0	0	0		
Alternative Energy: Solar on Township Facilities	18.51	3.40	2.20	2	86	1	71	
By-law: Regular reporting to Council on Departmental Activities and Enforcement	30.03	4.14	4.43	4	236	3	229	
By-law: Seasonal Trailer Parks operating outside of permitted zoning	7.75	1.57	1.00	1	14	0		
Council: 70 Maria Street Involvement	7.30	1.29	1.80	0	0	0		
Council: Community Consultation and Engagement	20.44	3.00	2.67	4	607	1	286	
Council: Council / Committee Interactions	13.50	2.71	2.14	1	57	0		
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	12.56	2.33	2.33	1	71	0		
Council: Council Remuneration Structure and Policies	11.46	2.33	1.67	1	71	0		
Council: Fiscal Responsibility	27.12	4.43	4.14	4	336	1	71	
Council: Increased Transparency and Accountability	17.58	3.00	2.43	2	107	1	71	
Council: Property Disposal Procedures	7.85	1.57	1.57	0	0	0		
Council: Tavistock Vision - Population Mix	6.10	1.33	1.00	0	0	0		
Council: Webcast / Livestream of Council Meetings via Website Link	24.80	3.00	3.00	3	286	4	286	
County: Tavistock 5 Corners / Lights / Traffic Flow	16.74	2.43	2.00	2	214	2	64	
County: Decreased water pressure	5.00	1.00	1.00	0	0	0		
County: Downtown Parking / better delineation of parking space at 5 corners in front	21.01	3.40	2.67	2	107	2	100	
County: Tavistock Sewage Lagoons	9.00	2.00	1.40	0	0	0		
EcDev: Bonnie Brae Site Redevelopment	25.11	3.00	3.33	4	786	3	321	
EcDev: Economic Development	36.89	4.71	4.43	4	1000	5	929	
EcDev: Existing Business Support and Assistance Initiatives	28.86	3.67	3.57	4	286	4	321	
EcDev: Rural Agricultural Assistance	13.86	2.67	2.43	1	71	0		
EcDev: Tavistock Industrial Lands	20.24	3.86	3.33	2	143	0		
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	5.00	1.00	1.00	0	0	0		
Fire: CEMC - continue to provide CEMC activities at a higher level than required	9.67	1.86	1.57	1	14	0		
Fire: Fire Department - Updated/Modernized Emergency Response By-law	18.41	2.71	3.00	3	121	1	71	
Fire: Improved, more frequent Fire Department Activity Reporting	19.91	3.00	3.29	3	164	1	71	
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re:	19.28	2.67	3.00	2	157	2	186	
Fire: Master Fire Plan	19.07	2.67	3.00	2	107	2	50	
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	15.42	2.67	3.40	1	14	0		
HR: Continued Succession Planning / Long-term Options / Staff Development	16.26	2.43	3.29	3	157	0		
Parks & Rec: Additional funding for recreation and trails in the Township	13.12	1.67	2.43	2	86	1	71	
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for	8.33	1.57	1.86	0	0	0		
Parks & Rec: Innerkip Arboretum	7.85	1.57	1.57	0	0	0		
Parks & Rec: Innerkip Trail Development	10.68	1.86	2.14	1	71	0		
Parks & Rec: Municipal Alcohol Policy	9.46	1.57	2.00	1	57	0		
Parks & Rec: Park Improvements	12.56	1.67	1.57	3	121	1	71	
Parks & Rec: Post Board/Committee Members	14.40	2.71	2.67	1	71	0		
Parks & Rec: Senior & Youth Activity Program Committee	9.73	2.00	1.29	1	71	0		
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	8.82	1.86	1.57	0	0	0		
Parks & Rec: Swimming Pool / Splashpad	5.00	1.00	1.00	0	0	0		
Parks & Rec: Tavistock Queens Park Gates	14.40	2.43	2.71	2	107	0		
Parks & Rec: Walking Track	6.67	1.50	1.00	0	0	0		
Parks & Rec: Walking Trails	10.00	2.00	2.00	0	0	0		
Planning: Child Care Centre in Tavistock	7.78	1.50	1.67	0	0	0		
Planning: No Wind Turbines	15.87	3.00	3.00	1	29	0		
Planning: Rural Planning Policy Review and Modernization	13.75	2.14	2.43	1	14	1	43	
Planning: Transportation to larger centres	7.17	1.40	1.50	0	0	0		
Police: Increased police presence in the community	22.17	3.57	3.00	4	200	1	43	
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	10.52	1.57	1.57	1	36	1	114	
Property: 89 Loveys Street Property - Property Use and Development Plan	22.25	3.57	3.57	3	179	1	36	
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	17.47	3.00	3.29	2	286	0		
PW: Increased winter service level on 16th line	7.79	1.29	1.57	1	36	0		
PW: Innerkip Sidewalks	17.18	2.33	2.33	2	250	2	229	
PW: Innerkip Streetlighting	15.24	2.14	2.71	2	179	1	50	
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	11.78	2.20	2.67	0	0	0		
PW: Speed Spy Usage	21.05	3.86	3.86	2	79	0		
PW: Tavistock Bypass Route	10.75	1.86	2.20	1	43	0		
PW: Township Welcome Signs at major entrances	13.19	2.33	1.67	1	71	1	57	
PW: Tree Planting	13.44	2.14	2.71	2	107	0		
PW: Tree trimming, increased tree maintenance	9.54	1.67	1.86	1	36	0		
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	14.76	2.33	2.00	2	250	1	43	
