



**THE CORPORATION OF THE TOWNSHIP OF KING**  
**Report to Committee of the Whole**

**Monday, May 9, 2022**

**Administration Department - Office of the CAO**  
**Report Number ADM-CAO-2022-001**  
**2019-2022 Corporate Strategic Plan - Year Three (2021) Annual Progress Report**

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**RECOMMENDATION(S):**

The respectfully submits the following recommendation(s):

1. The Annual Progress Report for Year Three (2021) of the 2019-2022 Corporate Strategic Plan (CSP) be received for information; and
2. The companion presentation to Committee of the Whole on May 9, 2022 also be received for information.

**REPORT HIGHLIGHTS:**

- Provides Committee with an overview of progress made against the CSP in Year Three (2021) of the current term of Council.
- Reports progress on 38 Key Actions, supported by 67 Key Performance Indicators (KPIs), in addition to 37 Community Benefit trends within each of the four Priority Areas.
- Despite COVID-19 pandemic restrictions extending into 2021, 37.5/38 Key Actions (98%) are progressing as planned or are completed and, 30/37 Community Benefits (81%) are trending in the desired direction.
- A forecast is provided showcasing expected progress throughout Year Four (2022) and expected end of term status on all Key Actions.
- Staff will continue to advance the CSP during Year Four (2021) and will conduct a final report on its progress in Q2 2023.

**PURPOSE:**

This report provides Council and citizens with an update on the progress made in Year Three (2021) of the *2019-2022 Corporate Strategic Plan* as well as a 2022 end of term forecast.

**BACKGROUND:**

On September 21st, 2020, Committee approved and adopted the term of council 2019-2022 Corporate Strategic Plan and was presented with the Year One (2019) Annual Progress Report. On May 10, 2021, Council was presented with the Year Two (2020) Annual Progress Report. The CSP progress reports are presented to Council annually, summarizing progress for the preceding year. This report provides an overview of progress made in Year Three (2021), highlighting the Plan's advancement and achievements that help guide the Township on its course to its future desired state. The Year

Three (2021) report also includes a forecast of the progress on the Key Actions through Year Four (2022), inclusive of an end of term status for each.

The CSP provides a common focus for the Township which enables staff to address the changing needs of the community, while consistently fostering a high quality of life for citizens. The CSP provides a detailed course of action for the current term of Council, captured through **four priority areas**:



**A Green and Sustainable Future**



**Investing in Infrastructure**



**Cultivating Safe, Healthy and Resilient Communities**

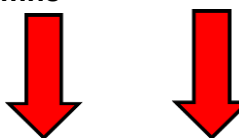


**Service Delivery Excellence and Innovation**

Performance accountability is measured through Key Performance Indicators (KPIs), which capture how much the Township continues to contribute toward citizen and community well-being. Community accountability is captured through Community Benefit trends within each Priority Area to highlight how well our efforts translate into the desired broader municipal outcomes for the community. This report highlights progress on all 38 Key Actions, supported by 69 Key Performance Indicators, in addition to 37 Community Benefit trends.

The Year Three (2021) Corporate Strategic Plan Annual Progress Report has taken on a new layout from the two previous reporting years to make the information more concise, and thus easier for readers to consume. Additionally, two new columns have been added to the Year Three (2021) Report labeled “2022 Forecast” and “End of Plan Status Forecast”. Looking forward to the final Year Four (2022) Progress Report, the addition of these new columns has allowed staff to report a forecast that accurately predicts whether the Key Actions will be achieved by the end of the 2019-2022 CSP term in 2022.

**Figure 1: New 2021 Layout & Columns**



2021 Status	Key Performance Indicators	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Promoting Conservation and Reduction</i>				
<b>Key Action:</b> <i>Expand Waste Diversion Initiatives</i>				
●	<i>Waste Diversion Initiatives</i>	<b>Proceeding:</b> There are currently <b>(24)</b> initiatives underway, including composting and microplastic workshops, as well as public E-waste, textile, and battery collection events.	Target of Key Action will be achieved. Expecting <b>(10)</b> additional initiatives in 2022 including hosting a Community Clean Up Day and Waste Reduction Week.	●

## ANALYSIS:

Figure 2: Year Three (2021) Overall Progress Summary



### Key Performance Indicators (KPIs)

KPIs quantify the achievements of the Township's efforts, including but not limited to: services delivered, projects implemented, or initiatives undertaken. These KPIs enable reporting of progress on the CSP by outlining what has been accomplished each year, highlighting how the Key Actions are proceeding towards meeting the Objectives within each Priority Area.

**38 Key Actions are identified in the 2019-2022 Corporate Strategic Plan and 37.5 (98%) of these actions are progressing as planned or completed.**

Overall, the 2019-2022 CSP is underway and on track, as confirmed through the respective Key Performance Indicators (KPI) for each Key Action. **Appendix 'A'** includes a detailed report of all KPIs used to gauge progress on the Key Actions and includes information on the data which informs them.

**There are 0 (0%) Key Actions that are being monitored and/or as they Key Action has not changed from the previous year.**

Staff is pleased to report that there were no Key Actions in 2021 that have remained stagnant compared to the Year Two (2020) CSP Annual Progress Report.

**There are 0.5 (2%) Key Actions that have unavailable data.**

Context for the Key Actions with unavailable data is detailed below (categorized by Priority Area)



## A Green and Sustainable Future

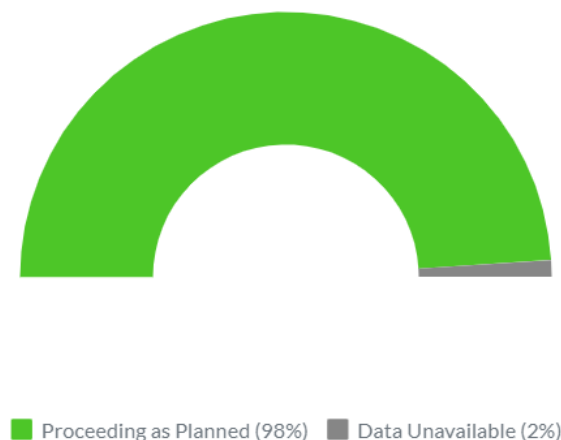
Under the objective “Promoting Conservation and Reduction”, the Key Action “Reduce Reliance on Fossil Fuels” is missing data pertaining to one of its two Key Performance Indicators, “Natural Gas Saved (in m3)”. This information is usually obtained from natural gas bills, which were not available at the time of writing this report. Therefore, only half of the Key Action “Reduce Reliance on Fossil Fuels” is reported as proceeding as planned, while the data for the other half of this Key Action is not yet available.



**There are 0 (0%) Key Actions that are deemed not proceeding as planned.**

Staff is pleased to report that there were no Key Actions in 2021 that are not proceeding as planned.

**Figure 3: Year Three (2021) Progress of Key Actions**



For more detailed information on progress of the CSP, including KPIs relating to all initiatives, projects and/or programs, please refer to **Appendix A: Year Three (2021) Corporate Strategic Plan Annual Progress Report – Detailed Report**.

## Community Benefits

Community Benefits help demonstrate whether the desired impact is taking shape because of the Township’s focused efforts. These measures tell us if the Key Actions that are proceeding have translated into positive changes for the community. For a full list of Community Benefits trend per priority area, refer to **Appendix B: Year Three (2021) Community Benefits Summary**.



**There are a total of 37 Community Benefits in 2021, of which 30 (81%) are trending in the right direction.**

Community Benefits trending in the desired direction in 2021 include (but are not limited to):

- 8.7% increase in waste diverted from landfills from 2020.
- Cleanout of both Kingsview and Mary Lake stormwater management ponds, leading to an increase in stormwater ponds in good condition.
- 257% increase in invasive species removal from 2020.
- 0.6% decrease in average water consumption per capita from 2020.
- As a result of the 2021 Road Improvement Program, there was a 3% increase in roads/bridges in top condition as well as a 3% increase in pedestrian/cyclist friendly roads in the Township.
- 17% increase in Township properties with access to broadband/fibre from 2020
- (4) Facilities with new accessibility renovations, as well as (11) Facilities equipped with EV Charging Stations.
- 30% more funds were contributed to Kings Reserve Fund in 2021.
- 2.3% increase of core area accessible streetscaping since 2020.
- Reduced speed limits on all local roads that were previously 60km/h or 50km/h to 40km/h.
- 683 more properties brought into compliance with the Ontario Fire Code in 2021.
- 54% increase in program registrations since 2020, despite COVID-19 restrictions in 2021.
- (2) back-up generator installations at the Fire Department Headquarters in King City and at the Parks Depot in Schomberg, increasing the % of township facilities with standby generators.
- 380m of watermains replaced, 670 meters of new watermains installed, 610m of new sanitary sewers installed, and 16km of watermain swabbing performed (representing a 45% increase from 2020), which have improved operational performance of water/wastewater systems.
- (5) Items from the Heritage & Culture Master Plan completed, as well as the implementation of several items from the Community Tourism Plan, increasing the # of implemented initiatives from approved master plans / long term growth frameworks in 2021.
- 41% of Township led projects budgeted in 2020 support strong asset management practices and/or replacement/renewal of assets to meet service level standards.
- 95% of all CRM cases closed within (2) business days, representing a 20% increase from 2020.
- (2) new corporate accreditations and (5) re-accreditations earned in 2021, increasing the % of departments with accreditations since 2020.
- 3.5% increase in online services available to the public.
- 38% increase in community engagement through virtual engagements and proactive By-law and Fire and Emergency Service education opportunities.
- 18% increase in external projects/initiatives influenced by King as an active stakeholder and over \$6,000 in realized cost savings resulting from the partnership between the Community Services Department and Treasured Inc. with online exhibitions.
- 38% increase in job applications received from qualified candidates, which represents a 6% increase from 2020.
- 94% of employees reported motivation to succeed in their jobs in the Employee Pulse Survey conducted in 2021.

These achievements demonstrate strong, organized and collaborative efforts across the organization in support of Council's priorities over this term of Council.



**1 of 37 (2.7%) Community Benefits has had no change from the previous reporting year or the baseline.**



## Cultivating Safe, Healthy and Resilient Communities

- **Increase # of Emergency Reception Centers that can be put online immediately.**  
Since 2019, there has remained a total of (3) Emergency Reception Centers in King due to the effects of continued COVID-19 restrictions over the 2020 and 2021 years. It is expected that once COVID-19 restrictions are fully and permanently lifted, an increase will be realized.



**2 of 37 (5.5%) Community Benefits are not trending in the desired direction.**



## A Green and Sustainable Future

- **Increase Net % of Tree/Forest Area Coverage in King**  
Despite the fact that the number of trees planted year over year has increased, based on York Regions Forest Management Reports it was determined that King saw a decrease of tree coverage in 2021. However, planned development is occurring within approved settlement areas as directed by our Official Plan (OP). Therefore, while the tree coverage has decreased in our urban areas temporarily due to developments, developers are required to replant the trees that they eliminated. As such it is expected that tree area coverage will increase once replanted trees are accounted for.



## Service Delivery Excellence and Innovation

- **Increase # of Up-To-Date Policy Frameworks per Annum (+/- 5 years)**

There has been a 10% of up-to-date Policy Frameworks from 2020 to 2021. In 2020, it was reported that 189/199 policies were up-to-date (94%). Alternatively, In 2021 data shows that 171/202 policies are up-to-date (84%). As more policies needed updating in 2021 than in previous years, active efforts are being made to review and ensure that any expired policies from 2021 are being updated for a 5 year term.



**4 of 37 (10.8%) Community Benefits have no data available or have data under development in 2020.**



## A Green and Sustainable Future

- **Decrease % of Annual Corporate GHG Emissions**  
The dataset that is leveraged to inform this community benefit trend is obtained from a federal report, which has not been released at the time of writing this report
- **Decrease % of Corporate non-renewable Energy Consumption**

The dataset used to inform this community benefit trend is obtained from natural gas bills, which were not readily available at the time of writing this report.

- **Increase % of Wetland Coverage in King**

This Community Benefit has not been reported on since the adoption of the 2019-2022 CSP. Staff have remained unable to obtain a dataset that can inform this Community Benefit for 2021.

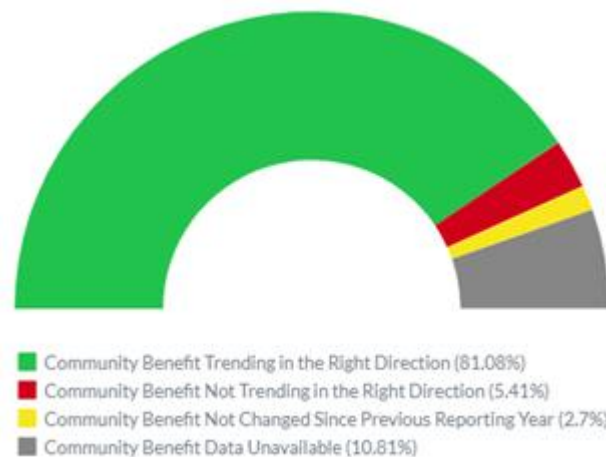


### Investing in Infrastructure

- **Increase % of Trail Use By Citizens**

While there has been no available datasets to leverage for this Community Benefit since the adoption of the 2019-2022 CSP, trail counters on all King Township trails have been installed throughout 2021 so that data may be obtained from them for the Year Four reporting for this community benefit.

**Figure 4: Year Three (2021) Community Benefit Trends**



### **FINANCIAL CONSIDERATIONS:**

All costs associated with implementing the Corporate Strategic Plan are included in the approved Township Capital and Operating budgets each fiscal year and are aligned with the overall delivery of the current service levels.

### **ALIGNMENT TO STRATEGIC PLAN:**

The 2019-2022 Corporate Strategic Plan was formally adopted by Council on September 21, 2020 which emphasizes all of the ICSP Pillars (Financial, Economic, Socio-Cultural and Environmental) and is also aligned with the long-term vision defined in the Official Plan. The 2019-2022 Corporate Strategic Plan aims to ensure staff initiatives focus on current Term of Council priorities in support of the Township's long-term vision to 2031.

This report is in alignment with the CSP's Priority Area(s), associated Objective(s) and/or Key Action(s):



**Service Delivery  
Excellence and  
Innovation**

Improving Organizational Performance

The CSP Annual Progress Reports maintain the Townships' accountability to both Council and its citizens. Maintaining a high level of transparency on progress of strategic projects, programs and/or initiatives ensures the Township is accountable for its performance and motivates year over year improvement.

**CONCLUSION:**

The 2019-2022 Corporate Strategic Plan has set the Priorities, Objectives, Key Actions and Performance Measures and Indicators that guide the Township's decisions for the existing term of Council.

**The Township of King made significant progress in Year Three (2021) of its four-year Corporate Strategic Plan, despite the challenges faced throughout continued COVID-19 restrictions. Monitoring KPIs and Community Benefits will continue to drive desired improvements.**

The Year Three (2021) Annual Progress Report is the third series of annual progress reports associated with the 2019-2022 Corporate Strategic Plan. The fourth and final progress report will be released in 2023 Q2. Progress reports provide Council, citizens, and other interested stakeholders with an update as to how the Township is progressing towards fulfilling Council's priorities over the lifespan of the plan.

*For any further inquiries regarding the Corporate Strategic Plan Year Three (2021) Annual Progress Report please e-mail Cara Santoro at [csantoro@king.ca](mailto:csantoro@king.ca).*

**ATTACHMENTS:**

[Year Three \(2021\) Annual Progress Report – Detailed Report](#)

[Year Three \(2021\) Annual Progress Report – Granular Report](#)

[Year Three \(2021\) Community Benefits Summary](#)

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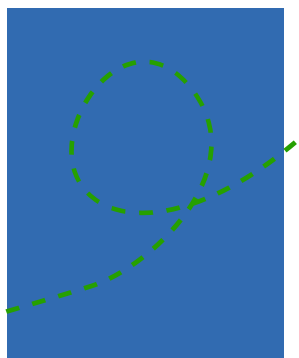
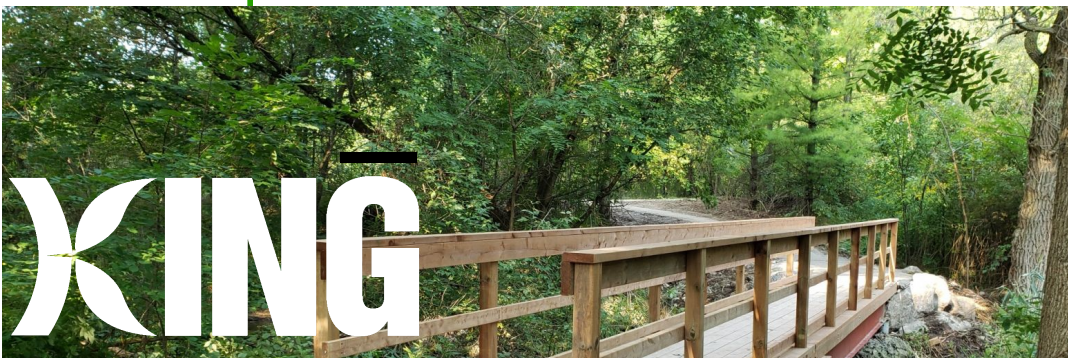


Supervisor of Strategy and  
Transformation



# Corporate Strategic Plan

## Year 3 (2021) Annual Progress Report



# The Corporation of the Township of King 2019-2022 Corporate Strategic Plan (CSP)

## Year Three (2021) Annual Progress Report



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## Legend


- **Proceeding** – The Key Action is progressing as planned or has been achieved.
- **Monitoring Progress** – The Key Action has not changed from the previous year.
- **Under Review** – The Key Action is not progressing as planned.
- **No Data Available** – The Key Action does not have available data to report.