PW: William Street South - water drainage / ponding	8.88	2.00	1.33	0	0	0		
					10,000		5,000	

Table 2	Summary
EcDev: Economic Development	36.89
Admin: Departmental Status Reports / Reports to Council	34.57
All Departments: Consistent, regular Departmental Reports to Council	33.41
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	30.03
EcDev: Existing Business Support and Assistance Initiatives	28.86
Council: Fiscal Responsibility	27.12
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	25.46
EcDev: Bonnie Brae Site Redevelopment	25.11
Council: Webcast / Livestream of Council Meetings via Website Link	24.80
Property: 89 Loveys Street Property - Property Use and Development Plan	22.25
Police: Increased police presence in the community	22.17
PW: Speed Spy Usage	21.05
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	21.01
Council: Community Consultation and Engagement	20.44
EcDev: Tavistock Industrial Lands	20.24
Fire: Improved, more frequent Fire Department Activity Reporting	19.91
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	19.30
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	19.28
Admin: Staff Levels	19.23
Fire: Master Fire Plan	19.07
Alternative Energy: Solar on Township Facilities	18.51
Fire: Fire Department - Updated/Modernized Emergency Response By-law	18.41
Admin: Communication with Residents	18.02
Council: Increased Transparency and Accountability	17.58
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	17.47
PW: Innerkip Sidewalks	17.18
County: Tavistock 5 Corners / Lights / Traffic Flow	16.74
HR: Continued Succession Planning / Long-term Options / Staff Development	16.26
Planning: No Wind Turbines	15.87
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	15.68
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	15.42
All Departments: Level of Service Reviews	15.38
PW: Innerkip Streetlighting	15.24
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	14.76
Parks & Rec: Tavistock Queens Park Gates	14.40
Parks & Rec: Post Board/Committee Members	14.40
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	13.90
EcDev: Rural Agricultural Assistance	13.86
Planning: Rural Planning Policy Review and Modernization	13.75
Admin: Auditor - Request for Proposals for 2016	13.71
Council: Council / Committee Interactions	13.50
PW: Tree Planting	13.44
PW: Township Welcome Signs at major entrances	13.19
Admin: Formal Strategic Planning Exercise for the Township	13.13
Parks & Rec: Additional funding for recreation and trails in the Township	13.12
Parks & Rec: Park Improvements	12.56
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	12.56
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	11.78
Admin: Insurance Program - Request for Proposals for 2016	11.66
Council: Council Remuneration Structure and Policies	11.46
PW: Tavistock Bypass Route	10.75
Parks & Rec: Innerkip Trail Development	10.68
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	10.52
Parks & Rec: Walking Trails	10.00
Parks & Rec: Senior & Youth Activity Program Committee	9.73
Fire: CEMC - continue to provide CEMC activities at a higher level than required	9.67
PW: Tree trimming, increased tree maintenance	9.54
Parks & Rec: Municipal Alcohol Policy	9.46
County: Tavistock Sewage Lagoons	9.00
PW: William Street South - water drainage / ponding	8.88
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	8.82
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	8.33
Council: Property Disposal Procedures	7.85
Parks & Rec: Innerkip Arboretum	7.85
PW: Increased winter service level on 16th line	7.79
Planning: Child Care Centre in Tavistock	7.78
By-law: Seasonal Trailer Parks operating outside of permitted zoning	7.75
Council: 70 Maria Street Involvement	7.30
Planning: Transportation to larger centres	7.17
Parks & Rec: Walking Track	6.67
Alternative Energy: Electric Vehicle Charging Station	6.65
Council: Tavistock Vision - Population Mix	6.10
County: Decreased water pressure	5.00
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	5.00
Parks & Rec: Swimming Pool / Splashpad	5.00

Table 3	Importance
All Departments: Consistent, regular Departmental Reports to Council	5.00
EcDev: Economic Development	4.71
Admin: Departmental Status Reports / Reports to Council	4.67
Council: Fiscal Responsibility	4.43
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	4.14
EcDev: Tavistock Industrial Lands	3.86
PW: Speed Spy Usage	3.86
EcDev: Existing Business Support and Assistance Initiatives	3.67
Police: Increased police presence in the community	3.57
Property: 89 Loveys Street Property - Property Use and Development Plan	3.57
Alternative Energy: Solar on Township Facilities	3.40
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	3.40
Admin: Staff Levels	3.33
Admin: Communication with Residents	3.00
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	3.00
All Departments: Level of Service Reviews	3.00
Council: Community Consultation and Engagement	3.00
Council: Increased Transparency and Accountability	3.00
Council: Webcast / Livestream of Council Meetings via Website Link	3.00
EcDev: Bonnie Brae Site Redevelopment	3.00
Fire: Improved, more frequent Fire Department Activity Reporting	3.00
Planning: No Wind Turbines	3.00
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	3.00
Council: Council / Committee Interactions	2.71
Fire: Fire Department - Updated/Modernized Emergency Response By-law	2.71
Parks & Rec: Post Board/Committee Members	2.71
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	2.67
EcDev: Rural Agricultural Assistance	2.67
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	2.67
Fire: Master Fire Plan	2.67
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	2.67
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	2.43
County: Tavistock 5 Corners / Lights / Traffic Flow	2.43
HR: Continued Succession Planning / Long-term Options / Staff Development	2.43
Parks & Rec: Tavistock Queens Park Gates	2.43
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	2.33
Council: Council Remuneration Structure and Policies	2.33
PW: Innerkip Sidewalks	2.33
PW: Township Welcome Signs at major entrances	2.33
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	2.33
Admin: Auditor - Request for Proposals for 2016	2.20
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	2.20
Admin: Formal Strategic Planning Exercise for the Township	2.14
Planning: Rural Planning Policy Review and Modernization	2.14
PW: Innerkip Streetlighting	2.14
PW: Tree Planting	2.14
County: Tavistock Sewage Lagoons	2.00
Parks & Rec: Senior & Youth Activity Program Committee	2.00
Parks & Rec: Walking Trails	2.00
PW: William Street South - water drainage / ponding	2.00
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	1.86
Fire: CEMC - continue to provide CEMC activities at a higher level than required	1.86
Parks & Rec: Innerkip Trail Development	1.86
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	1.86
PW: Tavistock Bypass Route	1.86
Admin: Insurance Program - Request for Proposals for 2016	1.80
Parks & Rec: Additional funding for recreation and trails in the Township	1.67
Parks & Rec: Park Improvements	1.67
PW: Tree trimming, increased tree maintenance	1.67
By-law: Seasonal Trailer Parks operating outside of permitted zoning	1.57
Council: Property Disposal Procedures	1.57
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	1.57
Parks & Rec: Innerkip Arboretum	1.57
Parks & Rec: Municipal Alcohol Policy	1.57
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	1.57
Parks & Rec: Walking Track	1.50
Planning: Child Care Centre in Tavistock	1.50
Planning: Transportation to larger centres	1.40
Alternative Energy: Electric Vehicle Charging Station	1.33
Council: Tavistock Vision - Population Mix	1.33
Council: 70 Maria Street Involvement	1.29
PW: Increased winter service level on 16th line	1.29
County: Decreased water pressure	1.00
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	1.00
Parks & Rec: Swimming Pool / Splashpad	1.00

Table 4	Urgency
Admin: Departmental Status Reports / Reports to Council	5.00
All Departments: Consistent, regular Departmental Reports to Council	4.67
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	4.43
EcDev: Economic Development	4.43
Council: Fiscal Responsibility	4.14
PW: Speed Spy Usage	3.86
EcDev: Existing Business Support and Assistance Initiatives	3.57
Property: 89 Loveys Street Property - Property Use and Development Plan	3.57
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	3.40
EcDev: Bonnie Brae Site Redevelopment	3.33
EcDev: Tavistock Industrial Lands	3.33
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	3.29
Admin: Staff Levels	3.29
Fire: Improved, more frequent Fire Department Activity Reporting	3.29
HR: Continued Succession Planning / Long-term Options / Staff Development	3.29
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	3.29
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	3.00
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	3.00