## Key Action Progress Summary

Key Action	Status
 <b>Priority Area: A Green and Sustainable Future</b>	
<b>Objective: Mitigating Climate Change</b>	
Deliver a Climate Change Mitigation and Adaptation Plan	<span style="color: green;">●</span>
Create and Implement a Corporate Energy Management Plan	<span style="color: green;">●</span>
<b>Objective: Enhancing Natural Heritage</b>	
Grow Kings Tree Canopy	<span style="color: green;">●</span>
Restore Natural Heritage Areas	<span style="color: green;">●</span>
Improve Stormwater Management	<span style="color: green;">●</span>
<b>Objective: Promoting Conservation and Reduction</b>	
Expand Waste Diversion Initiatives	<span style="color: green;">●</span>
Reduce Reliance on Fossil Fuels	<span style="color: grey;">●</span>
Increase Water Conservation	<span style="color: green;">●</span>
 <b>Priority Area: Investing in Infrastructure</b>	
<b>Objective: Connecting People and Places</b>	
Increase Active Transportation	<span style="color: green;">●</span>

Key Action	Status
Improve Road Network	●
Support the Installation of Broadband, Fibre and Cellular Coverage	●
<b>Objective: Creating More Inclusive Public Spaces</b>	
Build and Improve Facilities	●
Update the Township's Urban Design Guidelines	●
Design and Implement Streetscaping Initiatives	●
<b>Objective: Maximizing Financial Capacity to Support Capital Programs</b>	
Develop a Township Fiscal Strategy	●
Manage Debt and Reserves	●
Adopt a Multi-Year Budget and Business Plan	●
 <b>Priority Area: Cultivating Safe, Healthy and Resilient Communities</b>	
<b>Objective: Promoting Public Safety</b>	
Implement Traffic Safety Measures	●
Increase Public Education Opportunities	●
Manage Organizational Risk	●
<b>Objective: Fostering Healthy, Diverse and Complete Communities</b>	
Improve Accessibility	●
Promote Active Lifestyles	●
Advance Economic Prosperity	●
<b>Objective: Strengthening Resilience</b>	
Advance the Townships Asset Management Program	●
Improve Emergency Preparedness	●



Key Action	Status
Strengthen Environmental Systems	●
 <b>Priority Area: Service Delivery Excellence and Innovation</b>	
<b>Objective: Increasing Community Engagement</b>	
Actively Communicate with Citizens	●
Increase Community Outreach Initiative	●
<b>Objective: Developing Innovative “King-Centric” Policy Frameworks</b>	
Develop and Improve Master Plans	●
Respond to Emerging Municipal Trends and Pressures	●
Update the Township's Official Plan	●
Update the Townships Integrated Community Sustainability Plan	●
<b>Objective: Leverage Technology to Optimize Service Delivery</b>	
Modernize Service Delivery Methods	●
Evolve to Become Mobile Ready	●
Build and Launch a New Corporate Website	●
<b>Objective: Improving Organizational Performance</b>	
Achieve and Build on Corporate Accreditations	●
Leverage and Strengthen Partnerships and Advocacy	●
Strive to Become an Employer of Choice	●





## Priority: A Green and Sustainable Future

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Mitigating Climate Change</i>				
<b>Key Action:</b> <i>Deliver Climate Change Mitigation and Adaptation Plan</i>				
●	<i>Progress on Climate Change Mitigation and Adaptation Plan</i>	<b>Proceeding:</b> The Plan is <b>100% drafted</b> and is awaiting Council review and adoption.	The Climate Change Action Plan is expected to be <b>adopted</b> by Council by the end of 2022, in addition to <i>at least (10)</i> Corporate Greening initiatives including the purchase of additional Fleet Electric Vehicles, and <b>(24)</b> Community Greening Initiatives including Gardening workshops, Pollinator Outreach activities, the Community Composting Pilot Project and the Wildflower seed education program.	●
	<i>Corporate Greening Initiatives</i>	<b>Proceeding:</b> There are currently <b>(9)</b> Initiatives underway, including the new REAL ice Coldwater ice system and the internal E-waste collection program.		
	<i>Community Greening Initiatives</i>	<b>Proceeding:</b> There are currently <b>(26)</b> initiatives underway, including the New Pollinator Garden at Tyrwhitt Park and the Neighborhood Network Spring Tree Planting.		
<b>Key Action:</b> <i>Create and Implement a Corporate Energy Management Plan</i>				
●	<i>Progress on the Corporate Energy Management Plan</i>	<b>Proceeding:</b> After its 2019 adoption, this plan is currently in the process of <b>implementation</b> as several of the Key Actions set out in the plan are being completed.	The Corporate Energy Management Plan was approved in 2019, and will continue to be <b>implemented</b> through 2022, including <i>at least (11)</i> Corporate Energy Saving Initiatives, including the integration of low carbon measures into the construction of the new Township Wide Recreation Center.	●
	<i>Corporate Energy Saving Initiatives</i>	<b>Proceeding:</b> There are currently <b>(5)</b> initiatives underway, including the NRCan ZEVIPx King EV Charging Station Network and the completion of the Net Zero Study.		





2021 Status	Key Performance Indicators	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Enhancing Natural Heritage</i>				
<b>Key Action:</b> <i>Grow King's Tree Canopy</i>				
●	<i>Progress on the Tree Management Plan</i>	<b>Proceeding:</b> The Plan is <b>90% drafted</b> and is awaiting Council review and feedback for revisions.	The Tree Management plan is expected to be <b>100% drafted</b> and begin <b>implementation</b> by the end of 2022, and <b>at least (2100)</b> more trees, shrubs and wildflowers will be planted.	●
	<i>Trees Planted</i>	<b>Proceeding:</b> There have been <b>(4,795)</b> trees, shrubs and wildflowers planted in 2021.		
<b>Key Action:</b> <i>Restore Natural Heritage Areas</i>				
●	<i>Restoration Initiatives</i>	<b>Proceeding:</b> There are currently <b>(12)</b> initiatives underway, including the Dufferin Marsh Phragmites Management initiative, the Wildflower Enhancement Pilot Project, the Tall Grass Prairie Restoration planting at Seneca College and Cold Creek Conservation Area	Target of Key Action expected to be achieved, as a minimum of <b>(7)</b> more restoration initiatives are planned to proceed in 2022 inclusive of the Mowing Reduction initiative and the Pollinator Enhancement Planting.	●
<b>Key Action:</b> <i>Improve Stormwater Management</i>				
●	<i>Stormwater Initiatives</i>	<b>Proceeding:</b> There are currently <b>(5)</b> initiatives underway, including the completion of the Comprehensive Stormwater Management Master Plan, multiple pond cleaning initiatives and construction of the Via Moto Storm Sewer System.	Target of Key Action expected to be achieved, as a minimum of <b>(2)</b> additional Stormwater Initiatives will be undertaken in 2022, including the initiation of stormwater studies.	●

**9** Restoration Initiatives

4,795 Trees Planted

**24** Waste Diversion Initiatives



2021 Status	Key Performance Indicators	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Promoting Conservation and Reduction</i>				
<b>Key Action:</b> <i>Expand Waste Diversion Initiatives</i>				
●	<i>Waste Diversion Initiatives</i>	<b>Proceeding:</b> There are currently <b>(24)</b> initiatives underway, including composting and microplastic workshops, as well as public E-waste, textile, and battery collection events.	Target of Key Action will be achieved. Expecting <b>(10)</b> additional initiatives in 2022 including hosting a Community Clean Up Day and Waste Reduction Week.	●
<b>Key Action:</b> <i>Reduce Reliance on Fossil Fuels</i>				
●	<i>Litres of Corporate Diesel/Gasoline Saved</i>	<b>Proceeding:</b> There has been <b>(7,950) Litres</b> of diesel fuel or gasoline saved compared to the previous reporting year, where no savings were recognized.	Key Action expected to be achieved given savings to date and additional forecasted savings of <b>(~7850)</b> liters of diesel/gasoline and <b>(~11,000)</b> m3 of natural gas expected in 2022.	●
	<i>Natural Gas Saved (in m3)</i>	This Indicator is measured using natural gas bulls, which were unavailable at the time of reporting.		
<b>Key Action:</b> <i>Increase Water Conservation</i>				
●	<i>Water Conservation Initiatives</i>	<b>Proceeding:</b> There have been <b>(2)</b> water conservation initiatives underway, including the Community Rain Barrel Sales Program and the Water Conservation FAQ.	Target of Key Action has been achieved, with an additional <b>(2)</b> water conservation initiatives planned for 2022.	●





## Priority: Investing in Infrastructure

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Connecting People and Places</i>				
<b>Key Action:</b> <i>Increase Active Transportation</i>				
●	<i>KMs of NEW or Added Trails</i>	<b>Proceeding:</b> There have been <b>(6) KMs</b> of New or Added Trails in subdivisions and parks.	Target of Key Action will be achieved. An additional <b>(3) KMs</b> of new trails and <b>(0.25) KMs</b> of alternative transportation to be constructed in 2022.	●
	<i>KMs of NEW Alternative Transportation Opportunities</i>	<b>Proceeding:</b> There have been approximately <b>(8.5) KMs</b> of new alternative transportation opportunities. including trails, sidewalks and streetscaping.		
<b>Key Action:</b> <i>Improve Road Network</i>				
●	<i>Improved Culverts/Bridges</i>	<b>Proceeding:</b> There have been <b>(4)</b> improved culverts in 2021 including Culverts 1, 2, 319 & 325.	Target of Key Action achieved given progress to date. An additional <b>(2)</b> culverts / bridges will be improved, <b>(2.5) KMs</b> of roads will be converted from gravel to paved and <b>(11.5) KMs</b> of roads will be improved or upgraded in 2022.	●
	<i>KMs of Roads Converted from Gravel to Paved</i>	<b>Proceeding:</b> There have been <b>(8.75) KMs</b> of roads converted from gravel to paved as a part of the 2021 Paving Program.		
	<i>KMs of Roads Upgraded or Improved</i>	<b>Proceeding:</b> There have been <b>(1.5) KMs</b> of roads upgraded/improved due to the 2021 Paving Program.		
<b>Key Action:</b> <i>Support the Installation of Broadband, Fibre and Cellular Coverage</i>				
●	<i>Properties/Homes with Newly Available Access to Broadband/Fibre</i>	<b>Proceeding:</b> There have been <b>(1739)</b> properties with access to broadband/fibre since 2019. In 2021, 569 homes were added.	Target of Key Action expected to be achieved given progress to date. In 2022, an additional <b>(2230)</b> more homes will have access to Fibre and <b>(42) KMs</b> of Fibre will be installed.	●
	<i>KMs of NEW Fibre Installed within the Municipality Right of Way</i>	<b>Proceeding:</b> There have been <b>(59) KMs</b> of new Fibre installed by utility companies within the Municipal ROW.		



2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Creating More Inclusive Public Spaces</i>				
<b>Key Action:</b> <i>Build and Improve Facilities</i>				
●	<i>Newly Constructed or Renovated Facilities</i>	<b>Proceeding:</b> There were <b>(14)</b> Newly Constructed or Renovated facilities, including 11 EV charging stations and Schomberg Hall Renovations.	Target of Key Action expected to be achieved as it is forecasted that <i>at least (5)</i> facilities will be constructed and/or renovated, <b>(8)</b> park amenities will be improved and another <b>(8)</b> park amenities will be constructed in 2022, including new tennis and pickleball courts at Tasca Park and a new ice rink at Salamander Park.	●
	<i>Park Amenities Improved</i>	<b>Proceeding:</b> There have been <b>(9)</b> Park Amenities Improved, including the reconstruction of the Schomberg Tennis Courts.		
	<i>Park Amenities Constructed</i>	<b>Proceeding:</b> There have been <b>(3)</b> Park Amenities Constructed, including the Schomberg Lions Parkette and the Nobleton Tennis Clubhouse.		
<b>Key Action:</b> <i>Update the Townships Urban Design Guidelines</i>				
●	<i>Progress on Guidelines Update</i>	<b>Proceeding:</b> The Townships Urban Design Guidelines Update is <b>75% drafted</b> . Consultation in the form of Discussion Papers and 3 Public Open Houses have commenced over the 2021 year.	Guidelines are expected to be <b>100% drafted</b> , revised, and adopted by Council by the end of 2022.	●
<b>Key Action:</b> <i>Design an Implement Streetscaping Initiatives</i>				
●	<i>KMs of Streetscaping Designed, Constructed or Completed</i>	<b>Proceeding:</b> There have been <b>(2.585) KMs</b> of Streetscaping Designed, Constructed or Completed including, 1.5 KMs on King Road and 0.5 KMS on Schomberg Main Street.	Target expected to be achieved. It is anticipated that <i>at least (1.5) KMs</i> of streetscaping will be constructed in 2022.	●

**1,739** Properties/Homes with Newly Available Access to Broadband/Fibre

**14** Newly Constructed or Renovated Facilities

**59 KMS** New Fibre Installed within the Municipal Right of Way





2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Maximizing Financial Capacity to Support Capital Programs</i>				
<b>Key Action:</b> <i>Develop a Township Fiscal Strategy</i>				
●	<i>Progress on the Fiscal Strategy</i>	<b>Proceeding:</b> The Fiscal Strategy continued to be <b>implemented</b> with the initiation and completion of a 10-Year Capital Plan, a 10-Year Development Charge Projection the 2021 Procurement Strategy, among other strategic initiatives.	The Fiscal Strategy will continue to be <b>implemented</b> in 2022 with the development and completion of a 10-Year Cashflow Projection and a Cashflow Strategy.	●
<b>Key Action:</b> <i>Manage Debt Reserves</i>				
●	<i>Financial By-Laws/Policies Being Updated/Developed</i>	<b>Achieved:</b> There have been <b>(2)</b> financial By-laws/Policies updated or developed in 2021 including the Debt Policy By-law and the Reserve Policy By-law. The <b>2019-2022 total</b> is <b>(6)</b> .	<b>Key Action Target Achieved in Year Three (2021).</b>	●
<b>Key Action:</b> <i>Adopt a Multi-Year Budget and Business Plan</i>				
●	<i>Adopt a Multi-Year Budget and Business Plan</i>	<b>Key Action Target Achieved in Year One (2019).</b>	<b>Key Action Target Achieved in Year One (2019).</b>	●



**Priority: Cultivating Safe, Healthy and Resilient Communities**

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective: Promoting Public Safety</b>				
<b>Key Action: Implement Traffic Safety Measures</b>				
●	<i>Traffic Safety Initiatives Undertaken</i>	<b>Target Achieved:</b> There were <b>(2)</b> initiatives undertaken, including a reduced speed limit of 40 km/h on all local roads that were previously 50km/hr or 60 km/hr.	Targets of Key Action overall expected to be achieved in 2022. Target for Traffic Safety Initiatives achieved with a total of <b>(6)</b> from 2019-2021. <b>(13)</b> Annual Safety Measures expected for implementation in 2022.	●
	<i>NEW or Annual Traffic Safety Measures Implemented</i>	<b>Proceeding:</b> There were <b>(17)</b> annual measures implemented including 2 new speed feedback signs and 4 new speed hump installations.		
<b>Key Action: Increase Public Education Opportunities</b>				
●	<i>Joint Public Education Opportunities Held</i>	<b>Proceeding:</b> There were <b>(493)</b> Joint Public Education Opportunities held, including Fire Prevention Week and 4 winter restriction mobile signs and parking.	Key Action expected to be achieved as efforts continue in 2022. To date, <b>(723)</b> Public Education Opportunities have been realized and, <b>(3,076)</b> homes have been visited since 2019 for the Smoke Alarm and Home Escape Plan program.	●
	<i>Home Visits for Smoke Alarms and Home Escape Plan</i>	<b>Proceeding:</b> There have been <b>(85)</b> homes visited for smoke alarm installations and home escape planning.		
<b>Key Action: Manage Organizational &amp; Community Risk</b>				
●	<i>Risks Mitigated</i>	<b>Proceeding:</b> There have been <b>(4,800)</b> Risks Mitigated, including 15 business continuity, and recovering planning efforts and 2847 by-law complaints mitigated.	Key Action expected to be achieved given progress to date and ongoing efforts. <b>(10,725)</b> risks have been mitigated since 2019 and <b>regulatory compliance</b> continues to be upheld indefinitely.	●
	<i>Regulatory Obligations Fulfilled</i>	<b>Proceeding:</b> All <b>(42)</b> Regulatory Obligations were fulfilled in 2021.		



2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Fostering Healthy, Diverse and Complete Communities</i>				
<b>Key Action:</b> <i>Improve Accessibility</i>				
●	<i>Accessibility Initiatives</i>	<b>Proceeding:</b> The <a href="#">2021 Accessibility Status Report Update</a> outlines the accessibility enhancements undertaken in 2021, which included automatic doors installed at all Township Libraries.	Key Action set to be achieved by 2022 with <i>at least (5)</i> Accessibility Initiatives planned, including a fully accessible playground at Osin Park and an accessible renovation at the Schomberg Hall.	●
<b>Key Action:</b> <i>Promote Active Lifestyles</i>				
●	<i>NEW Inclusive Community Program Initiatives</i>	<b>Proceeding:</b> There are <b>(10)</b> NEW initiatives underway, including the King @ Home Program, the Virtual Fitness Program and the Recreation and Camp Inclusion Program.	Key Action set to be achieved by 2022 given progress to date, including <b>(21)</b> new inclusive community program offerings and <b>(39,211)</b> program registrations since 2019.	●
	<i>Program Registrations</i>	<b>Proceeding:</b> There were <b>(3772)</b> program registrations in 2021.		
<b>Key Action:</b> <i>Advance Economic Prosperity</i>				
●	<i>NEW Businesses in King</i>	<b>Proceeding:</b> There are <b>(24)</b> new businesses in King as of 2021.	Key Action will be achieved in 2022 as <i>at least: (17)</i> more new businesses will call King home; <b>\$50,000.00</b> of community grants are expected to be received and dispersed; and implementation of the economic development strategy continues as the final key actions are <b>implemented</b> .	●
	<i>Community Improvement Plan Grants Approved</i>	<b>Proceeding:</b> There were <b>(13)</b> community improvement grants approved and dispersed, totalling to \$58,519.00.		
	<i>Progress on Economic Development Strategy</i>	<b>Proceeding:</b> The Strategy is in its final year of <b>implementation</b> , completing 4 Key Actions (4, 14, 31 & 32), including the Culture Master Plan and the Tourism Plan Update.		