Council: Webcast / Livestream of Council Meetings via Website Link	3.00
Fire: Fire Department - Updated/Modernized Emergency Response By-law	3.00
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	3.00
Fire: Master Fire Plan	3.00
Planning: No Wind Turbines	3.00
Police: Increased police presence in the community	3.00
Admin: Communication with Residents	2.71
Parks & Rec: Tavistock Queens Park Gates	2.71
PW: Innerkip Streetlighting	2.71
PW: Tree Planting	2.71
Council: Community Consultation and Engagement	2.67
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	2.67
Parks & Rec: Post Board/Committee Members	2.67
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	2.67
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	2.43
Council: Increased Transparency and Accountability	2.43
EcDev: Rural Agricultural Assistance	2.43
Parks & Rec: Additional funding for recreation and trails in the Township	2.43
Planning: Rural Planning Policy Review and Modernization	2.43
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	2.33
PW: Innerkip Sidewalks	2.33
Admin: Auditor - Request for Proposals for 2016	2.20
Alternative Energy: Solar on Township Facilities	2.20
PW: Tavistock Bypass Route	2.20
All Departments: Level of Service Reviews	2.14
Council: Council / Committee Interactions	2.14
Parks & Rec: Innerkip Trail Development	2.14
Admin: Formal Strategic Planning Exercise for the Township	2.00
County: Tavistock 5 Corners / Lights / Traffic Flow	2.00
Parks & Rec: Municipal Alcohol Policy	2.00
Parks & Rec: Walking Trails	2.00
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	2.00
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	1.86
PW: Tree trimming, increased tree maintenance	1.86
Admin: Insurance Program - Request for Proposals for 2016	1.80
Council: 70 Maria Street Involvement	1.80
Council: Council Remuneration Structure and Policies	1.67
Planning: Child Care Centre in Tavistock	1.67
PW: Township Welcome Signs at major entrances	1.67
Council: Property Disposal Procedures	1.57
Fire: CEMC - continue to provide CEMC activities at a higher level than required	1.57
Parks & Rec: Innerkip Arboretum	1.57
Parks & Rec: Park Improvements	1.57
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	1.57
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	1.57
PW: Increased winter service level on 16th line	1.57
Planning: Transportation to larger centres	1.50
County: Tavistock Sewage Lagoons	1.40
Alternative Energy: Electric Vehicle Charging Station	1.33
PW: William Street South - water drainage / ponding	1.33
Parks & Rec: Senior & Youth Activity Program Committee	1.29
By-law: Seasonal Trailer Parks operating outside of permitted zoning	1.00
Council: Tavistock Vision - Population Mix	1.00
County: Decreased water pressure	1.00
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	1.00
Parks & Rec: Swimming Pool / Splashpad	1.00
Parks & Rec: Walking Track	1.00

Table 5	\$10,000 #
All Departments: Consistent, regular Departmental Reports to Council	6
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	5
Admin: Departmental Status Reports / Reports to Council	4
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	4
Council: Community Consultation and Engagement	4
Council: Fiscal Responsibility	4
EcDev: Bonnie Brae Site Redevelopment	4
EcDev: Economic Development	4
EcDev: Existing Business Support and Assistance Initiatives	4
Police: Increased police presence in the community	4
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	3
Admin: Staff Levels	3
Council: Webcast / Livestream of Council Meetings via Website Link	3
Fire: Fire Department - Updated/Modernized Emergency Response By-law	3
Fire: Improved, more frequent Fire Department Activity Reporting	3
HR: Continued Succession Planning / Long-term Options / Staff Development	3
Parks & Rec: Park Improvements	3
Property: 89 Loveys Street Property - Property Use and Development Plan	3
Admin: Communication with Residents	2
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	2
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	2
All Departments: Level of Service Reviews	2
Alternative Energy: Solar on Township Facilities	2
Council: Increased Transparency and Accountability	2
County: Tavistock 5 Corners / Lights / Traffic Flow	2
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	2
EcDev: Tavistock Industrial Lands	2
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	2
Fire: Master Fire Plan	2
Parks & Rec: Additional funding for recreation and trails in the Township	2
Parks & Rec: Tavistock Queens Park Gates	2
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	2
PW: Innerkip Sidewalks	2
PW: Innerkip Streetlighting	2
PW: Speed Spy Usage	2
PW: Tree Planting	2
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	2
Admin: Auditor - Request for Proposals for 2016	1
Admin: Formal Strategic Planning Exercise for the Township	1
Admin: Insurance Program - Request for Proposals for 2016	1
By-law: Seasonal Trailer Parks operating outside of permitted zoning	1
Council: Council / Committee Interactions	1
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	1
Council: Council Remuneration Structure and Policies	1
EcDev: Rural Agricultural Assistance	1
Fire: CEMC - continue to provide CEMC activities at a higher level than required	1
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	1
Parks & Rec: Innerkip Trail Development	1
Parks & Rec: Municipal Alcohol Policy	1
Parks & Rec: Post Board/Committee Members	1
Parks & Rec: Senior & Youth Activity Program Committee	1
Planning: No Wind Turbines	1
Planning: Rural Planning Policy Review and Modernization	1
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	1
PW: Increased winter service level on 16th line	1
PW: Tavistock Bypass Route	1
PW: Township Welcome Signs at major entrances	1
PW: Tree trimming, increased tree maintenance	1
Alternative Energy: Electric Vehicle Charging Station	0
Council: 70 Maria Street Involvement	0
Council: Property Disposal Procedures	0
Council: Tavistock Vision - Population Mix	0
County: Decreased water pressure	0
County: Tavistock Sewage Lagoons	0
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	0
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	0
Parks & Rec: Innerkip Arboretum	0
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	0
Parks & Rec: Swimming Pool / Splashpad	0
Parks & Rec: Walking Track	0
Parks & Rec: Walking Trails	0
Planning: Child Care Centre in Tavistock	0
Planning: Transportation to larger centres	0
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	0
PW: William Street South - water drainage / ponding	0

Table 6	\$10,000
EcDev: Economic Development	7000
EcDev: Bonnie Brae Site Redevelopment	5500
Council: Community Consultation and Engagement	4250
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	3600
All Departments: Consistent, regular Departmental Reports to Council	2950
Admin: Departmental Status Reports / Reports to Council	2350
Council: Fiscal Responsibility	2350
Council: Webcast / Livestream of Council Meetings via Website Link	2000
EcDev: Existing Business Support and Assistance Initiatives	2000
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	2000
PW: Innerkip Sidewalks	1750
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	1750
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	1650
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	1500
County: Tavistock 5 Corners / Lights / Traffic Flow	1500
Police: Increased police presence in the community	1400
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	1250
Property: 89 Loveys Street Property - Property Use and Development Plan	1250
PW: Innerkip Streetlighting	1250
Fire: Improved, more frequent Fire Department Activity Reporting	1150
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	1100
HR: Continued Succession Planning / Long-term Options / Staff Development	1100
EcDev: Tavistock Industrial Lands	1000
Admin: Staff Levels	950
All Departments: Level of Service Reviews	900
Fire: Fire Department - Updated/Modernized Emergency Response By-law	850
Parks & Rec: Park Improvements	850
Admin: Auditor - Request for Proposals for 2016	750
Admin: Insurance Program - Request for Proposals for 2016	750
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	750
Council: Increased Transparency and Accountability	750
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	750
Fire: Master Fire Plan	750
Parks & Rec: Tavistock Queens Park Gates	750
PW: Tree Planting	750
Admin: Communication with Residents	600
Alternative Energy: Solar on Township Facilities	600
Parks & Rec: Additional funding for recreation and trails in the Township	600
PW: Speed Spy Usage	550
Admin: Formal Strategic Planning Exercise for the Township	500
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	500
Council: Council Remuneration Structure and Policies	500
EcDev: Rural Agricultural Assistance	500
Parks & Rec: Innerkip Trail Development	500
Parks & Rec: Post Board/Committee Members	500