2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective: Strengthening Resilience</b>				
<b>Key Action: Advance the Township's Asset Management Program</b>				
●	<i>Progress on the Development of the Asset Management Program</i>	<b>Proceeding:</b> The Asset Management Program was developed and <b>approved</b> by Council in 2021 and will remain in effect for the next 5 years as per O. Reg 588/17.	Key Action targets expected to be achieved by 2022 as the asset management program continues to be <b>implemented</b> and <i>at least (15)</i> more assets will be improved, including five more facilities, 3 KMs of trail and two more bridge / culvert replacements.	●
	<i>Improved Assets</i>	<b>Proceeding:</b> There were <b>(22)</b> improved assets including: 2 watermain and sewer mains, 12 park improvements and 4 facility improvements.		
<b>Key Action: Improve Emergency Preparedness</b>				
●	<i>NEW High Level Emergency Controls in Place</i>	<b>Proceeding:</b> There were <b>(17)</b> new high level emergency controls performed including an online security audit and 2 back-up generator installations.	Key Action target expected to be achieved. Progress to date includes <b>(32)</b> new emergency controls implemented, and <i>at least (3)</i> more EOC Exercises completed in 2022.	●
	<i>Emergency Operations Center (EOC) Exercises Undertaken</i>	<b>Proceeding:</b> There were <b>(9)</b> Emergency Operations Center Exercises Undertaken including the King Vaccination Clinic.		
<b>Key Action: Strengthen Water and Wastewater Systems</b>				
●	<i>KMs of NEW or Replaced Watermains and Sanitary Sewers</i>	<b>Proceeding:</b> There have been approximately <b>(2)</b> <b>KMs</b> of new or replaced watermains and sanitary sewers in 2021.	Key Action target is expected to be achieved, as there will be <i>at least (13)</i> KMs of new or replaced watermains and sewers completed in 2022.	●

17  New High Level Emergency Controls in Place
 22  Improved Assets
 10  New Inclusive Community Program Initiatives
 4,800  Risks Mitigated

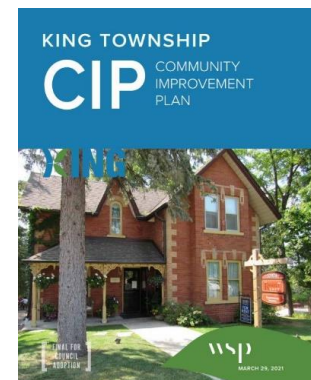
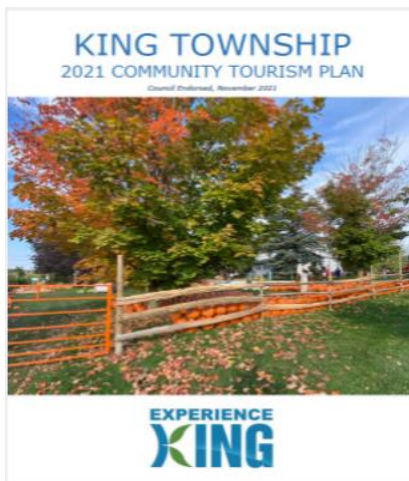
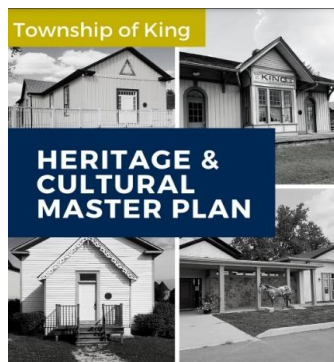


## Priority: Service Delivery Excellence & Innovation

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Increasing Community Engagement</i>				
<b>Key Action:</b> <i>Actively Communicate with Citizens</i>				
●	<i>NEW Communication Initiatives</i>	<b>Achieved:</b> There were <b>(2)</b> new communication initiatives undertaken, including the Hometown Heroes Campaign that celebrates members of the public for positive contributions and the COVID-19 Information Hub at King.ca.	The Key Action targets relating to Communication Initiatives was achieved in 2021, with a total of <b>(7)</b> implemented since 2019. Progress on New Active Website Users <b>(total of 2072 to date)</b> and Social Media Impressions <b>(1,368,334 to date)</b> will continue to be reported based on data collected in 2022.	●
	<i>NEW Active Website Users</i>	<b>Proceeding:</b> There were <b>(326)</b> New Active Website users in 2021.		
	<i>Social Media Impressions</i>	<b>Proceeding:</b> There were <b>(659,187)</b> Social Media Impressions on Facebook and Twitter.		
<b>Key Action:</b> <i>Increase Community Outreach Initiatives</i>				
●	<i>Public Engagement Opportunities</i>	<b>Proceeding:</b> There has been <b>(519)</b> public engagement opportunities in 2021 including 7 PICs, 5 public open houses, 1 survey and 8 SpeaKING pages.	Key Action targets expected to be achieved. Public Engagement Opportunities will continue to occur through 2022 <b>(804 to date)</b> and SpeaKING user data <b>(17,127 active users to date)</b> will continue to be collected and reported. Anticipating the full completion of the Community Engagement Plan draft by the end of 2022.	●
	<i>Active SpeaKING Users (Engaged, Informed &amp; Aware)</i>	<b>Proceeding:</b> There were <b>(7,672)</b> active speaking users in 2021.		
	<i>Progress on the Community Engagement Plan</i>	<b>Proceeding:</b> The Community Engagement Plan is <b>20% drafted</b> .		

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Developing Innovative “King-Centric” Policy Frameworks</i>				
<b>Key Action:</b> <i>Develop and Improve Master Plans</i>				
●	<i>NEW or Updated Master Plans</i>	<b>Proceeding:</b> There have been <b>(8)</b> Master Plans improved or developed in 2021 including: The Climate Change Action Plan, the Community, Culture and Recreation Master Plan and the Community Services MP.	Key Action targets achieved. To date, <b>(25)</b> Master Plans have been created or updated since 2019. Any updates undertaken in 2022 will continue to be reported, such as the Climate Change Action Plan.	●
<b>Key Action:</b> <i>Responding to Emerging Municipal Trends and Pressures</i>				
●	<i>Regulatory By-Laws Developed or Amended</i>	<b>Proceeding:</b> There have been <b>(4)</b> Regulatory By-laws developed/ amended including: the Site Alteration By-Law and the Fence By-law amendment.	Key Action targets relating to Regulatory By-laws has been achieved, given <b>(9)</b> developments and updates since 2019. Targets relating to Policies and Procedures are expected to be met, with a minimum of <b>(2)</b> policies and procedures expected in 2022.	●
	<i>NEW or Updated Policies and Procedures</i>	<b>Proceeding:</b> There were <b>(30)</b> Policies and Procedures created or updated in 2021 including 17 procedures, 6 corporate policies and 7 administrative policies.		
<b>Key Action:</b> <i>Update the Townships Long Term Growth Policy Frameworks</i>				
●	<i>Progress on Our King: Official Plan Update</i>	<b>Proceeding:</b> Staff have continued to work on aspects of the plan that have been <b>appealed</b> to LPAT. In 2021 staff has settled 1 appeal and has had 3 more withdrawn.	Key Action anticipated to be achieved by 2022 as the Township is expected to <b>resolve all outstanding Official Plan appeals</b> , the Integrated Community Sustainability Plan <b>(ICSP)</b> is expected to be <b>100% drafted</b> , reviewed and approved by	●
	<i>Progress on the Integrated Community Sustainability Plan</i>	<b>Proceeding:</b> The ICSP refresh is 75% drafted, with a PIC held in 2021.		

	<p><i>Progress on the Rural Area Zoning By-Law</i></p>	<p><b>Proceeding:</b> The Plan is in Phase 3 of its development and has been <b>100% drafted</b>. Phase 3 included a second draft, a public open house, and a statutory public meeting.</p>	<p>Council, and, The Rural Area Zoning By-Law is expected to be <b>adopted</b> in Q2 2022 after the completion of 1:1 interviews with interested stakeholders.</p>
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2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Leveraging Technology to Optimize Service Delivery</i>				
<b>Key Action:</b> <i>Modernize Service Delivery Methods</i>				
●	<i>NEW Online Services</i>	<b>Proceeding:</b> There have been <b>(16)</b> New Online Services implemented in 2021, including: bulky item pick-up scheduling and large appliance pick-up scheduling.	Key Action targets expected to be achieved by 2022, as <i>at least (2)</i> more new online services are expected to launch. Additionally, there have been <b>(32)</b> new automated or paperless service initiatives undertaken since the initiation of the Corporate Strategic Plan in 2019, additions will be monitored through 2022.	●
	<i>NEW Automated and/or Paperless Service Initiatives</i>	<b>Proceeding:</b> There have been <b>(114)</b> New Automated and/or Paperless Service Initiatives, including 59 new CRM Subject and 45 new Laserfiche Forms.		
<b>Key Action:</b> <i>Evolve to Become "Mobile-Ready"</i>				
●	<i>NEW Functions / Services that can be Completed on a Mobile Device</i>	<b>Proceeding:</b> There are <b>(10)</b> new Functions or Services that can be completed on a mobile device, including: a digital wallet and the COVID-19 Screening tool for public use.	Key Action expected to be achieved in 2022 as <b>(28)</b> new functions or services can be completed on a mobile device and have launched for public and internal use over the term of the plan. Any updates undertaken in 2022 will continue to be reported	●
<b>Key Action:</b> <i>Build and Launch a New Corporate Website</i>				
●	<i>Progress on Website Development</i>	<b>Key Action Target Achieved in Year 1 (2020).</b>	<b>Key Action Target Achieved in Year 1 (2020).</b>	●



New Functions & Services that can be Completed on a Mobile Device



Social Media Impressions



Public Engagement Opportunities



Memorandum Of Understanding and Partnership Agreements

External Projects where King is an Active Participant

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
<b>Objective:</b> <i>Improving Organizational Performance</i>				
<b>Key Action:</b> <i>Achieve and Build on Corporate Accreditations</i>				
●	<i>Corporate Accreditations / Reaccreditations Held or Received</i>	<b>Proceeding:</b> There were <b>(7)</b> Corporate Accreditations / Re-accreditations in 2021, including the new Bee City Certification and Mayors Monarch Pledge.	Key Action will be achieved in 2022 as <i>at least (7)</i> accreditations will continue to be held.	●
<b>Key Action:</b> <i>Leverage and Strengthen Partnerships and Advocacy</i>				
●	<i>External Projects where King is an Active Participant</i>	<b>Proceeding:</b> In 2021 there were <b>(32)</b> External Projects where King was an Active Participant, including the Cawthra Mullock Reserve Project & the Apiary Partnership with Innisfil Creek Honey	Key Action targets expected to be achieved in 2022 as <i>at least (11)</i> external partnerships and <b>(15)</b> MOUs / Partnership agreements will be in effect, including the Vianet, Rogers and Enbridge Municipal Access Agreement.	●
	<i>Memorandum of Understanding (MOU) and/or Partnership Agreements</i>	<b>Proceeding:</b> There were <b>(26)</b> MOUs / Partnership Agreements in 2021, including the new Metrolinx Single-Site Crossing Agreement.		
<b>Key Action:</b> <i>Strive to Become an Employer of Choice</i>				
●	<i>Average # of Resumes Received per Job Posting</i>	<b>Proceeding:</b> There was an average of <b>(16)</b> resumes per job posting.	Key Action targets set to be achieved in 2022. Aiming to increase the average resume per job postings to <b>(20)</b> , anticipating the completion of an additional <b>(4)</b> Action Items from Employee 2.0 Survey and offering <i>at least (30)</i> Professional Development Programs / Learning Opportunities.	●
	<i>Actions Items Completed/Initiated from Employee Survey 2.0</i>	<b>Proceeding:</b> There were <b>(3)</b> Action Items initiated or completed from the Employee Survey 2.0.		
	<i>Professional Development Programs and Learning Opportunities Offered to Employees</i>	<b>Proceeding:</b> There were <b>(27)</b> Professional Development Programs / Learning Opportunities offered to employees including Truth and Reconciliation Training.		

Please e-mail Cara Santoro at [csantoro@king.ca](mailto:csantoro@king.ca) for any further questions or inquiries regarding the Corporate Strategic Plan Year Three (2021) Annual Progress Report.



**The Corporation of the Township of King  
Year Three (2021) Detailed Annual Progress Report**

**Granular Report**

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# 2021 KEY PERFORMANCE INDICATORS

## Legend:

- **Proceeding** – The Key Action is proceeding as planned or is achieved.
- **Monitoring Progress** – The Key Action has not changed from the previous year.
- **Under Review** – The Key Action is not progressing as planned.
- **No Data Available** – The Key Action does not have available data to report.





## PRIORITY: A GREEN AND SUSTAINABLE FUTURE


OBJECTIVE: MITIGATING CLIMATE CHANGE			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
●	<b>Deliver Climate Change Mitigation and Adaptation Plan</b>	<p><i>In 2019, the Township of King declared a climate emergency and set a 45% GHG emissions reduction target by 2030. Climate change mitigation and adaptation involves planning and undertaking of initiatives designed to reduce and minimize the harmful consequences of rising temperatures and other impacts of climate change. This means responding to existing pressures, identifying new ways/methods to decrease GHG emissions and, working towards continued sustainability of our Township and residents.</i></p> <p><b><u>Progress on Climate Change Action Plan Development</u></b></p>	<p><b><u>Progress on Climate Change Action Plan Development</u></b> It is anticipated that in 2022, the revised Plan will be officially adopted by Council and many of the Key Actions outlined within the plan would begin implementation.</p> <p><b><u>(10) Corporate Greening Initiatives</u></b> It is expected that <i>at least</i> 10 initiatives will proceed in 2022, inclusive of: - Purchase of additional Fleet EV's</p>




		<p>The King Climate Action Plan is a community wide plan to best mitigate, adapt and improve resilience to the effects and impacts of climate change on a local level both in the near and far term. This plan aims to provide a framework of future priorities, actions, studies and pilots. Directing the Township towards a resilient, adapted future allowing King Township to excel as a climate driven municipality in Ontario and Canada. The plan made significant progress throughout 2020, including (2) virtual public stakeholder webinar events, and a comprehensive <b>SpeaKING</b> public engagement page. As of December 2021, the Draft Plan is 100% complete and has been presented to Council for review and feedback.</p> <p><b><u>(9) Corporate Greening Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• Green fleet purchases of <b>(1) new Electric Vehicle</b> into the Township Fleet inventory</li> <li>• An <b>Internal E-waste Collection Program</b> for all King Township Departments</li> <li>• Engineering, design, construction, and installation of the <b>NRCan ZEVIP X King EV Charging Station Network</b></li> <li>• Installation of <b>submetering equipment</b> at KTMC</li> <li>• Procurement of a <b>REALice cold water ice system</b> for the Trisan Centre</li> <li>• Completion of the Trisan Center <b>Net Zero Study</b></li> <li>• <b>Lifecycle replacement of lighting to LED</b> technology at various Township facilities</li> <li>• Implementation of the <b>Internal Compostable Food Service Item Program</b></li> <li>• Implementation of <b>Bird impact avoidance decals</b> at the KTMC</li> </ul> <p><b><u>(26) Community Greening Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• The <b>Neighborhood Network Spring Tree Planting</b> Program with LSRCA</li> <li>• <b>Tree Planting at Hill Farm Park</b> with LEAF</li> <li>• Spring <b>Kettle Lake Park Tree Planting</b></li> <li>• Fall <b>Kettle Lake Park Tree Planting</b></li> </ul>	<ul style="list-style-type: none"> <li>- Public &amp; Staff EV Charging policy</li> <li>- Recommissioning of systems at Trisan centre to reduce emissions and energy</li> <li>- Sub-metering systems for all major facilities</li> <li>- Energy/ emission automation software for utility billing</li> <li>- EV charging station for locations at Works Yard and Parks Depot for corporate fleet install</li> <li>- Pilot REALice system at Trisan centre</li> <li>- Creation of right-sizing policy for corporate fleet</li> <li>- Lifecycle replacement of lighting to LED and mechanical pieces to high efficiency low-carbon alternatives at various Township facilities</li> <li>- Integration of low carbon measures into new City-wide Recreation Center</li> </ul> <p><b><u>(24) Community Greening Initiatives</u></b></p> <p>It is expected that <i>at least</i> 24 initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>- TRCA, York Region, King Township- Forest Study</li> <li>- Community Tree Planting</li> <li>- Neighbourhood Network Spring Tree Planting (Tyrwhitt Park)</li> <li>- Doris Patton Park Planting in partnership with LEAF</li> <li>- Hill Farm Park 150 trees and shrubs planting</li> <li>- TRCA Cold Creek Planting</li> <li>- Tall Grass Restoration Planting at Cold Creek Conservation Area (2)</li> <li>- Planting of wildflowers to complete TD FEF funding deliverables</li> <li>- Pollinator Demonstration Garden</li> </ul>
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		<ul style="list-style-type: none"> <li>• Fall <b>Tyrwhitt Park Tree Planting</b> in partnership with LSRCA and the Kettleby Village Association</li> <li>• Fall <b>Schomberg Community Farm tree planting</b> in partnership with the LSRCA</li> <li>• <b>Pollinator Enhancement</b> plantings along 15<sup>th</sup> Sideroad</li> <li>• <b>Riparian Planting Restoration</b> plantings along 15<sup>th</sup> Sideroad</li> <li>• <b>Dennison Drive Stream Restoration</b> project and planting</li> <li>• <b>(3) Tall Grass Restoration initiative</b> plantings at Cold Creek Conservation Area</li> <li>• New <b>Pollinator Garden</b> at Tyrwhitt Park in partnership with the Kettleby Village Aassociations</li> <li>• <b>Dufferin Marsh Nature Connection</b> planting initiative</li> <li>• Distribution of <b>Pollinator Packs</b> for Camp in a Box</li> <li>• Distribution of <b>LDD Burlap Banding Kits</b> at the KHCC “One of a King” Event</li> <li>• Obtained the <b>Bee City</b> Certification</li> <li>• Obtained the <b>Mayors Monarch Pledge</b> Certification</li> <li>• Filled all 10 plots of the <b>King City Community Garden</b> with plantings</li> <li>• The <b>Mowing Reduction Initiative</b></li> <li>• <b>Invasive Species Awareness Week</b> Outreach</li> <li>• <b>Waste Reduction Week</b> Promotion and Outreach</li> <li>• <b>National Pollinator Week</b> Promotion and Outreach</li> <li>• Earth Week and <b>King Community Cleanup</b> Promotion</li> <li>• <b>Rain Barrel and Backyard Composters</b> available for purchase for King residents</li> <li>• DIY Take home <b>Bird Feeder Kits</b> offered to King residents</li> <li>• The <b>Compostable Food Service Items Sale</b> Program</li> <li>• The <b>Kettleby Pollinator Corridor</b> funded by the Sustainability Advisory Committee</li> </ul> <p><b>Note:</b> Several planned annual community greening events hosted by the Township and/or community partners were cancelled in 2021 due to the COVID-19 pandemic. These include:</p> <ul style="list-style-type: none"> <li>• <i>Pollinator Planting at St. Andrews Park</i></li> <li>• <i>Sustainable King Grant Program to the Springhill Community Group for wetland restoration at the wetland adjacent to the KTMC in partnership with TRCA</i></li> </ul>	<ul style="list-style-type: none"> <li>- Spring Greening Initiative Sale</li> <li>- Community Composting Pilot Project</li> <li>- Native Wildflower kits</li> <li>- Rain barrel sales</li> <li>- Composter sales</li> <li>- Earth Week gardening focused workshops</li> <li>- Wildflower seed distribution education program</li> <li>- Gardening Workshops/Pollinator Outreach activities</li> <li>- Sustainable King Grant Program to the Springhill Community Group for wetland restoration at the wetland adjacent to the KTMC in partnership with TRCA. Bee City Certification</li> <li>- Mayors Monarch Pledge</li> <li>- King City Community Garden expansion</li> <li>- Mowing Reduction Initiative</li> <li>- Earth Hour Celebration &amp; King Community Clean Up</li> <li>- Rain barrel and Backyard Composter Sales</li> <li>- Compostable Food Service Items Sales</li> </ul>



	<p><b>Create and Implement a Corporate Energy Management Plan</b></p>	<p><i>Working towards implementing clean energy will further mitigate the impacts of climate change. New investment into energy saving initiatives has the potential to reduce existing costs and reinforce sustainable practices over the long term by taking proactive measures in how we manage energy at the corporate level.</i></p> <p><b><u>Progress on the Corporate Energy Management Plan</u></b></p> <p>This plan was finalized and adopted by Council in the fall of 2019. As of 2021, the Key Actions set out in the plan are in the process of implementation. This plan sets new targets and goals to reduce the Township’s corporate carbon footprint in the community. The link to the updated plan can be found here: <a href="#">2019-2023 Corporate Energy Management and Conservation Plan</a>.</p> <p><b><u>(5) Corporate Energy Saving Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• Completion of the <a href="#">Net Zero Study</a> on the Trisan Centre</li> <li>• Engineering, design, construction, and installation of <a href="#">NRCan ZEVIPx King EV Charging Station Network</a></li> <li>• Installation of <a href="#">sub-metering equipment</a> at KTMC</li> <li>• Purchase of a <a href="#">REALice Cold Water Ice System</a> for Trisan Centre</li> <li>• Lifecycle replacement of <a href="#">lighting to LED</a> at various Township facilities.</li> </ul>	<p><b><u>Progress on the Corporate Energy Management Plan</u></b> The Corporate Energy Management Plan implementation will remain underway throughout 2022.</p> <p><b><u>(11) Corporate Energy Saving Initiatives</u></b> It is expected that <i>at least</i> 11 initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>- Purchase of additional Fleet EV's</li> <li>- Internal E-waste collection program</li> <li>- Public &amp; Staff EV Charging policy</li> <li>- Recommissioning of systems at Trisan Centre to reduce emissions and energy</li> <li>- Sub-metering systems for all major facilities</li> <li>- Energy/emission automation software for utility billing</li> <li>- EV charging station for locations at Works Yard and Parks Depot for corporate fleet install</li> <li>- Pilot REALice system at Trisan Centre</li> <li>- Creation of right-sizing policy for corporate fleet</li> <li>- Lifecycle replacement of lighting to LED and mechanical pieces to high efficiency low-carbon alternatives at various Township facilities</li> <li>- Integration of low carbon measures into new Township Wide Recreation Center</li> </ul>
<b>OBJECTIVE: ENHANCING NATURAL HERITAGE</b>			
<b>Progress</b>	<b>Key Action</b>	<b>Performance Indicators</b>	<b>2022 End of Plan Forecast</b>
	<p><b>Grow King’s Tree Canopy</b></p>	<p><i>Expanding King’s tree canopy will further enhance the Township’s natural heritage. It is both a cost-efficient and impactful method of removing CO2 out of the atmosphere to</i></p>	<p><b><u>Progress on the Tree Management Plan</u></b> The Tree Management Plan will to be 100% drafted, revised, and adopted by council in Q1 of</p>

		<p><i>help tackle the existing climate crisis. As trees are planted and grow, they absorb and store the carbon dioxide emissions that are driving global heating.</i></p> <p><b><u>Progress on the Tree Management Plan</u></b></p> <p>The Tree Management Plan that is in development provides the guiding framework for how we manage trees in King, from taking care of the tree canopy to training staff on planting/removal. At the end of 2021, The Tree Management Plan was 90% drafted with an aim of presenting the final draft to council in Q1 of 2022 for approval and adoption.</p> <p><b><u>(4,795) Trees Planted</u></b></p> <p>This indicator accounts for all trees, including shrubs and wildflowers that were planted through both environmental stewardship programming and from replacements.</p>	<p>2022. By Q2 of 2022 the Plan will begin its implementation.</p> <p><b><u>(2121) Trees Planted</u></b></p> <p>It is expected that <i>at least</i> 2121 trees, wildflowers and shrubs will be planted throughout the 2022 year.</p>
	<p><b>Restore Natural Heritage Areas</b></p>	<p><i>Restoring environments ranging from ponds, forests, wetlands and meadows, is a key component of enhancing and maintaining the Township's natural legacy that we leave for future generations. Natural heritage offers air pollution removal, carbon storage and sequestration, air temperature control and more. Restoring natural areas encourages biological diversity and landscape health which will lead the municipality towards long term sustainability and aid in adapting to the effects of climate change.</i></p> <p><b><u>(12) Restoration Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• Seneca College <b>Tall Grass Prairie Restoration</b> planting</li> <li>• <b>Tall Grass Prairie Restoration</b> at Cold Creek Conservation Area</li> <li>• <b>Butternut planting and enhancement planting</b> at Cold Creek Conservation Area in partnership with the TRCA</li> <li>• <b>Invasive species removal</b> of buckthorn, DSV and garlic mustard at Cold Creek Conservation Area</li> <li>• <b>Buckthorn removal</b> in partnership with Ontario Streams</li> <li>• Realignment and riparian buffer planting for the <b>Dennison Drive Stream Restoration</b> in partnership with Ontario Streams</li> </ul>	<p><b><u>(7) Restoration Initiatives</u></b></p> <p>It is expected that <i>at least</i> 7 initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>- Dufferin Marsh Phragmites Removal</li> <li>- Completion and monitoring of the Spring Hill Wetland Enhancement Project</li> <li>- Invasive Species Monitoring, Mapping and Removal</li> <li>- Pollinator Enhancement Planting</li> <li>- Mowing Reduction Initiative implementation</li> <li>- Tall Grass Prairie Restoration planting</li> <li>- Municipal Office/Spring Hill Wetland habitat enhancement project completion</li> </ul>

		<ul style="list-style-type: none"> <li>• 15th Sideroad <b>riparian buffer planting</b> in partnership with Ontario Streams and the Public Works Department</li> <li>• The <b>Wildflower Enhancement Pilot Project</b></li> <li>• The <b>Dufferin Marsh Phragmites Management</b> initiative</li> <li>• Township wide monitoring and outreach for the <b>removal of LDD egg masses</b></li> <li>• King City Stormwater Pond <b>phragmites removal</b></li> <li>• Provided support to the Cawthra Mulock Reserve for <b>invasive species disposal</b> with Volunteers from Periwinkle Pull</li> </ul>	
	<p><b>Improve Stormwater Management</b></p>	<p><i>The goal of stormwater management is to maintain the health of streams, lakes and aquatic life, as well as to provide opportunities for human uses of water by mitigating the effects of urban development and climate change. Improving stormwater management will help reduce the risks of flooding, prevent undesirable stream erosion and protect the water quality within the Township.</i></p> <p><b><u>(5) Stormwater Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• The Township of King has completed the <i>Comprehensive Stormwater Management Master Plan</i> and the <i>Storm Water Management Strategy</i>, which effectively and efficiently address concerns created from stormwater runoff. <ul style="list-style-type: none"> <li>○ The Master Plan process included consultation with the public, stakeholders, and government review agencies, as well as two <b>Public Information Centres (PIC)</b>, one held in November 2020 and the second held in April 2021. The PICs were delivered in virtual manner to engage the community in lieu of the provincial and regional public health measures.</li> <li>○ Following the second PIC, A <b>Municipal Class EA Final Report</b> for the Comprehensive Stormwater Management Master Plan was posted for a 30-day review period before the plan was officially adopted on July 9, 2021.</li> </ul> </li> <li>• The Kingsview <b>pond cleaning</b> initiative</li> <li>• The Mary Lake <b>pond cleaning</b> initiative</li> <li>• Installation of the <b>Via Moto Phase 2 new Storm Sewer</b>, inclusive of the main line, a rear lot catch basin and a foundation drain collector.</li> </ul>	<p><b><u>(2) Stormwater Initiatives</u></b></p> <p>It is expected that <i>at least 2</i> initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>- Initiation of Stormwater Studies as per one of the Key Actions outlined in the Comprehensive Stormwater Management Master Plan</li> <li>- KCE Spine Servicing</li> </ul>

**OBJECTIVE: PROMOTING CONSERVATION AND REDUCTION**

Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
	<p><b>Expand Waste Diversion Initiatives</b></p>	<p><i>Expanding waste diversion initiatives will help reduce the amount of waste that goes into landfills that cannot decompose and simply fills space. GHG emissions increase, for example, from burning waste and manufacturing new materials that could have been recycled. These initiatives will help move the Township towards a greener and environmentally conscious future.</i></p> <p><b>(24) Waste Diversion Initiatives</b></p> <ul style="list-style-type: none"> <li>• <b>Textile collection</b></li> <li>• <b>Battery collection</b></li> <li>• <b>Public E-waste collection</b> events</li> <li>• <b>Internal E-waste collection</b> events for municipal staff</li> <li>• Distribution of the <b>*2021 Waste Collection Calendar</b> containing useful information about disposing waste, recycling, organics, yard waste and white goods</li> <li>• <b>*Backyard Composter Sales</b></li> <li>• The <b>“Good Food” Program</b> in partnership with York Region</li> <li>• Kings <b>*Blue Box Transition Report</b></li> <li>• A <b>*Corporate E-Waste Collection</b> for all operational and corporate Township employees.</li> <li>• A <b>*Corporate Composting and Organics Program.</b></li> <li>• A <b>“Community Clean-up Day”</b></li> <li>• Participation and promotion in York Region’s <b>“Curbside Giveaway Days”</b> program (7 days offered)</li> <li>• <b>Repair Café</b> partnership with York Region</li> <li>• <b>Waste Reduction Week</b> promotion &amp; outreach</li> <li>• A <b>Composting Workshop</b> available to Township residents</li> <li>• A <b>Microplastics Workshop</b> available to Township residents led by York Region and City of Toronto Instructors</li> <li>• Distribution of <b>battery bags</b> at 5 different community events</li> <li>• Held <b>(2) Electronic Recycling Events</b></li> </ul>	<p><b>(10) Waste Diversion Initiatives</b> It is expected that <i>at least</i> 10 initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>- Community Clean Up Day</li> <li>- Backyard Composter Sales</li> <li>- Electronic Recycling Initiatives (4)</li> <li>- Waste Reduction Week social media campaign</li> <li>- Battery Collection</li> <li>- Textiles Diversion (58,306 lbs expected to be diverted)</li> <li>- Curbside Giveaway Days (8)</li> <li>- Waste Reduction Week</li> <li>- Repair Café in partnership with York Region (2)</li> <li>- Compostable Food Service Items Sales</li> </ul>

		<ul style="list-style-type: none"> <li>• A <b>social media campaign</b> promoting proper recycling, composting and other waste diversion practices via social media/news bulletins/schools.</li> <li>• <b>Compostable Food Service Items Sales</b></li> <li>• <b>The Mason Jar Challenge</b></li> <li>• Added an <b>e-waste drop off location</b> at the KHCC</li> <li>• <b>*Textile Diversion Program</b> (55,185lbs diverted from landfills in 2021)</li> </ul> <p><b>Note:</b> Several planned annual waste diversion initiatives hosted by the Township and/or community partners were cancelled in 2021 due to the COVID-19 pandemic. These include:</p> <ul style="list-style-type: none"> <li>• The Good Food Program partnership with York Region</li> <li>• Township's Compost Giveaway Day</li> <li>• Household Battery Collection drop-off at municipal facilities on hold due to KTMC closure</li> </ul> <p><b>Note:</b> Items marked with an asterisk (*) represent annual initiatives which require staff efforts year over year.</p>	
	<b>Reduce Reliance on Fossil Fuels</b>	<p><i>Reducing reliance on fossil fuels within the municipality will reinforce the movement towards cleaner energy production while also decreasing the amount of GHG emissions released into the atmosphere every year.</i></p> <p><b><u>(7,950.62) Litres of Corporate Diesel/Gasoline Saved</u></b></p> <p>This key performance indicator captures savings by looking at the difference in consumption between the current reporting year and the previous reporting year. In 2020, it was reported that 0.00 Litres of corporate gasoline was saved in comparison from the 2019 reporting year. In 2021, the Township saved 7,950 Litres compared to the previous 2020 reporting year.</p> <p><b><u>[DATA UNAVAILABLE] Natural Gas Saved (m3)</u></b></p> <p>This indicator is measured using natural gas bills, which were unavailable at the time of reporting.</p>	<p><b><u>(7,950.63) Litres of Corporate Diesel/Gasoline Saved</u></b></p> <p>It is expected that <i>at least</i> the same number of Litres of diesel or gasoline saved in 2021 will be saved throughout 2022. As covid restrictions ease and corporate vehicle sharing policies are re-implemented, it is anticipated that while an accurate calculation cannot be provided, at a minimum, the Township will see an increase in savings of diesel and gas.</p> <p><b><u>(11,000) m3 of Natural Gas Saved</u></b></p> <p>It is expected that <i>at least</i> 11,000 m3 of natural gas will be saved throughout 2022 due to the installation of the REAL Ice water icing system that will be installed in Q3.</p>
	<b>Increase Water Conservation</b>	<p><i>Promoting water conservation helps reduce the energy consumption required to regularly pump and treat water. Additionally, water conservation will help strengthen our eco-system and help mitigate the effects of rising temperatures, floods or droughts caused by changing climate, which continues to have a significant impact on fresh/clean water supply.</i></p>	<p><b><u>(2) Water Conservation Initiatives</u></b></p> <p>It is expected that <i>at least</i> 2 initiatives will proceed in 2022, inclusive of:</p> <ul style="list-style-type: none"> <li>• *Water Conservation FAQ</li> </ul>



	<p><b>(2) Water Conservation Initiatives</b></p> <ul style="list-style-type: none"> <li>• <b>*Water Conservation FAQ</b> communication mailed out with quarterly utility billings to homeowners that provide tips and useful information about conserving water and understanding water usage.</li> <li>• <b>NEW! *Community Rain Barrel Sales</b></li> </ul> <p><i>Note: Items marked with an asterisk (*) represent annual initiatives which require staff efforts year over year.</i></p>	<ul style="list-style-type: none"> <li>• *Community Rain Barrel Sales</li> </ul>
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# PRIORITY: INVESTING IN INFRASTRUCTURE



OBJECTIVE: <b>CONNECTING PEOPLE AND PLACES</b>			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
●	<b>Increase Active Transportation</b>	<p><i>Increasing active transportation through investments in Township infrastructure will allow for more options to travel within the municipality. It will provide driving alternatives (walking, cycling etc.) and serve a wider range of demographics while being environmentally cognizant.</i></p> <p><b>(6) KMs of NEW or Added Trails</b></p> <p>This indicator considers both trails added as part of assumed subdivisions and those within existing Township parks.</p>	<p><b>(3) KMs of NEW or Added Trails</b> There will be <i>at least</i> 3 KMs of new or added trails that will be implemented throughout 2022.</p> <p><b>(0.25) KMs of NEW Alternative Transportation Opportunities</b> There will be <i>at least</i> 0.25 KMS of alternative transportation opportunities implemented in 2022 via the constructions of walkways throughout the new Via Moto Park.</p>






		<p><b><u>(8.585) KMs of NEW Alternative Transportation Opportunities</u></b></p> <p>Alternative transportation opportunities are those that provide a substitute to driving, include trails, bike lanes, and pedestrian walkways. In addition to 6 KMs of trails in 2021, 0.6 KMs of sidewalk were added as a part of Township developments, as well as 1.5 KMs of streetscaping along King Road and 0.485KMs of streetscaping along Schomberg Main Street.</p>	
	<b>Improve Road Network</b>	<p><i>Improving the road network will enhance one of our major asset areas (transportation). Taking a balanced approach, these improvements support King's commitment to climate change, its objective towards achieving greater fiscal responsibility and cost control, and also keeps communities safe.</i></p> <p><b><u>(4) Improved Culvert/Bridge</u></b></p> <ul style="list-style-type: none"> <li>• <b>Culverts 1, 2, 319 &amp; 325</b> were improved in 2021, totalling Kings improved culverts and bridges to 54 out of 77.</li> </ul> <p><b><u>(8.75) KMs of Roads Converted from Gravel to Paved</u></b></p> <p>As part of the <b>2021 Paving Program</b> undertaken by the Public Works department, local roads across the Township saw conversions from gravel to paved surfaces. Check out the full <a href="#">2021 Paving Map</a>.</p> <p><b><u>(1.57) KMs of Roads Upgraded or Improved</u></b></p> <p>As part of the <b>2021 Paving Program</b> several local roads received surface replacements and other upgrades due to deterioration over time. The design and tender of the Nobleton Loop Road Reconstruction was also completed.</p>	<p><b><u>(2) Improved Culvert/Bridge</u></b> It is expected that there will be <i>at least 2</i> culverts or bridges improved throughout 2022.</p> <p><b><u>(2.65) KMs of Roads Converted from Gravel to Paved</u></b> It is expected that there will be <i>at least 2.65</i> KMS of roads converted from gravel to paved due to the development and spine servicing of KCE.</p> <p><b><u>(11.14) KMs of Roads Upgraded or Improved</u></b> It is expected that there will be <i>at least 11.14</i> KMs of Roads Upgraded or Improved as a part of the 2022 Capital Paving Program. Additional KMs are expected due to the construction of the Nobleton Loop Road Reconstruction.</p>
	<b>Support the Installation of Broadband, Fibre and Cellular Coverage</b>	<p><i>Connecting people and places also means focusing on non-physical connections such as telecommunications or the use of online networking. In 2017, the Township established the goal of getting fibre to every household and business. The Township continues to support private sector companies through installation and</i></p>	<p><b><u>(2231) Properties/Homes with Newly Available Access to Broadband/Fibre</u></b> In the year 2022, <i>at least 474</i> more properties will be able to gain newly available access to</p>