Parks & Rec: Senior & Youth Activity Program Committee	500
PW: Township Welcome Signs at major entrances	500
Council: Council / Committee Interactions	400
Parks & Rec: Municipal Alcohol Policy	400
PW: Tavistock Bypass Route	300
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	250
PW: Increased winter service level on 16th line	250
PW: Tree trimming, increased tree maintenance	250
Planning: No Wind Turbines	200
By-law: Seasonal Trailer Parks operating outside of permitted zoning	100
Fire: CEMC - continue to provide CEMC activities at a higher level than required	100
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	100
Planning: Rural Planning Policy Review and Modernization	100
Alternative Energy: Electric Vehicle Charging Station	0
Council: 70 Maria Street Involvement	0
Council: Property Disposal Procedures	0
Council: Tavistock Vision - Population Mix	0
County: Decreased water pressure	0
County: Tavistock Sewage Lagoons	0
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	0
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	0
Parks & Rec: Innerkip Arboretum	0
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	0
Parks & Rec: Swimming Pool / Splashpad	0
Parks & Rec: Walking Track	0
Parks & Rec: Walking Trails	0
Planning: Child Care Centre in Tavistock	0
Planning: Transportation to larger centres	0
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	0
PW: William Street South - water drainage / ponding	0

70000

Table 7	\$5,000 #
EcDev: Economic Development	5
Admin: Departmental Status Reports / Reports to Council	4
Council: Webcast / Livestream of Council Meetings via Website Link	4
EcDev: Existing Business Support and Assistance Initiatives	4
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	3
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	3
EcDev: Bonnie Brae Site Redevelopment	3
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	2
All Departments: Consistent, regular Departmental Reports to Council	2
County: Tavistock 5 Corners / Lights / Traffic Flow	2
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	2
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	2
Fire: Master Fire Plan	2
PW: Innerkip Sidewalks	2
Admin: Auditor - Request for Proposals for 2016	1
Admin: Communication with Residents	1
Admin: Formal Strategic Planning Exercise for the Township	1
Admin: Insurance Program - Request for Proposals for 2016	1
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	1
Alternative Energy: Solar on Township Facilities	1
Council: Community Consultation and Engagement	1
Council: Fiscal Responsibility	1
Council: Increased Transparency and Accountability	1
Fire: Fire Department - Updated/Modernized Emergency Response By-law	1
Fire: Improved, more frequent Fire Department Activity Reporting	1
Parks & Rec: Additional funding for recreation and trails in the Township	1
Parks & Rec: Park Improvements	1
Planning: Rural Planning Policy Review and Modernization	1
Police: Increased police presence in the community	1
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	1
Property: 89 Loveys Street Property - Property Use and Development Plan	1
PW: Innerkip Streetlighting	1
PW: Township Welcome Signs at major entrances	1
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	1
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	0
Admin: Staff Levels	0
All Departments: Level of Service Reviews	0
Alternative Energy: Electric Vehicle Charging Station	0
By-law: Seasonal Trailer Parks operating outside of permitted zoning	0
Council: 70 Maria Street Involvement	0
Council: Council / Committee Interactions	0
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	0
Council: Council Remuneration Structure and Policies	0
Council: Property Disposal Procedures	0
Council: Tavistock Vision - Population Mix	0
County: Decreased water pressure	0
County: Tavistock Sewage Lagoons	0
EcDev: Rural Agricultural Assistance	0
EcDev: Tavistock Industrial Lands	0
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	0
Fire: CEMC - continue to provide CEMC activities at a higher level than required	0
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	0
HR: Continued Succession Planning / Long-term Options / Staff Development	0
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	0
Parks & Rec: Innerkip Arboretum	0
Parks & Rec: Innerkip Trail Development	0
Parks & Rec: Municipal Alcohol Policy	0
Parks & Rec: Post Board/Committee Members	0
Parks & Rec: Senior & Youth Activity Program Committee	0