		<p><i>maintenance activities to realize the goal of better connecting residents and businesses.</i></p> <p><b><u>(1739) Properties/Homes with Newly Available Access to Broadband/Fibre</u></b></p> <p>As of 2019, the Township of King had new fibre optics and broadband services installed across the Township as part of the ongoing commitment to bringing more fibre and internet connections to municipal residents/business owners. In the 2021 year, 569 more properties gained access to Broadband/fibre technology. Based on the available data at this time, we can report that in total 1739 properties have gained newly available access to broadband, fibre and/or cellular coverage since 2019.</p> <p><b><u>(58.8) KMs of New Fibre Installed within the Municipal Right of Way</u></b></p> <p>Over the course of 2021, various utility companies installed fibre within the Township’s municipal right of way. Fibre optics cables are those that can transmit data via fast travelling pulses of light and allow for higher speed transmission of information. This indicator represents the total kilometers of fibre installed in the reporting year from all utility companies, and it is important to note that some installations reported may overlap with installations from other utility companies (for example, if two utility companies installed fibre along the same road within the same year).</p>	<p>broadband/fibre. In total, it is anticipated that since 2019 <i>at least</i> 2231 properties have gained access to broadband, fibre or cellular coverage.</p> <p><b><u>(42) KMs of New Fibre Installed within the Municipal Right of Way</u></b></p> <p>In 2022 <i>at least</i> 42 KMs of new Fibre will be installed within the municipal right of way.</p>
<b>OBJECTIVE: CREATING MORE INCLUSIVE PUBLIC SPACES</b>			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
	<b>Build and Improve Facilities</b>	<p><i>Constructing and upgrading Township facilities can encourage their use more frequently and provides the opportunity to make municipal spaces more accessible, safe, and appealing to citizens, while also capitalizing on opportunities that can help conserve GHG emissions.</i></p> <p><b><u>(4) Newly Constructed/Renovated Facilities</u></b></p>	<p><b><u>(5) Newly Constructed/Renovated Facilities</u></b></p> <p>In 2022 <i>at least</i> 5 facilities will be constructed/renovated, including:</p> <ul style="list-style-type: none"> <li>- Continued Implementation of new EV Charging Station throughout the Township</li> <li>- Completed renovation of the Schomberg Hall</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>EV Charging Stations</b> have been installed throughout the Township at the following locations: Trisan Centre, Schomberg Library, Schomberg, Firehall, Parks Depot, Nobleton Arena, Nobleton Library, Nobleton Firehall, King City Museum, King City Library, King City Firehall</li> <li>• The <b>Schomberg Hall Renovation</b> includes a new elevator, new and renovated washrooms, new and renovated kitchens, and new interior finishes. Construction will continue into 2022 to ensure the facility is running solely on electricity and reducing its carbon and GHG emissions to zero.</li> <li>• The <b>Pottageville Pavilion Renovation</b>; started construction in 2021 to ensure the facility is compliant with AODA standards and also supports SB-10 Energy efficiency requirements. The renovation will bring higher efficiency equipment and fixtures to the facility.</li> <li>• The <b>King Heritage Cultural Centre Renovation</b> started in 2021 to comply with AODA standards by converting the facility to 100% fully accessible. The renovation will continue into 2022 and include a new front lobby, a new reception area, new washrooms, and new operable door.</li> </ul> <p><b><u>(9) Park Amenities Improved</u></b></p> <ul style="list-style-type: none"> <li>• Reconstruction of the <b>Schomberg Tennis Courts</b> to add pickleball lines, additional pathways, and update site furnishings</li> <li>• Added lighting and replaced the playground at the <b>Schomberg Lions Parkette</b></li> <li>• Installed new rubber surfacing at the <b>Dean Plummer Park</b></li> <li>• Added an additional play structure at <b>Blue Heron Park</b></li> <li>• Implemented (2) new winterized water services for the Townships <b>outdoor rinks</b></li> <li>• A Bridge replacement at Rising Star into <b>Nobleton Community Park</b></li> <li>• <b>Nobleton Community Park</b> ball hockey mesh replacement</li> <li>• Gateway, Park and Trail signage replacements at <b>all parks</b></li> <li>• Upgraded the lighting and pavement on the <b>King City Trail</b></li> </ul> <p><b><u>(3) Park Amenities Constructed</u></b></p>	<ul style="list-style-type: none"> <li>- Completed renovation of the Pottageville Pavilion</li> <li>- Completed renovation of the KHCC</li> <li>- Started Renovation of the Township Wide Recreation Center</li> </ul> <p><b><u>(8) Park Amenities Improved</u></b> In 2022 <i>at least</i> 8 park amenities will be improved, such as:</p> <ul style="list-style-type: none"> <li>- Fox Trail playground replacement</li> <li>- Osin Lions playground replacement</li> <li>- Tasca Park upgrades to existing basketball court</li> <li>- New Ice Rink at Tasca Park</li> <li>- Kettle Lake improved play structure &amp; pathway lighting</li> <li>- Salamander Park additional play structure</li> <li>- King and 27 Streetscaping improvements</li> <li>- Bog Walk @ Cold Creek</li> </ul> <p><b><u>(8) Park Amenities Constructed</u></b> In 2022 <i>at least</i> 8 park amenities will be constructed, such as:</p> <ul style="list-style-type: none"> <li>- New shade structure and site furnishings at Fox Trail</li> <li>- New skate park, beach volleyball court, shade structure, paved pathways and site furnishings at Osin Lions</li> <li>- Pickleball court, pump track, washroom building, dog park, additional pathways, pathway lighting, tennis courts and additional site furnishings at Tasca Park</li> <li>- Multipurpose court at Kettle Lake</li> <li>- Ice rink at Salamander Park</li> <li>- New playground and site furnishings at Museum</li> <li>- Playground, shade structure, pathways, and site furnishings at new Via Moto Park</li> </ul>
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		<ul style="list-style-type: none"> <li>• A band shelter, new site furnishing, new pathways and a new hydro hookup was constructed at <a href="#">Schomberg Lions Parkette</a></li> <li>• Construction of a new enclosed clubhouse and private court at the <a href="#">Nobleton Tennis Clubhouse</a></li> <li>• A new Bocce Ball Court at the <a href="#">Nobleton Community Park</a></li> </ul>	<ul style="list-style-type: none"> <li>- Frizbee golf at Cold Creek</li> </ul>
	<b>Update the Township's Urban Design Guidelines</b>	<p><i>Updating the Urban Design Guidelines will allow the Township to set out clear intentions and expectations which encourage a good road network, inclusive public spaces, high quality infrastructure and, sustainable development that protects our heritage while anticipating future needs.</i></p> <p><b><u>Progress on the Urban Design Guidelines Update</u></b></p> <p>The Township's Urban Design Guidelines update was initiated in the 2020 year. By the end of 2021, the Guidelines Update draft is 75% complete. In this reporting year a <a href="#">SpeaKING Page</a> was launched, a Draft Discussion Paper was issued for consultation with stakeholders, and (3) Public Open Houses were held to further consult the community. The Guidelines Update continues to be developed throughout 2022.</p>	<p><b><u>Progress on the Urban Design Guidelines Update</u></b></p> <p>It is anticipated that in 2022, the first draft of the Design Guidelines will be 100% complete, public and stakeholder consultations would be conducted, and a revised version of the Guidelines would then be presented for Council's approval and adoption.</p>
	<b>Design and Implement Streetscaping Initiatives</b>	<p><i>The design and implementation of streetscaping initiatives within the Township help beautify various urban areas, is used as a tool to improve the public realms in the short term while considering future development and, assists with expanded design into the private property realm.</i></p> <p><b><u>(2.585) KMs of Streetscaping Designed, Constructed or Completed</u></b></p> <p>Partial work and progress has been completed on the Township's streetscaping and beautification initiative, which includes intersection improvements (decorative sidewalks, bike racks, benches etc.) and sidewalk improvements/décor (banners, flower poles, seating areas etc.) In 2021, advancement of the <a href="#">King Road Public Realm</a> improvements continued, including an expanded sidewalk path along King Road on the North and South sides of Keele Street, totalling 1.5 KMs of constructed</p>	<p><b><u>(1.1) KMs of Streetscaping Designed, Constructed or Completed</u></b></p> <p>It is expected that <i>at least</i> 1.1 KMs of streetscaping design and construction will be completed from 2585 King Road to Jane Street in 2022.</p>

		streetscaping. 485 meters of streetscaping design is also underway on Schomberg Main Street, with an addition 0.6 KMs of Streetscaping construction in new Township developments.	
<b>OBJECTIVE: MAXIMIZING FINANCIAL CAPACITY TO SUPPORT CAPITAL PROGRAMS</b>			
Progress	Key Action	Performance Indicator	2022 End of Plan Forecast
	<b>Develop a Township Fiscal Strategy</b>	<p><i>A fiscal strategy will provide the framework for managing the integration of the Township’s capital budget, reserves and the use of debt to achieve and maintain financial sustainability while striking a balance between the current and long term needs of King.</i></p> <p><b><u>Progress on the Fiscal Strategy</u></b></p> <p>Initiated in 2019, the Township Fiscal Strategy was further developed and enhanced in 2020 and 2021. The strategy itself includes a range of elements such as associated strategies, policies, forecasting models and plans. In 2021, the Township continued with the 4-year rolling budget forecast, completed the Development Charges Study, the Procurement Strategy, the 10-year Capital Plan, a 10-year Development Charge Projection, reduced Tax Arrears, implemented new software for budgeting and forecasting and also refreshed the Township’s Asset Management Plan, which is a cornerstone to an effective fiscal strategy!</p>	<p><b><u>Progress on the Fiscal Strategy</u></b></p> <p>It is anticipated that in 2022 as a part of the Fiscal Strategy, the Township will complete a 10-year Cashflow Projection and develop a Cashflow Strategy.</p>
	<b>Manage Debt and Reserves</b>	<p><i>The development and adoption of financial by-laws in King will further strengthen how we manage debt and reserve funds by regulating the collection and management of fees or charges that help fund capital projects and new developments.</i></p> <p><b><u>(2) Financial By-laws/Policies Being Updated/Developed</u></b></p> <ul style="list-style-type: none"> <li>• Debt Policy Bylaw (2021-042)</li> <li>• Reserve Policy Bylaw (2021-046)</li> </ul>	<p><b><u>Financial By-laws/Policies Being Updated/Developed</u></b></p> <p>In 2021 the Key Action target of Managing Debt and Reserves had been achieved. Since the initiation of the Corporate Strategic Plan in 2019, 6 financial policies and bylaws had been updated or developed.</p>

	<p><b>Adopt a Multi-Year Budget and Business Plan</b></p>	<p><i>The adoption of a multi-year budget and business plan will help the municipality achieve its medium term strategic objectives, allow for short-term operational improvements and flexible allocation of resources over time to accomplish Township goals and objectives through an integrated framework.</i></p> <p><b>Adopt a Multi-Year Budget and Business Plan (2019-2022)</b> The Township of King successfully prepared and adopted a multi-year budget and business plan for the 2019-2022 term, however the budget is still updated annually to reflect current realities. It is an annual commitment of the Township to maintain and update its multi-year budget on an ongoing basis.</p>	<p><b>Adopt a Multi-Year Budget and Business Plan (2019-2022)</b> It is anticipated that in 2022 the Township will continue follow the 2019-2022 business plan and begin to start developing the 2023-2026 Multi-Year Budget and Business Plan.</p>
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## PRIORITY: CULTIVATING SAFE, HEALTHY & RESILIENT COMMUNITIES



OBJECTIVE: PROMOTING PUBLIC SAFETY			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
	<p><b>Implement Traffic Safety Measures</b></p>	<p><i>Traffic safety has been a growing concern within the Township and the municipality seeks to promote protection of the public by encouraging and facilitating cautious driving practices to slow traffic and reduce risks of accidents/near misses.</i></p> <p><b>(2) Traffic Safety Initiatives Undertaken</b></p> <ul style="list-style-type: none"> <li>As a result of the previous years successful 2020 pilot traffic calming measures, the former temporary <b>speed humps on Elizabeth Grove,</b></li> </ul>	<p><b>Traffic Safety Initiatives Undertaken</b> The Key Action target of Implementing Traffic Safety Measures was achieved in 2021 as <b>6</b> initiatives have been completed for the term of the 2019-2022 Corporate Strategic Plan.</p> <p><b>(13) Annual Traffic Safety Measures Implemented</b></p>

		<p><b>Banner Lane, Park Heights Trail, and Hillfarm Road have become permanent.</b></p> <ul style="list-style-type: none"> <li>• <b>Reduced speed limits</b> on all local roads that were previously 60km/h or 50km/h to only 40km/h.</li> </ul> <p><b><u>(17) Annual Traffic Safety Measures Implemented</u></b></p> <p><b>Speed Hump Installation</b></p> <ul style="list-style-type: none"> <li>• *Elizabeth Grove</li> <li>• *Banner Lane</li> <li>• *Park Heights Trail</li> <li>• *Wellington Street</li> <li>• *Henry Gate</li> <li>• *Ellis Avenue</li> <li>• *Lynwood Crescent</li> <li>• *Norman Avenue</li> <li>• *Hill Farm Road</li> </ul> <p><b>Flexible Bollard Installations</b></p> <ul style="list-style-type: none"> <li>• *Burns Boulevard</li> <li>• *Park Heights Trail</li> <li>• *Church Street</li> <li>• *Western Avenue</li> </ul> <p><b>Speed Feedback Signs</b></p> <ul style="list-style-type: none"> <li>• <b>NEW!</b> 19<sup>TH</sup> Sideroad (Eastbound)</li> <li>• <b>NEW!</b> 19<sup>TH</sup> Sideroad (Westbound)</li> </ul> <p><b>No Parking Signs</b></p> <ul style="list-style-type: none"> <li>• <b>NEW!</b> 19<sup>TH</sup> Sideroad (24 signs installed)</li> </ul> <p><b>Line Painting</b></p> <ul style="list-style-type: none"> <li>• <b>NEW!</b> 19<sup>TH</sup> Sideroad (2.2 KMs)</li> </ul> <p><i>Note: Measures marked with an asterisk (*) are those implemented on a year over year basis (seasonal installations). Those without, are measures newly installed in the current reporting year.</i></p>	<p>It is expected that <i>at least</i> 13 measures will be implemented such as:</p> <p>Speed Hump Installation</p> <ul style="list-style-type: none"> <li>- *Elizabeth Grove</li> <li>- *Banner Lane</li> <li>- *Park Heights Trail</li> <li>- *Wellington Street</li> <li>- *Henry Gate</li> <li>- *Ellis Avenue</li> <li>- *Lynwood Crescent</li> <li>- *Norman Avenue</li> <li>- *Hill Farm Road</li> </ul> <p>Flexible Bollard Installations</p> <ul style="list-style-type: none"> <li>- *Burns Boulevard</li> <li>- *Park Heights Trail</li> <li>- *Church Street</li> <li>- *Western Avenue</li> </ul>



**Increase Public Education Opportunities**

*Integral to public safety is creating more opportunities for the community to be educated and informed on what it means to be safe within the community and prepared in the event of emergency situations. The Township is committed to expanding the opportunities for education related to public safety to prevent risks from manifesting and being able to respond quickly and safely when they do.*

**(493) Joint Public Education Opportunities Held**

The Township Fire and Emergency Services has held a range of public education opportunities for diverse demographics which addresses issues such as preventing fire occurrence, the value of smoke and carbon monoxide alarms, home escape planning (85 homes visited), and provided communication materials regarding preparedness to deal with a fire related incidents (155 social media posts and 18 newspaper ads). Fire and Emergency Services also partnered with local restaurants to host Fire Prevention Week. The loss of life and property damage in Ontario has continued to fluctuate over the years, so improving our residents' knowledge on fire safety can help decrease the incidence of fire. Additionally, our By-Law Services division has also been actively involved public education in 2021, through parking warnings (231) and winter restrictions mobile signage (4) to encourage proactive compliance and communications! This represents a 217% increase from 2020!

**(85) Homes Visits for Smoke Alarms and Home Escape Plan Program**

This program, led by the King Fire and Emergency Services (FES) department has helped educate residents on locating, installing and maintaining working smoke/ carbon monoxide alarms and also helping families with homes escape planning activities to help keep residents as safe and prepared as possible. In both 2020 and 2021 the home escape program and home visits for smoke alarms were scaled back as a result of the COVID-19 pandemic and as a means of mitigating any potential risk of infection. Despite this, we were able to increase the amount of homes visited from 2020 to 2021 by 622%!

**Joint Public Education Opportunities Held**

It is anticipated that joint public education opportunities held will continue to increase in 2022 as COVID-19 restrictions continue to be lifted. Additionally, **723** joint public education opportunities have been held since the adoption of the Corporate Strategic Plan in 2019.

**Homes Visits for Smoke Alarms and Home Escape Plan Program**

It is expected that home visits for smoke alarms and home escape plan programming will increase in 2022 as covid-19 restrictions are lifted and in-person programming resumes. Despite COVID-19 restrictions, there have been **3,076** homes visited since the initiation of the Corporate Strategic Plan in 2019.





**Manage Organizational & Community Risk**

*To increase the promotion of public safety, the Township continues to forecast and actively mitigate risks that can manifest within the municipality, while also ensuring that our regulatory obligations are fulfilled for the purposes of maintaining compliance and maximizing public safety.*

**(4,800) Risks Mitigated**

*In 2021, the Township saw a 21% increase of risk mitigation from 2020:*

- **(15) COVID-19 Business Continuity & Recovery Planning Efforts**
  - (4) Operational Service Recovery Plans
  - (3) Updated Facility Audits
  - (6) New or Updated COVID-19 Policies and Procedures (Highlight - Mandatory Vaccination Policy for Staff)
  - Continued Enhanced Cleaning / Disinfecting Protocols at Staffed or Open Facilities
  - Offered (4) Vaccination Clinics – Administered between 65,000 – 70,000 doses of vaccinations
- **(8) Wellness Checks During COVID-19** involving collaboration with York Regional Police and social workers to foster good mental health and well-being of Township residents.
- **(648) Inspections and Investigations** completed by the Fire and Emergency Services department which aims to both mitigate and prevent emergency situations for residents
- **(35) Smoke Alarm and Carbon Monoxide Detectors** installed within various homes and businesses in King to mitigate risks to health and safety that can arise as a result of unexpected fires or carbon monoxide incidents.
- **(811) Dog/Cat Tags** issued which ensures animals are free from rabies and have received vaccinations. This type of issuance ensures residents and their pets feel safe within the community and eliminate the risk of incubation and infection.
- **(2847) By-law Complaints** received, mitigated and/or attended to by officers who ensure our Township is compliant with all By-laws and eliminate potential safety or health risks that can arise from violations. This represents a 67% overall increase from 2020.



**Risks Mitigated**

It is expected that risks will continue to be mitigated in 2022 as **10,725** risks have been mitigated since the adoption of the Corporate Strategic Plan in 2019.


**(42) Regulatory Obligations Fulfilled**


In the year 2022, at least 42 Regulatory Obligations will continue to be fulfilled.


		<ul style="list-style-type: none"> <li>• <b>(266) Road Complaints Addressed and Resolved</b> including those related to sidewalk repairs, potholes, culvert flooding and/or damage to municipal infrastructure in the ROW, all of which if unattended, could pose significant safety risks for residents and the community.</li> <li>• <b>(167) Water Quality and Watermain Concerns Addressed and Resolved</b> including those related to water odour, color/appearance, taste/smell and watermain infrastructure repairs, all of which if unattended, could pose significant health and safety risks for residents and businesses within the community.</li> </ul> <p><b><u>(42) Regulatory Obligations Fulfilled</u></b></p> <ul style="list-style-type: none"> <li>• <i>MTO Quarterly payments x4 per year</i></li> <li>• <i>Weekly Reporting Enforcement – York Region COVID-19 Re-opening Act and ECMPA</i></li> <li>• <i>Weekly Reporting Enforcement – Solicitor General Re-opening Act and ECMPA</i></li> <li>• <i>FES – Clause 2.(1)(a) of Fire Prevention Act, 1997</i> <ul style="list-style-type: none"> <li>○ <i>Smoke Alarm Program and Home Escape Planning</i></li> <li>○ <i>Distribution of public education materials</i></li> <li>○ <i>Inspections upon complaint or request</i></li> </ul> </li> <li>• <i>Maintenance of Municipal Roadways and Sidewalks MMS O.Reg 239/02 (covering monitoring, winter maintenance, pavement repairs, shoulder repairs, debris pickup, illumination signage, sidewalk repairs, pavement markings, sign reflectivity)</i></li> <li>• <i>DWQMS per O.Reg 170/03</i></li> <li>• <i>Ministry of Environment, Conservation and Parks Annual Inspection</i></li> <li>• <i>Internal Drinking Water Quality Management System Audit</i></li> <li>• <i>Hydrant Flushing, Sampling and Pressure Testing</i></li> <li>• <i>Hydrant Painting</i></li> <li>• <i>Annual Drinking Water Quality Report</i></li> <li>• <i>O.Reg 170/03 Monitoring and Sampling Requirements</i></li> <li>• <i>Museum Standards</i></li> <li>• <i>TSSA Compliance with O.Reg 508/18</i></li> <li>• <i>CSA Standards compliance for Playgrounds</i></li> <li>• <i>ACCT Certified Ropes Course</i></li> <li>• <i>Adherence to York Region Public Health Standards for the Nobleton Pool and Splashpads</i></li> <li>• <i>Winter Maintenance Standards</i></li> <li>• <i>Ontario Building Code Compliance for new construction to buildings</i></li> <li>• <i>Compliance with the Accessibility for Ontarians with Disabilities (AODA) Act</i></li> <li>• <i>Ministry of Labour Compliance (including WHIMS, confined space, labour codes, Standard Operating Procedures</i></li> </ul>	
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<b>OBJECTIVE: FOSTERING HEALTHY, DIVERSE AND COMPLETE COMMUNITIES</b>			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
	<b>Improve Accessibility</b>	<p><i>The Township of King aims to uphold strong standards of accessibility in our facilities, through online communication and by fulfilling format requests for documents wherever possible. Accessibility is key to ensuring that all citizens can access Township services, programs and spaces.</i></p> <p><b><u>(23) Accessibility Initiatives</u></b></p> <p>Accessibility initiatives have been led by various departments including Corporate Services, Community Services and the Office of the CAO. The 2021 <a href="#">Accessibility Status Report Update</a> outlines the accessibility enhancements undertaken in 2021 as part of the Township’s 2018-2025 Multi-Year Accessibility Plan.</p>	<p><b><u>(5) Accessibility Initiatives</u></b></p> <p>In the year 2022, at least 5 accessibility initiatives will be undertaken, including:</p> <ul style="list-style-type: none"> <li>- Accessible Playground at Osin Park</li> <li>- Fully Accessible completed renovation of the Schomberg Hall</li> <li>- Fully Accessible completed renovation of the Pottageville Pavilion</li> <li>- Fully Accessible renovation of the KHCC</li> <li>- Fully Accessible Township Wide Recreation Center</li> </ul>
	<b>Promote Active Lifestyles</b>	<p><i>The Township continues to promote programs and initiatives that target a range of demographics and are diverse in type, to encourage healthy living and active lifestyles for all citizens.</i></p>	<p><b><u>NEW Inclusive Community Program Initiatives</u></b></p> <p>It is anticipated that several Inclusive community programs and initiatives will be undertaken in 2022. <b>21</b> inclusive community programs and initiatives</p>

		<p><b><u>(10) Inclusive Community Program Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• The <b>Trisan Fitness Centre Classes</b> incorporates inclusive elements to encourage participation from all residents regardless of physical ability or other barriers.</li> <li>• The <b>King @ Home Program</b> which is a digital programming option that includes a wide range of online games, activities and learning resources for citizens to enjoy from home</li> <li>• The <b>Virtual Fitness Program</b> which has allowed users to work at their own pace in their own home, but still having a guide throughout each and every workout.</li> <li>• The <b>“Mobility Matters” Exercise Program</b> for Seniors to aid older adults in the prevention of falls, maximize physical fitness and vitality, and improve general well-being and happiness.</li> <li>• The <b>Summer Camp in a Box Program</b>, which Includes 5 themed options (Arts &amp; Crafts, Nature, Travel, Science, Surprises) that allowed campers to enjoy fun and engaging activities from home!</li> <li>• The King Township <b>Recreation/Camp Inclusion Program</b> which provides direct 1:1 support for participants with disabilities and/or exceptionalities</li> <li>• <b>Virtual Recreation and Culture Events</b> in partnership with TRCA including Pollinator Gardening Workshop and Hoot &amp; Howl</li> <li>• <b>Virtual Holiday Events</b> including Truth &amp; Reconciliation Day</li> <li>• (2) KHCC <b>Online exhibitions</b></li> <li>• (9) <b>Virtual museum activities</b></li> </ul> <p><b><u>(3772) Program Registrations</u></b></p> <p><b><i>The provincial and regional health and safety measures implemented as a result of the COVID-19 pandemic, led to the cancellation of a significant number of community programs.</i></b> Despite these circumstances, the Township was able to quickly pivot to still ensure delivery of programs that keep citizens engaged and active during a time of lockdown, despite the inability to hold in-person programming and widespread Township facility closures. The Township still saw a 54% increase in program registrations from 2020, including those for virtual</p>	<p>have taken place since the adoption of the Corporate Strategic Plan in 2019.</p> <p><b><u>Program Registrations</u></b> It is expected that Program registrations will increase in 2022 as covid-19 restrictions are lifted and in-person programming resumes. There have been <b>39,211</b> program registrations since the initiation of the Corporate Strategic Plan in 2019.</p>
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		fitness, camps, heritage and culture, Cold Creek snowshoeing and more, despite the challenge of COVID-19 restrictions!	
	<p><b>Advance Economic Prosperity</b></p>	<p><i>When considering the healthy, diversity and completeness of communities it is necessary to consider this from an economic development perspective as well. Economic vitality and prosperity is important to ensure retention, growth and attraction of businesses that allow for more options/choices for job seekers, residents and provide an expanded tax base in King.</i></p> <p><b><u>(24) New Businesses in King</u></b></p> <p>King is home to a wide array of small, medium and large businesses across a range of good producing and service producing sectors. From 2020 to 2021 there were 24 new businesses to King, which represents a 25% increase in businesses from the previous year. Overall, as of 2021, the Township is home to 1414 businesses and 242 farms and provides approximately 10,724 jobs in King!</p> <p><b><u>(13) Community Improvement Plan Grants Approved</u></b></p> <p>In 2021, 13 Grants totalling \$58,519 have been approved and dispersed to King businesses. For every public dollar invested our partners in prosperity business and property owners have invested \$11.10 making physical improvement to their property. These investments contribute to revitalization of King's village commercial cores; and retaining or increasing property values and the retention and expansion of existing business.</p> <p><b><u>Progress on Economic Development Strategy</u></b></p> <p>The Economic Development Strategy itself was completed and approved in 2018 and is now in the final year of implementation before being reviewed and updated in early 2023. This strategy aims to transform and enhance the economic fortunes of the Township of King into the future with goals including investment readiness, a commitment to community and sustainability, a culture of entrepreneurship and a strong, innovative rural brand. Of the 33 Action Items and in light of the economic upheaval caused by the Covid-19 pandemic, 2021 saw significant progress on the following action items: Action</p>	<p><b><u>(17) New Businesses in King</u></b> In the year 2022, it is anticipated that <i>at least</i> 17 new businesses will call King home.</p> <p><b><u>Community Improvement Plan Grants Approved</u></b> It is anticipated that in 2022 <i>at least</i> \$50,000 in community improvement plan grants will be approved.</p> <p><b><u>Progress on Economic Development Strategy</u></b> It is expected that in 2022 the Economic Development Strategy will continue to be implemented as the final key action items are completed.</p>

		<p>Item # 4 – <b>Review the Community Improvement Plan</b> and determine whether existing incentive zones need to be expanded to other areas of the community and resourced adequately. This was advanced by in the first quarter of 2021 when Council adopted an expanded Community Improvement Plan (CIP) with properties that benefit the community in more geographic areas now eligible for incentives under the Village Vibrancy and Rural Resiliency grant streams. On Action Item #14 – Prepare a <b>Culture Master Plan</b>, The King Heritage &amp; Culture Centre undertook this initiative and the <a href="#">Heritage &amp; Cultural Master Plan</a> was endorsed by Council in September of 2021. As it pertains to the Economic Development Strategy Goal of a Strong Innovative Rural Brand and more specifically Action Items # 31 – Enhance marketing efforts to showcase King as a cultural tourism destination &amp; #32 As part of the <b>Tourism Plan Update</b>, consider reviewing King as an alternative accommodations destination through unique experiences such as farm stays, bed and breakfast, glamping or cycle pods; <a href="#">A refreshed Community Tourism Plan endorsed by Council in November 2021</a> identifies 16 action item to address these and other opportunities and challenges to advance the tourism and hospitality sector in King Township. The DRAFT <b>Rural Zoning By-Law</b> also addresses enabling more on farm diversification inclusive of farm stays and bed and breakfast experiences in the Countryside areas of the Township. Read the reference guide here: <a href="#">Economic Development Strategy Quick Reference Guide</a> Further development on ongoing actions will be reported in 2022.</p>	
<b>OBJECTIVE: STRENGTHENING RESILIENCE</b>			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
	<b>Advance the Township's Asset Management Program</b>	<p><i>Making the necessary advancements to the Township's Asset Management Program is intended to assist with corporate decision making to enable the municipality to achieve the goal of delivering sustainable services, better managing risks and getting the best value for tax dollars.</i></p> <p><b><u>Progress on Development of the Asset Management Program</u></b></p> <p>The Asset Management Program aims to improve and support asset management, which is a business approach to minimizing life cycle costs of</p>	<p><b><u>Progress on Development of the Asset Management Program</u></b> It is expected that in 2022 the asset management program will continue to be implemented.</p> <p><b><u>(15) Improved Assets</u></b> It is anticipated that <i>at least</i> 13 assets will be improved in 2022: - 3KM of Trail</p>

		<p>owning, operating and maintaining assets at an acceptable level of risk while delivering established levels of service to citizens and stakeholders. In 2021 the Asset Management Program has been developed and approved by Council to remain in effect for the next 5 years as per O. Reg 588/17.</p> <p><b><u>(22) Improved Assets</u></b></p> <p>As described in the Township’s <a href="#">Asset Management Plan</a>, our municipal physical infrastructure ranges from transportation and environmental, to municipal buildings and fleet. In 2021, the Township undertook <b>Road Paving, Trail &amp; Sidewalk</b> construction, Streetscaping, (2) <b>Watermain &amp; Sewermain</b> construction, (4) <b>Bridge &amp; Culvert Replacements</b>, (12) <b>Park Improvements/Constructions</b> and (4) <b>Facility Improvements</b> projects.</p>	<ul style="list-style-type: none"> <li>- (2) Culverts</li> <li>- Road Conversions</li> <li>- 1.1 KMs of Sidewalk</li> <li>- (5) Facilities</li> <li>- Tasca Park Phase II</li> <li>- 12.77 KM of watermain and sewer-main (2)</li> <li>- Playground Replacement at Fox Trail</li> <li>- Playground Replacement at Osin Park</li> </ul>
	<p><b>Improve Emergency Preparedness</b></p>	<p><i>Being prepared for emergency situations that could significantly impact the municipality allows the Township to strengthen its ability to recover when they manifest. This means having controls in place and practicing response mobilization that will allow the Township to respond quickly and efficiently and to further avoid negative impacts to the community.</i></p> <p><b><u>(17) NEW High Level Emergency Controls in Place/Performed</u></b></p> <ul style="list-style-type: none"> <li>• Two back-up <b>generator installations</b> <ul style="list-style-type: none"> <li>○ King Township Fire Department HQ</li> <li>○ Schomberg Parts Depot</li> </ul> </li> <li>• <b>Network equipment firmware</b> update</li> <li>• <b>Security audit</b> and penetration testing performed by 3<sup>rd</sup> party</li> <li>• 3<sup>rd</sup> party <b>social engineering test</b></li> <li>• Strengthened Kings <b>password policy</b> as recommended by Kings security audit</li> <li>• Removed unnecessary <b>DNS entries</b></li> <li>• Deployed <b>MDR solutions</b></li> <li>• Adjusted <b>SPF records</b></li> <li>• Increased <b>DMARC</b> to highest security level</li> <li>• Adjusted network <b>ACLs</b> to improve security</li> </ul>	<p><b><u>NEW High Level Emergency Controls in Place</u></b></p> <p>In 2022 it is expected that a number of new high level emergency controls will be implemented as there have been <b>(32)</b> new emergency controls in place since 2019.</p> <p><b><u>(3) Emergency Operations Center (EOC) Exercises Undertaken</u></b></p> <p>In 2022 it is expected that <i>at least</i> (3) Emergency Operations Center Exercises will be undertaken, including:</p> <ul style="list-style-type: none"> <li>- Practice the activation and establishment of an EOC from an Initial Incident Briefing and through an EOC Situation Size-up.</li> <li>- Reinforce and practice IMS with a specific focus on the Incident Action Planning Process.</li> <li>- Determine Objectives and Priorities and create a the initial EOC Incident Action Plan through collaborative understanding of the scenario impacts on all functional areas of the EOC IMS structure.</li> </ul>


		<ul style="list-style-type: none"> <li>• Enhanced <b>Firewall</b> intrusion detection and prevention levels</li> <li>• Enhanced <b>external email warning</b></li> <li>• <b>Network Security</b> increases</li> <li>• <b>Email Domain Reputation</b> improvements to prevent blacklisting and email spoofs</li> <li>• Security of EDRMS via <b>SSL Certificate</b></li> <li>• Prevention of <b>external network log</b> on activity</li> </ul> <p><b><u>(9) Emergency Operations Center (EOC) Exercises Undertaken</u></b></p> <p>It is imperative that the Township is prepared for emergency situations and as such, staff has and will continue to undertake exercises such as presentations, workshops, modules etc., that allow the municipality to respond to emergencies/disasters quickly and effectively. Under O.Reg 380/04 of the Emergency Management and Civil Protection Act, municipalities are required to establish an Emergency Operations Centre to be used in the event of an emergency. In 2021, the Township satisfied its annual exercise requirements through the completion of <b>(9)</b> Emergency Management (Integrated Management System) training initiatives in partnership with York Region, in addition to the vaccination clinic for residents to obtain their COVID-19 vaccinations.</p>	
	<p><b>Strengthen Water and Wastewater Systems</b></p>	<p><i>Ensuring safe and sustainable water/wastewater systems in King is a method of ensuring resilience against risks to safety for individuals (safe watermains/drinking water) and the reducing potential environment risks that can arise from septic systems.</i></p> <p><b><u>(1.66) KMs of New/Replaced Watermains and Sanitary Sewers</u></b></p> <p>In 2021, 380 meters of watermains were replaced, 670 meters of new watermains were installed, and 610 meters of new sanitary sewers were also installed.</p>	<p><b><u>(12.77) KMs of New/Replaced Watermains and Sanitary Sewers</u></b></p> <p>It is anticipated that In 2022, <i>at least</i> 300 meters of sanitary updates will be complete, 5,87 KMs of sanitary sewers will be constructed, and 5.6 KMs of waterlines will be installed.</p>





# PRIORITY: SERVICE DELIVERY EXCELLENCE & INNOVATION





OBJECTIVE: INCREASING COMMUNITY ENGAGEMENT			
Progress	Key Action	Performance Indicators	2022 End of Plan Forecast
●	<b>Actively Communicate with Citizens</b>	<p><i>Actively communicating with citizens means ensuring a strong online and social media presence is maintained, to better inform residents and visitors of life in the Township of King. The below indicators show performance of efforts to communicate with citizens on various services, information, projects, programs and/or initiatives.</i></p> <p><b>(2) New Communication Initiatives</b></p> <ul style="list-style-type: none"> <li>In April 2021 the Township officially launched the <b>Hometown Heroes Campaign</b>, which seeks to celebrate people, organizations or businesses in King that have made a positive contribution to the community.</li> <li>The <b>COVID-19 Information Hub</b>, which allows residents to receive up to date information regarding information and requirements pertaining to the changing COVID-19 pandemic.</li> </ul> <p><b>(326) NEW Active Website Users</b></p> <p>This represents the total of <b>NEW</b> individual users that have utilized the Online Services available on the Township’s website king.ca to show that efforts over the course of 2021 have increased the engagement of users with the website and its online functionalities ranging from payments, application submissions, community program registrations, licenses and more. This number represents a 165% increase from the previous reporting year!</p>	<p><b><u>New Communication Initiatives</u></b> It is expected that a number of new communications initiatives will take place in 2022 as <b>7</b> initiatives have been undertaken since the initiation of the Corporate Strategic Plan in 2019.</p> <p><b><u>NEW Active Website Users</u></b> It is expected that a number of new website users will be active in 2022 as <b>2,072</b> new users have been active since the initiation of the Corporate Strategic Plan in 2019.</p> <p><b><u>Social Media Impressions</u></b> It is expected that King will receive a number of social media impressions in 2022 as there has been <b>1,368,334</b> social media impressions since the initiation of the Corporate Strategic Plan in 2019.</p>