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	0
Parks & Rec: Swimming Pool / Splashpad	0
Parks & Rec: Tavistock Queens Park Gates	0
Parks & Rec: Walking Track	0
Parks & Rec: Walking Trails	0
Planning: Child Care Centre in Tavistock	0
Planning: No Wind Turbines	0
Planning: Transportation to larger centres	0
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	0
PW: Increased winter service level on 16th line	0
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	0
PW: Speed Spy Usage	0
PW: Tavistock Bypass Route	0
PW: Tree Planting	0
PW: Tree trimming, increased tree maintenance	0
PW: William Street South - water drainage / ponding	0

Table 8	\$5,000
EcDev: Economic Development	6500
EcDev: Bonnie Brae Site Redevelopment	2250
EcDev: Existing Business Support and Assistance Initiatives	2250
Council: Community Consultation and Engagement	2000
Council: Webcast / Livestream of Council Meetings via Website Link	2000
Admin: Departmental Status Reports / Reports to Council	1900
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	1600
PW: Innerkip Sidewalks	1600
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	1500
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scenes	1300
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	1000
All Departments: Consistent, regular Departmental Reports to Council	1000
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	800
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug Store	700
Admin: Auditor - Request for Proposals for 2016	600
Admin: Formal Strategic Planning Exercise for the Township	550
Admin: Communication with Residents	500
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	500
Alternative Energy: Solar on Township Facilities	500
Council: Fiscal Responsibility	500
Council: Increased Transparency and Accountability	500
Fire: Fire Department - Updated/Modernized Emergency Response By-law	500
Fire: Improved, more frequent Fire Department Activity Reporting	500
Parks & Rec: Additional funding for recreation and trails in the Township	500
Parks & Rec: Park Improvements	500
County: Tavistock 5 Corners / Lights / Traffic Flow	450
PW: Township Welcome Signs at major entrances	400
Fire: Master Fire Plan	350
PW: Innerkip Streetlighting	350
Planning: Rural Planning Policy Review and Modernization	300
Police: Increased police presence in the community	300
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	300
Admin: Insurance Program - Request for Proposals for 2016	250
Property: 89 Loveys Street Property - Property Use and Development Plan	250
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, some Sat mornings)	0
Admin: Staff Levels	0
All Departments: Level of Service Reviews	0
Alternative Energy: Electric Vehicle Charging Station	0
By-law: Seasonal Trailer Parks operating outside of permitted zoning	0
Council: 70 Maria Street Involvement	0
Council: Council / Committee Interactions	0
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	0
Council: Council Remuneration Structure and Policies	0
Council: Property Disposal Procedures	0
Council: Tavistock Vision - Population Mix	0
County: Decreased water pressure	0
County: Tavistock Sewage Lagoons	0
EcDev: Rural Agricultural Assistance	0
EcDev: Tavistock Industrial Lands	0
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	0
Fire: CEMC - continue to provide CEMC activities at a higher level than required	0
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	0
HR: Continued Succession Planning / Long-term Options / Staff Development	0
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreement	0
Parks & Rec: Innerkip Arboretum	0
Parks & Rec: Innerkip Trail Development	0
Parks & Rec: Municipal Alcohol Policy	0
Parks & Rec: Post Board/Committee Members	0
Parks & Rec: Senior & Youth Activity Program Committee	0
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	0
Parks & Rec: Swimming Pool / Splashpad	0
Parks & Rec: Tavistock Queens Park Gates	0
Parks & Rec: Walking Track	0
Parks & Rec: Walking Trails	0
Planning: Child Care Centre in Tavistock	0
Planning: No Wind Turbines	0
Planning: Transportation to larger centres	0
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	0
PW: Increased winter service level on 16th line	0
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	0
PW: Speed Spy Usage	0
PW: Tavistock Bypass Route	0
PW: Tree Planting	0
PW: Tree trimming, increased tree maintenance	0
PW: William Street South - water drainage / ponding	0

\$35,000