		<p><b><u>(659,187) Social Media Impressions</u></b></p> <p>This indicator represents the total number of social media users who have seen, liked or re-posted items from both the Corporate Township Twitter and Facebook. Twitter saw a 35% increase in impressions, and Facebook has seen a 96% increase in post reach activity.</p>	
	<p><b>Increase Community Outreach Initiatives</b></p>	<p><i>Outreach initiatives within the community are meant to foster more awareness and engagement of the public on Township projects, programs and initiatives, through a range of communications, survey's, information updates and public information centers/open houses. The aim is to be able to meet Township goals with input from the community as it directly impacts/affects citizens.</i></p> <p><b><u>(519) Public Engagement Opportunities</u></b></p> <p>Public engagement opportunities are held across all various departments, both in person and online. These opportunities range from in person Public Information Centres (PICs), Open Houses, community working group meetings, community event booths, and public education events, to online engagements through the SpeaKING website campaigns. This represents a 30% increase in opportunities for public engagement since 2020!</p> <ul style="list-style-type: none"> <li>• Draft 2021-2022 Budget PIC</li> <li>• Budget SpeaKING + PIC</li> <li>• Community Improvement Plan Refresh SpeaKING + Public Open House</li> <li>• Urban Design Guidelines SpeaKING + Public Open House</li> <li>• Rural Zoning By-law Open House (2)</li> <li>• Schomberg Main St. Streetscape Project SpeaKING + PIC</li> <li>• Schomberg Main Street Pop-Up Patio Survey</li> <li>• Township Wide Recreation Centre SpeaKING + PIC</li> <li>• Comprehensive Stormwater Master Plan PIC</li> <li>• Draft Site Alteration and Movement of Fill By-law Review Public Open House</li> <li>• Comprehensive Storm Water Management Master Plan SpeaKING + (2) PICs</li> </ul>	<p><b><u>Public Engagement Opportunities</u></b></p> <p>It is expected that a number of public education opportunities will take place in 2022 as <b>804</b> public education opportunities have been undertaken since the initiation of the Corporate Strategic Plan in 2019.</p> <p><b><u>Active SpeaKING Users (Engaged, Informed and Aware)</u></b></p> <p>It is expected that a number of new SpeaKING users will be engagement, informed and aware in 2022 as <b>17,127</b> SpeaKING users have been active since the initiation of the Corporate Strategic Plan in 2019.</p> <p><b><u>Progress on the Community Engagement Plan</u></b></p> <p>It is expected that the Community Engagement Plan will be 100% complete and approved by Council by Q4 2022.</p>


		<ul style="list-style-type: none"> <li>• Rural Area Zoning Bylaw SpeaKING</li> <li>• Climate Change Action Plan SpeaKING</li> <li>• Public Education KPI (235 + 258) – FES &amp; BYL</li> </ul> <p><b>(7,672) Active SpeaKING Users (Engaged, Informed and Aware)</b></p> <p>Launched in 2018, SpeaKING is the Township’s online public engagement platform. Since its initiation, staff has continued to build content and promote the use of the website to encourage citizen feedback on municipal projects, programs or initiatives. There are several ways to engage with this platform, including directly engaging through surveys, questions etc., as well as subscribing to the website to receive updates/notification and also just accessing the webpage to review content. This represents a 14% increase from 2020!</p> <p><b><u>Progress on the Community Engagement Plan</u></b></p> <p>The Community Engagement Plan is currently in its draft stage at 20% complete. Further developments of this plan will be monitored with further progress and updates to be reported on pending completion expected in Year 4 (2022).</p>	
<b>OBJECTIVE: DEVELOPING INNOVATIVE “KING-CENTRIC” POLICY FRAMEWORKS</b>			
<b>Progress</b>	<b>Key Action</b>	<b>Performance Indicators</b>	
	<b>Develop and Improve Master Plans</b>	<p><i>Master plans are dynamic planning documents that provide a conceptual layout to guide future growth and/or development in a particular operational service area. Creating and updating master plans/strategies allows for continued informed decision making while also preserving the community character and produce positive economic and social development.</i></p> <p><b><u>(8) Master Plans Created or Updated</u></b></p> <ul style="list-style-type: none"> <li>• <b>Update from 2020: Comprehensive Stormwater Management Master Plan</b> held its second virtual public information centre and</li> </ul>	<p><b><u>Master Plans Created or Updated</u></b> Key Action targets achieved. To date, <b>(25)</b> Master Plans have been created or updated since 2019. Any updates undertaken in 2022 will continue to be reported.</p>

		<p>posted a Municipal Class EA Final Report for a 30-day review of the plan before the it was officially adopted by Council on July 9, 2021.</p> <ul style="list-style-type: none"> <li>• <b>Update from 2020: Heritage and Culture Master Plan</b> approved by Council in September 2021.</li> <li>• <b>Community, Culture &amp; Recreation Master Plan</b> approved by Council December 2021.</li> <li>• Continued the development of the <b>Integrated Community Sustainability Plan</b> on the Township's <u>SpeakKING</u> website.</li> <li>• <b>Update from 2020: Climate Change Action Plan</b> hosted two webinars in 2021 to obtain community feedback and ideas.</li> <li>• <b>Community Services Master Plan</b> was completed and approved by Council.</li> <li>• <b>Community Tourism Plan</b> draft was completed in 2021 with implementation of its Goals and Action Items underway</li> <li>• <b>Update from 2020:</b> Refreshed the <b>Asset Management Plan</b></li> </ul>	
	<p><b>Respond to Emerging Municipal Trends and Pressures</b></p>	<p><i>The development of innovative public policy frameworks allow the municipality to actively respond to emerging trends and pressures in ways that are unique to King through the legislation of by-laws, policies and procedures.</i></p> <p><b><u>(4) Regulatory By-laws Developed or Amended</u></b></p> <ul style="list-style-type: none"> <li>• House-keeping amendment to <b>Fence By-law</b>, which provides a clear regulatory framework for fencing, including requirements to fence all swimming pools, general maintenance criteria, types of fences permitted and prohibited, height, and setback provisions.</li> <li>• 2021 <b>Site Alteration Bylaw</b> Draft presented (2021-039) which regulates and controls the movement of fill in King.</li> <li>• 2021 <b>Enforcement Policy &amp; Reporting</b> on GIS with plan for open data (CORPOL-140) which provides guidance on by-law enforcement and best practices when dealing with complaints and investigations.</li> <li>• New <b>Parking By-law amendments</b> which prohibits the parking of vehicles on roadways between November 1st and April 15th each year between the hours of 2:00 am and 6:00 am to allow for winter road maintenance. It also includes regulations that prohibit on-street parking at any time to interfere with snow removal.</li> </ul>	<p><b><u>Regulatory By-laws Developed or Amended</u></b> In 2022 it is expected that the Township will continue to amend or develop regulatory By-laws as the Township has developed or amended <b>9</b> regulatory By-Laws since the initiation of the Corporate Strategic Plan in 2019.</p> <p><b><u>(2) NEW or Updated Policies and Procedures</u></b> In 2022, there will be <i>at least 2</i> new or updated policies and procedures, including:</p> <ul style="list-style-type: none"> <li>- Alternative Worksite Arrangements Policy</li> <li>- Alternative Worksite Arrangements Procedure</li> </ul>


		<p><b><u>(30) NEW or Updated Policies and Procedures</u></b></p> <p>This includes both corporate and administrative policies, as well as departmental procedures and operating guidelines that outline how to undertake actionable tasks while respecting policy frameworks in place. In 2021, 7 administrative policies were created or updated, 6 corporate policies were created or updated, and 17 procedures were created or updated.</p>	
	<p><b>Update the Township's Long Term Growth Policy Frameworks</b></p>	<p><i>Ensuring the Township's long term planning documents are up to date is critical to outlining the future vision of King in terms of how we will manage forecasted growth and development that is respectful and unique to King.</i></p> <p><b><u>Progress on Our King: Official Plan Update</u></b>  Adopted by Township Council in 2019, the Our King: Official Plan was approved by York Region Council in October, 2020. To date, the Planning division is actively working through aspects that have been appealed to the Local Planning Appeal Tribunal (LPAT). Throughout 2021 Township staff worked closely with Regional staff to review and develop a series of text and schedule modifications to the King OP to address matters such as: the Planning Act conformity as a result of the proclamation of Bill 108 (More Homes, More Choice Act, 2019); consistency with the new Provincial Policy Statement, 2020 which took effect on May 1, 2020; Provincial Plans consistency/conformity; Regional Official Plan, 2020 conformity; agency review and comments; public and stakeholder submissions and comments; recent Ontario Land Tribunal decisions for site specific developments; and the Township's new Transportation Master Plan 2020. Additionally, twelve appeals were received and forwarded to the Ontario Land Tribunal (OLT). Together with the Township's Solicitor, Staff were successful in having three appeals withdrawn, settling one, and scoping the remaining appeals in size and extent.</p> <p><b><u>Progress on Integrated Community Sustainability Plan (ICSP) Refresh</u></b>  At the beginning of 2020 the ICSP was initiated, including retaining a consulting firm (WSP) to assist with the refresh and update of the plan and the development of an online public engagement page through the Township's <a href="#">SpeaKING</a> platform. In June 2021 a PIC was held, along with</p>	<p><b><u>Progress on Our King: Official Plan Update</u></b>  In 2022, it is expected that King will resolve all outstanding LPAT appeals of the Official Plan Update.</p> <p><b><u>Progress on Integrated Community Sustainability Plan (ICSP) Refresh</u></b>  In 2022, it is anticipated that the Plan will be circulated to all departments for comment and revision before being released to the public for comment. As such, a second PIC will be held. The final draft, with revisions, should be approved by Council in June 2022.</p> <p><b><u>Progress on Rural Zoning By-law</u></b>  In 2022 it is anticipated that a Revision to the draft By-law will be underway. Additionally, staff will be conducting one-on-one meetings with various interested parties and stakeholders. The project is anticipated to be completed in Q2 2022 with the adoption of the Final Zoning By-law for the Countryside by Council.</p>


		<p>workshops and brainstorming sessions with the Sustainability Advisory Committee. After consultation, the Sustainable King refreshed plan is in draft form and is about 75% complete. The draft has been reviewed by staff and the Sustainability Advisory Committee.</p> <p><b><u>Progress on Rural Zoning By-law</u></b>          In 2020 the Township of King has initiated a review of its zoning for the rural areas and hamlets across the municipality, currently regulated by the Comprehensive Zoning By-law 74-53, as amended. The outcome of this review is a new comprehensive Rural Area Zoning By-law. The rural area encompasses the Countryside and Hamlet designation, as well as the Nobleton Village Reserve Lands. Phase one of drafting the new By-law was completed in May 2021 and included two public workshops (one focusing on the Hamlet and the other on Agricultural and Rural areas) as well as a Presentation of the current draft to Council. Phase two was then completed with the release of the first draft Zoning By-law in June 2021. Phase 2 also included two Public Open Houses in July and August of 2021. Phase three was then initiated with second draft zoning by-law being released in November 2021. Phase 3 also included a Virtual Public Open House that was held on November 18, 2021, as well as the Statutory Public Meeting, which was held on December 6, 2021.</p>	
<b>OBJECTIVE: LEVERAGING TECHNOLOGY TO OPTIMIZE SERVICE DELIVERY</b>			
<b>Progress</b>	<b>Key Action</b>	<b>Performance Indicators</b>	
	<b>Modernize Service Delivery Methods</b>	<p><i>To ensure the needs of citizens are being consistently met, it is necessary to find new ways of exceeding customer service expectations. This means finding innovative and modern methods for delivering services through the use of technology that increases the ways customers and residents can interact with the Township, while also improving workforce effectiveness in customer service.</i></p> <p><b><u>(16) NEW Online Services</u></b></p> <ul style="list-style-type: none"> <li>• <i>WebEx Video Conferencing Platform updates to add features to Virtual Council</i></li> </ul>	<p><b><u>(2) NEW Online Services</u></b>          There will be at least 2 new online services offered in 2022, including:</p> <ul style="list-style-type: none"> <li>- Webinars</li> <li>- Hybrid Meeting Technology</li> </ul> <p><b><u>NEW Automated and/or Paperless Service Initiatives</u></b>          It is anticipated that in 2022 there will be a number of new automated and/or paperless service</p>

		<ul style="list-style-type: none"> <li>• <i>Mitel Phone Conferencing enabled in “Connect Client”</i></li> <li>• <i>E-bill Registration on the Townships official website</i></li> <li>• <i>Parking Complaints can now be submitted via email o on the r ServiceKING portal</i></li> <li>• <i>ServiceKING portal updated to provide multiple additional services due to COVID-19</i></li> <li>• <i>Learning Portal added to new INTRANET site on SharePoint Online. Webinars to be added in 2022.</i></li> <li>• <i>Office 365 Deployment</i></li> <li>• <i>FMW budgeting software</i></li> <li>• <i>E-Send payment transfer</i></li> <li>• <i>Bulky Item Pickup scheduling online</i></li> <li>• <i>Obtain an Entrance Permit online</i></li> <li>• <i>Collect your Garbage Tag online</i></li> <li>• <i>Pay the Half Load Exemption Fee online</i></li> <li>• <i>Schedule A Large Appliance Pickup online</i></li> <li>• <i>Obtain a Swimming Pool Permit online</i></li> <li>• <i>Order Waste Containers online</i></li> </ul> <p><b><u>(114) NEW Automated and/or Paperless Service Initiatives</u></b></p> <ul style="list-style-type: none"> <li>• <i>(45) New Laserfiche Forms uploaded to the outwards facing portal for public use and the internal portal for staff use</i></li> <li>• <i>Covid-19 Screening Tool (over 10,000 screenings recorded)</i></li> <li>• <i>(59) New CRM Subjects (Case/Ticket Automation)</i></li> </ul>	<p>initiatives completed as there have been <b>57</b> initiatives undertaken since the initiation of the Corporate Strategic Plan in 2019.</p>
	<p><b>Evolve to Become “Mobile Ready”</b></p>	<p><i>Evolving to become mobile ready ensures that the Township is moving forward in modernizing how we delivery services to residents that are more efficient and flexible for ease of access and reference on the go!</i></p> <p><b><u>(10) NEW Functions/Services that can be Completed on a Mobile Device</u></b></p> <ul style="list-style-type: none"> <li>• <i>An 'Issue Location/Address' function for granularity in the ServiceKING Portal</i></li> </ul>	<p><b><u>NEW Functions/Services that can be Completed on a Mobile Device</u></b></p> <p>It is anticipated that in 2022 there will be a number of new functions or services that can be completed on a mobile device as <b>28</b> functions/services have been added since the initiation of the Corporate Strategic Plan in 2019.</p>

		<ul style="list-style-type: none"> <li>• A Ward # function for issues reported by Ward Number (mobile-friendly)</li> <li>• Moved the by-law@king.ca mailbox to an automated CRM Work Order called Bylaw Online</li> <li>• Generation</li> <li>• A mobile-friendly integration of Paymentus with Laserfiche public-facing forms.</li> <li>• A digital wallet and payment history function included in the ServiceKING portal.</li> <li>• The Online COVID-19 Screening Tool for staff and public use</li> <li>• (5) Laserfiche Mobile-Friendly public-facing forms to the ServiceKING portal</li> <li>• (40) Laserfiche Mobile-Friendly staff-facing forms</li> <li>• Facebook widget added to parkking.ca to make parking payments online</li> </ul>	
	<p><b>Build and Launch a New Corporate Website</b></p>	<p><i>An integral part of leveraging technology for improved service delivery is having a centralized website for which all Township information and services are housed. Re-vamping the Township website (king.ca) is expected to help improve customer experiences and better serve their needs (including updated displays, navigation, content and more!).</i></p> <p><b><u>Progress on Website Development</u></b></p> <p>As of 2021, the Key Action of building and launching a new corporate website is complete. Initiated in 2020, the King Township developed and launched the new website that is a one-stop-shop for all things King! The new website, which retains the address of <a href="http://www.king.ca">www.king.ca</a> features a modernized appearance, improved navigation, refreshed content and optimal functionality. The website is also designed to be responsive so that it is easy to view on any type of device, including smartphones and tablets. It meets the accessibility standards required by the province of Ontario. The development of the website was a joint effort between King Township and UpanUp, a Canadian company that specializes in dynamic, accessible government and websites. The website integrates several new functions including:</p>	<p><b><u>Progress on Website Development</u></b> Key Action target achieved as the King website completed its development and launch in Q4 2020.</p>




		<ul style="list-style-type: none"> <li>• New and improved online payment options for tax, water bills, permits, licences and other service</li> <li>• A brand new community and events calendar</li> <li>• The ability to subscribe to email notifications for news and events</li> <li>• An emergency alert banner</li> <li>• The ability to report various service requests online, including potholes and bylaw complaints</li> <li>• Interactive online mapping</li> </ul>	
<b>OBJECTIVE: IMPROVING ORGANIZATIONAL PERFORMANCE</b>			
Progress	Key Action	Performance Indicators	
	<b>Achieve and Build on Corporate Accreditations</b>	<p><i>Achieving corporate accreditations for best work practices highlights the Township's commitment to improving performance in how we deliver a wide range of programs and services that exceed citizen standards.</i></p> <p><b><u>(7) Corporate Accreditations/Re-Accreditations Held or Received</u></b></p> <ul style="list-style-type: none"> <li>• <b>American Public Works Association</b> accreditation within the Public Works, Growth Management and Community Services departments. This accreditation formally verifies and recognizes public agencies for compliance with recommended practices set forth in the Public Works Management Practices Manual. This accreditation has been maintained in 2020 as department policies and procedures continue to be developed and enhanced for re-accreditation in 2023!</li> <li>• <b>Fire Underwriters Survey</b> completed for the Fire and Emergency Services (FES) department (FUS formerly the Canadian Fire Underwriters' Association) which provides a standardized measure of the adequacy of fire protection. Each year the department monitors, collects, maintains all data/information relating to the FUS for purposes of compliant reporting.</li> <li>• <b>Superior Tank Shuttle Service Accreditation</b> within the Fire and Emergency Services Department for both residential and commercial grading, which recognizes the department's ability to shuttle water by</li> </ul>	<p><b><u>(7) Corporate Accreditations/Re-Accreditations Held or Received</u></b></p> <p>It is anticipated that in 2022, we will receive <i>at least</i> all 7 re-accreditations:</p> <ul style="list-style-type: none"> <li>- American Public Works Association</li> <li>- Fire Underwriters Survey</li> <li>- Superior Tank Shuttle Service Accreditation</li> <li>- Challenge Course Accreditation</li> <li>- High Five Accreditation</li> <li>- Bee City Certification</li> <li>- Mayors Monarch Pledge</li> </ul>

		<p>way of tanker trucks to fight fires in areas remote from municipal hydrants. Every year, the department is required to maintain critical flow rates and complete ongoing training of all staff to ensure the accreditation remains in good standing (the service is tested every five years).</p> <ul style="list-style-type: none"> <li>• <b>Challenge Course Accreditation</b> renewal for Cold Creek Conservation Center by the Association for Challenge Course Technology. This accreditation formally verifies that the municipalities have met the standards for challenge course installation, operation and inspection. <i>Despite many recreational program closures during 2020 due to COVID-19, this accreditation has been maintained by the Township and will be maintained for when the course re-opens pending direction from provincial and regional health units!</i></li> <li>• <b>High Five Accreditation</b> within the Community Services department was awarded in 2021, which is Canada’s quality standard for delivering quality and safe recreation and leisure programs.</li> <li>• <b>NEW! Bee City Certification</b> awarded from Bee City Canada, which is a part of Pollinator Partnership Canada to help protect pollinators and habitats. A Certified Bee City is a municipality, like King, or First Nations communities partaking in specific actions to protect pollinators.</li> <li>• <b>NEW! Mayors Monarch Pledge</b> awarded by the National Wildlife Federation to the Township for taking specific actions to help save the Monarch Butterfly by committing to create habitats for the monarch and pollinators, and to educate residents about how they can make a difference at home and in their community.</li> </ul>	
	<p><b>Leverage and Strengthen Partnerships and Advocacy</b></p>	<p><i>Taking advantage of partnerships on projects, programs or initiatives can help improve performance by having shared costs, labour and/or resources to deliver municipal services more efficiently and creating mutual benefit for both parties. Increasing our presence/influence on external projects will allow the municipality to advocate on matters of importance to the community and residents.</i></p> <p><b><u>(32) External Projects where King is an Active Participant</u></b></p> <p>This indicator captures ongoing participation, either as a direct partner or active stakeholder, in external projects undertaken by a range of municipal</p>	<p><b><u>External Projects where King is an Active Participant</u></b></p> <p>In 2022, King will be a participant in <i>at least</i> the following external projects:</p> <ul style="list-style-type: none"> <li>- *Bell Fibre,</li> <li>- *Vianet and Rogers Installation</li> <li>- *GTA West Transportation Corridor</li> <li>- *Northwest GTA Transportation Corridor</li> <li>- *Provincial Offences Act Stakeholder</li> <li>- *King GO Station</li> </ul>

		<p>partners, regional and provincial governments, and/or private sector industries.</p> <p><b>Utility Projects</b></p> <ul style="list-style-type: none"> <li>• <i>*Bell Fibre, *Vianet and Rogers Installation</i></li> </ul> <p><b>Provincial (Ontario Ministries)</b></p> <ul style="list-style-type: none"> <li>• <i>Bradford By-Pass; *GTA West Transportation Corridor; *Northwest GTA Transportation Corridor; *Provincial Offences Act Stakeholder; Cawthra Mullock Reserve Project</i></li> </ul> <p><b>Metrolinx Projects</b></p> <ul style="list-style-type: none"> <li>• <i>*King GO Station; *Toll Road Crossing Improvements; *GO Expansion (Barrie Line)</i></li> </ul> <p><b>York Region Projects</b></p> <ul style="list-style-type: none"> <li>• <i>*By-Law Enforcement COVID-19 Task Group; Water/Wastewater Master Plan Update; *I&amp;I Reduction Design and Construction Standards; Regional Cannabis Working Group; Conference Board of Canada Workplaces for the Future Report; TRCA and York Region Forest Study; Invasive Species Working Group; Single Use Plastic Working Group; Emergency Control Group; Transportation Master Plan</i></li> </ul> <p><b>Conservation Authority and LEAF Projects</b></p> <ul style="list-style-type: none"> <li>• <i>*Annual Planting and Habitat Enhancements; Neighbourhood Networks Project</i></li> </ul> <p><b>Community Groups &amp; Other</b></p> <ul style="list-style-type: none"> <li>• <i>Mayors Megawatt Challenge, Mayors Energy Challenge; FCM Partners for Climate Protection; Schomberg Community Farm; Dufferin Marsh Restoration Projects; Communities in Bloom Pilot Project; Diabetes Canada Textile Diversion Program; Arts Society King Timeless Tales Writing Contest; Treasured Inc. &amp; UofT Online Museum Exhibitions</i></li> </ul> <p><i>External Projects marked with an asterisk (*) are those that have started prior to 2021 but have continued over the course of the current year and those which King continues to actively influence/participate within.</i></p> <p><b><u>(26) Memorandum Of Understanding (MOU) and/or Partnership Agreements</u></b></p> <p><b>York Region:</b></p>	<ul style="list-style-type: none"> <li>- <i>*Toll Road Crossing Improvements</i></li> <li>- <i>*GO Expansion (Barrie Line)</i></li> <li>- <i>*By-Law Enforcement COVID-19 Task Group</i></li> <li>- <i>*I&amp;I Reduction Design and Construction Standards</i></li> <li>- <i>*Annual Planting and Habitat Enhancements</i></li> </ul> <p><b><u>Memorandum Of Understanding (MOU) and/or Partnership Agreements</u></b></p> <p>In 2022, King will be a part of <i>at least</i> the following MOUs and Partnership agreements:</p> <ul style="list-style-type: none"> <li>- <i>*YorkInfo Partnership</i></li> <li>- <i>*Parking Agreement</i></li> <li>- <i>*York Region Winter Maintenance (2)</i></li> <li>- <i>*York Region Wastewater and Drinking Water Treatment and Storage Agreements</i></li> <li>- <i>*York Region Waste Depot Access</i></li> <li>- <i>*York Region and Red Cross Agreement</i></li> <li>- <i>*Emergency Management</i></li> <li>- <i>*Ontario Early Years</i></li> <li>- <i>*York Region (Catholic/Public) School Board Agreements</i></li> <li>- <i>*Toronto Region Conservation Authority Agreement</i></li> <li>- <i>*Lake Simcoe Region Conservation Authority Review Agreement</i></li> <li>- <i>*Vianet, Rogers and Enbridge Municipal Access Agreement</i></li> <li>- <i>*Northern Six Municipalities Waste Contract and 2025 Uniform Blue Box Transition</i></li> <li>- <i>*Animal Control</i></li> </ul>
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		<ul style="list-style-type: none"> <li>• <b>*YorkInfo Partnership</b> with the Regional Municipality of York which allows the Township to ensure it has access to the most up to date information/data that can affect citizens such as pipe and storm water planning in King. Information sharing ensures accurate and consistent information is delivered.</li> <li>• <b>*Parking Agreement</b> with York Region which ensures every municipality enforces the Regional parking By-law at the municipal level on local roads.</li> <li>• <b>*York Region Winter Maintenance</b> <ul style="list-style-type: none"> <li>• MOU for Miller Sideroad to the west side of the bridge on Bathurst Street.</li> <li>• MOU with York Region and neighbouring municipalities to provide labour support in the event of reduced staff levels due to COVID-19.</li> </ul> </li> <li>• <b>*York Region Wastewater and Drinking Water Treatment and Storage Agreements</b> which enables the Region to treat and store water that is used in homes connected to the watermain.</li> <li>• <b>*York Region Waste Depot Access</b> that allows residents of the Township to dispose of a range of waste items (i.e. metals, hazardous waste, construction materials, tired etc.)</li> <li>• <b>*York Region and Red Cross Agreement</b> where the Region agrees to provide Emergency Social Services as well as Red Cross providing reception center services for the Township of King at an established reception center where King Township has activated their Emergency Plan and have opened up our Emergency Operations Centre.</li> <li>• <b>*Emergency Management</b> MOU with Northern Six (N6) municipalities, for the purposes of preparing Emergency Management services plan for respective FES departments based on pre-determined deliverables, and to provide an overarching collaborative emergency plan that will assist municipalities in achieving their regulatory requirements through innovative and cost-effective service delivery.</li> <li>• <b>NEW! Encroachment Agreement</b> allowing placement of signs in the Township Right of Way</li> </ul> <p><b>Vaccination Clinics</b></p> <ul style="list-style-type: none"> <li>• <b>NEW! King Township Led Clinic</b></li> <li>• <b>NEW! York Region Partner Led Clinic</b></li> </ul>	
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		<p><b>Government of Ontario:</b></p> <ul style="list-style-type: none"> <li>• <b>*Ontario Early Years</b> MOU with the provincial government to increase access to child care and make high quality programs more affordable.</li> <li>• <b>NEW! Metrolinx Single-Site Crossing Agreement</b></li> </ul> <p><b>School Boards:</b></p> <ul style="list-style-type: none"> <li>• <b>*York Region (Catholic/Public) School Board Agreements</b> that facilitate the rental/usage of sport fields/complexes for student use.</li> </ul> <p><b>Conservation Authorities:</b></p> <ul style="list-style-type: none"> <li>• <b>*Toronto Region Conservation Authority Agreement</b> for maintenance of Cold Creek Conservation Centre.</li> <li>• <b>*Lake Simcoe Region Conservation Authority</b> for the technical reviews and approvals for planning applications on LSRCA regulated lands or watercourses.</li> <li>• <b>NEW! Lake Simcoe Region Conservation Authority</b> Tyrwhitt Park Tree Planting partnership</li> </ul> <p><b>Utilities Companies:</b></p> <ul style="list-style-type: none"> <li>• <b>*Vianet, Rogers and Enbridge Municipal Access Agreement</b> that allow works to be completed/installed in the Township Right of Way to provide access to service for residents.</li> </ul> <p><b>Municipalities:</b></p> <ul style="list-style-type: none"> <li>• <b>*Northern Six Municipalities Waste Contract and 2025 Uniform Blue Box Transition</b> that allows for shared waste collection costs and to ensure consistent practices with neighbouring municipalities</li> <li>• Partnership with the Town of Richmond Hill to foster more <b>*accessible programming.</b></li> <li>• <b>*Animal Control</b> partnerships with the City of Vaughan (animal control) and Toronto Wildlife (wildlife services, sick/injured).</li> <li>• <b>NEW! Boundary Agreement</b> <ul style="list-style-type: none"> <li>○ Town of Caledon</li> <li>○ Town of East Gwillimbury</li> </ul> </li> </ul> <p><b>Other:</b></p>	
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		<ul style="list-style-type: none"> <li>• <b>NEW! Apiary Partnership with Innisfil Creek Honey</b></li> <li>• <b>NEW! Seneca College Environmental Landscape Management Program Partnership</b></li> <li>• <b>NEW! Easement Agreement with All Saint Anglican Church</b></li> </ul> <p><i>MOU or Partnership Agreements marked with an asterisk (*) are those that have been entered into prior to 2019, but have continued to be in effect over the course of the current year.</i></p>	
	<p><b>Strive to Become an Employer of Choice</b></p>	<p><i>Attracting and retaining the best talent means recruiting the right individuals with the necessary experience and skills that will further the Township in striving towards continuous improvements for the community in the long and short term.</i></p> <p><b><u>Average of (16) Resumes Received per Job Posting</u></b></p> <p>In 2021, the Township posted 65 employment opportunities and received a total of 1,012 resumes.</p> <p><b><u>(3) Action Items Completed/Initiated from Employee Survey 2.0</u></b></p> <p>In Q4 2019, the Township of King's second Employee Survey was completed by staff which aimed to gauge employee feedback in areas relating to work process, work environment, communication and, project management/governance. The goal of the survey was to identify key areas for development/advancement to show how much the Township values the opinions and considerations of its employees.</p> <p>Action Items undertaken in 2021 as a result of the survey results include:</p> <ul style="list-style-type: none"> <li>• <u>Action Area: Project Management</u> – Creation of Project Charter Template for Corporate Use for purposes of outlining key aspects and characteristics of projects</li> <li>• <u>Action Area: Work Processes</u> – Implementation of MS 365 to enhance work processes for staff (new applications for collaboration use such as Whiteboard, MS Teams, OneNote and more)</li> <li>• <u>Action Area: Talent Management</u> – Implementation of (27) Professional Development Programs Offered</li> </ul>	<p><b><u>Average of (27) Resumes Received per Job Posting</u></b></p> <p>As COVID-19 restrictions begin to lift, it is anticipated that we will receive at least an average of 27 resumes per posting in 2022.</p> <p><b><u>(4) Action Items Completed/Initiated from Employee Survey 2.0</u></b></p> <p>It is anticipated that <i>at least</i> the following action items will be undertaken in 2022:</p> <p><u>Action Area: Work Environment</u></p> <ul style="list-style-type: none"> <li>- AWA Policy and Procedure (Program) Implementation for positions with a REMOTE or HYBRID Work Model</li> <li>- Hybrid Meeting Room Technology to enable on-site and virtual attendees in meeting with full participation capabilities</li> <li>- Assessment of Hotelling Style KTMC layout for hybrid work</li> </ul> <p><u>Action Area: Project Management</u></p> <ul style="list-style-type: none"> <li>- Project Management training on roll out of templates, procedures and guides from 2021</li> </ul> <p><b><u>(30) Professional Development Programs and Learning Opportunities Offered to Employees</u></b></p>

	<p><b><u>(27) Professional Development Programs and Learning Opportunities Offered to Employees</u></b></p> <p>These programs include:</p> <ul style="list-style-type: none"> <li>• Northern Six (N6) Professional Development Courses</li> <li>• Business Book Summaries</li> <li>• Four20/30 Coaching Program</li> <li>• Blackstone Learning Platform with Over 45 Training Modules</li> <li>• Standard First Aid - Full Cert</li> <li>• Standard First Aid - Re Cert</li> <li>• Enhanced Customer Service in the Public Sector</li> <li>• Health and Safety for Leaders</li> <li>• Transition into Leadership</li> <li>• Learning Distributed Teams in the Changing City for People Leaders</li> <li>• Relationship and Team Building in Virtual Settings</li> <li>• Thinking Through Stress - Cognitive Restructuring</li> <li>• Unconscious Bias: Understanding Bias to Unleash Potential</li> <li>• Leading at the Edge: Steps to Shape the Future of Work</li> <li>• Creating Accessible Documents Using Office</li> <li>• Creating Accessible PDF Documents</li> <li>• Psychological Safety in the Workplace</li> <li>• Building Resilience to Cope with the Pandemic: Anxiety and Change</li> <li>• Journaling away STRESS</li> <li>• 4 Seasons of Reconciliation – Truth &amp; Reconciliation Day Training</li> <li>• Working from Heights</li> <li>• Respect in the Workplace</li> <li>• WHMIS 2015 – E-Learning</li> <li>• Health &amp; Safety Awareness – E-Learning</li> <li>• AODA – E-Learning</li> <li>• COVID-19</li> <li>• Situational Leadership</li> </ul> <p>These development programs are offered to employees across the corporation, in addition to departmental/role specific programs or courses taken by individual employees.</p>	<p>In 2022, <i>at least</i> the following Professional Development Programs and learning Opportunities will be offered to employees:</p> <ul style="list-style-type: none"> <li>- RBA Training for ELT &amp; SLT</li> <li>- Northern Six (N6) Professional Development Courses</li> <li>- Standard First Aid - Full Certification</li> <li>- Standard First Aid - Re-Certification</li> <li>- Enhanced Customer Service in the Public Sector</li> <li>- Health &amp; Safety for Leaders</li> <li>- Transition into Leadership</li> <li>- Leading Distributed (Hybrid) Teams in a Changing City</li> <li>- Relationship and Team Building in Virtual Settings</li> <li>- Thinking through Stress</li> <li>- Unconscious Bias: Understanding Bias to Unleash Potential</li> <li>- Leading at the Edge: Steps to Shape the Future of Work</li> <li>- Crucial Conversations for Mastering Dialogue</li> <li>- MS Excel 2016: Level 1</li> <li>- MS Excel 2016: Level 2</li> <li>- MS Excel 2016 Level 3: Data Management</li> <li>- MS Excel 2016 Level 3: Spreadsheet Analysis</li> <li>- Mindfulness at Work</li> <li>- Mental Health First Aid</li> <li>- Living Life to the Full</li> <li>- Business Book Summaries</li> <li>- Four20/30 Coaching Program</li> <li>- Blackstone Learning Platform with Over 45 Training Modules</li> <li>- Truth &amp; Reconciliation Day Training - TBD</li> <li>- Working from Heights</li> </ul>
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			<ul style="list-style-type: none"><li>- Respect in the Workplace</li><li>- WHMIS 2015 – E-Learning</li><li>- Health &amp; Safety Awareness – E-Learning</li><li>- AODA – E-Learning</li><li>- JHSC (H&amp;S committee members only)</li></ul>
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2019-2022 CORPORATE STRATEGIC PLAN  
**COMMUNITY BENEFITS**  
 YEAR 3 (2021) PROGRESS

**30 of 37 = 81%** of Community Benefits are trending in the desired direction

- 1 of 37 measures have data with no change in trend from 2019 (Maintain positive trends from their established baseline)
- 4 of 37 measures have no data available in 2021
- 2 of 37 measures not trending in the desired direction



**A GREEN AND SUSTAINABLE FUTURE**

Benefit	Trend
Decrease % of Annual Corporate GHG Emissions	▲
Increase Net % of Tree/Forest Area Coverage in King	●
Increase % of Wetland Coverage in King	▲
Increase Volume of Invasive Species Removal	●
Increase # of Stormwater Ponds in Good Condition	●
Increase % of Waste Diverted from Landfills	●
Decrease % of Corporate Non-Renewable Energy Consumption	▲
Decrease Average Water Consumption Per Capita	●

**LEGEND**

- = Trending in the Desired Direction
- = No Trend Change from Previous Reporting Year
- = Not Trending in the Desired Direction
- ▲ = Data Unavailable for the Current Reporting Year



**INVESTING IN INFRASTRUCTURE**

Benefit	Trend
Increase % of Pedestrian or Cyclist Friendly Roads in King	●
Increase % of Trail Use by Citizens	▲
Increase % of Local Roads and Bridges in Top Rated Condition	●
Increase % Township with Broadband, Fibre or Cellular Coverage	●
Increase % of Township Parks and Facilities that are Partially or Fully Accessible	●
Increase % of Core Area Accessible Streetscaping	●
Increase % of Reserve to Debt Ratio	●



**CULTIVATING SAFE, HEALTHY AND RESILIENT COMMUNITIES**

Benefit	Trend
Decrease Average Speeds on Local Roads	●
Increase # of Properties in Compliance with the Ontario Fire Code	●
Maintain Compliance or Surpass Minimum Safety and Quality Department Standards	●
Increase # of Township Spaces with Accessibility Enhancements	●
Increase % of Program Attendance (Based on Spots Filled)	●
Increase Value of Annual Commercial, Industrial and Institutional Building Permits	●
Increase Assessment Value of Non-Residential Classes of Properties	●
Increase % of Assets that Meet Service Level Requirements	●
Increase % of Township Facilities with Standby Backup Generators	●
Increase # of Emergency Reception Centres that can be put Online Immediately	○
Increase Strength of Water and Wastewater Systems in King	●



**SERVICE DELIVERY EXCELLENCE AND INNOVATION**

Benefit	Trend
Increase % of Community Engagement on Township Projects/ Programs and Initiatives	●
Increase % of Township Services that can be Completed Online	●
Increase # of Implemented Initiatives from Approved Master Plans or Long Term Growth Frameworks	●
Increase # of Up-to-Date Policy Frameworks per Annum (+/- 5 Years)	●
Increase % of CRM Cases Resolved within (2) Business Days	●
Maintain or Increase % of Departments with Corporate Accreditations	●
Increase # of External Projects or Initiatives Influenced by the Township of King	●
Decrease Program or Project Costs, or Implementation Time as a Result of External Partnerships	●
Increase # of Qualified Applicants Per Job Posting	●
Maintain or Increase Full Time Employee Retention Levels (Based on Years of Service)	●
Increase % of Satisfied Employees	●