Table 9	Importance Counts Only		
	High Count	Med Count	High+Med Count
EcDev: Economic Development	6	1	7
Admin: Departmental Status Reports / Reports to Council	5	1	6
All Departments: Consistent, regular Departmental Reports to Council	6	0	6
By-law: Regular reporting to Council on Departmental Activities and Enforcement Statistics	5	1	6
Council: Fiscal Responsibility	6	0	6
EcDev: Tavistock Industrial Lands	4	2	6
Fire: Fire Department - Updated/Modernized Emergency Response By-law	0	6	6
Police: Increased police presence in the community	3	3	6
Property: 89 Loveys Street Property - Property Use and Development Plan	3	3	6
PW: Speed Spy Usage	4	2	6
Admin: Communication with Residents	2	3	5
Admin: Move the budget process forward to Oct - Dec time frame vs. Feb - Apr	2	3	5
Admin: Staff Levels	2	3	5
All Departments: Level of Service Reviews	2	3	5
Council: Community Consultation and Engagement	2	3	5
Council: Increased Transparency and Accountability	2	3	5
EcDev: Existing Business Support and Assistance Initiatives	3	2	5
Fire: Improved, more frequent Fire Department Activity Reporting	2	3	5
Alternative Energy: Solar on Township Facilities	2	2	4
Council: Council / Committee Interactions	2	2	4
Council: Council Conference & Seminar Policies (attendance, number, costs, etc.)	0	4	4
Council: Webcast / Livestream of Council Meetings via Website Link	2	2	4
County: Downtown Parking / better delineation of parking space at 5 corners in front of Drug S	2	2	4
HR: Continued Succession Planning / Long-term Options / Staff Development	1	3	4
Parks & Rec: Post Board/Committee Members	2	2	4
Parks & Rec: Tavistock Queens Park Gates	1	3	4
Planning: Rural Planning Policy Review and Modernization	0	4	4
PW: Gravel to Hardtop Conversion - Reestablish this as a program/priority	3	1	4
PW: Innerkip Streetlighting	0	4	4
PW: Tree Planting	0	4	4
PW: William Street South - Sidewalk extension, lights, increased safety for walkers	0	4	4
Admin: Auditor - Request for Proposals for 2016	0	3	3
Admin: Formal Strategic Planning Exercise for the Township	1	2	3
Admin: Office Hours - Consider extended hours at certain times (ex. open late certain days, s	0	3	3
Admin: Office Hours - Evaluate current lunch time closure / Open over Lunch?	2	1	3
Admin: Tax Bill Information / Tax Increase Information / Capital Projects	2	1	3
Council: Council Remuneration Structure and Policies	1	2	3
County: Tavistock 5 Corners / Lights / Traffic Flow	2	1	3
EcDev: Bonnie Brae Site Redevelopment	3	0	3
EcDev: Rural Agricultural Assistance	2	1	3
Fire: CEMC - continue to provide CEMC activities at a higher level than required	0	3	3
Fire: Level of Service requirements for Firefighters re: safety, illegal drug activity re: fire scen	2	1	3
Fire: Master Fire Plan	2	1	3
Fire: Renewable Energy System Tracking / Registry (Rooftop Solar)	2	1	3
Parks & Rec: Innerkip Trail Development	0	3	3
Parks & Rec: Senior & Youth Activity Program Committee	0	3	3
Parks & Rec: Support to Local Rec Committees and Summer Park Employees	0	3	3
Parks & Rec: Walking Trails	0	3	3
Planning: No Wind Turbines	2	1	3
PW: Innerkip Sidewalks	1	2	3
PW: Pave Maplewood Sideroad from 16th Line to County Road 5	0	3	3
PW: Township Welcome Signs at major entrances	1	2	3
PW: William Street South - water drainage / ponding	0	3	3
By-law: Seasonal Trailer Parks operating outside of permitted zoning	0	2	2
Council: Property Disposal Procedures	0	2	2
County: Tavistock Sewage Lagoons	0	2	2
Parks & Rec: Additional funding for recreation and trails in the Township	0	2	2
Parks & Rec: Hickson Trail - started last year, very difficult to get MNR involved for agreem	0	2	2
Parks & Rec: Innerkip Arboretum	0	2	2
Parks & Rec: Municipal Alcohol Policy	0	2	2
Parks & Rec: Park Improvements	0	2	2
PW: Tavistock Bypass Route	1	1	2
PW: Tree trimming, increased tree maintenance	0	2	2
Admin: Insurance Program - Request for Proposals for 2016	1	0	1
Alternative Energy: Electric Vehicle Charging Station	0	1	1
Council: 70 Maria Street Involvement	0	1	1
Council: Tavistock Vision - Population Mix	0	1	1
Parks & Rec: Walking Track	0	1	1
Planning: Child Care Centre in Tavistock	0	1	1
Planning: Transportation to larger centres	0	1	1
Property: 89 Loveys Street Property - Consideration of a Small Community Hall	1	0	1
PW: Increased winter service level on 16th line	0	1	1
County: Decreased water pressure	0	0	0
Fire: Burn Permit Process - Review, look at options, pros/cons to different methods	0	0	0
Parks & Rec: Swimming Pool / Splashpad	0	0	0