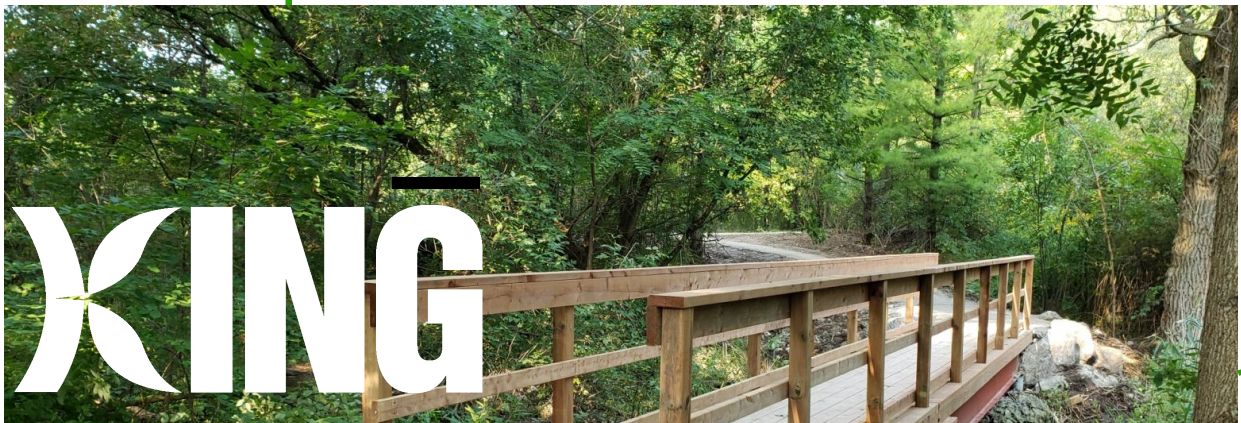
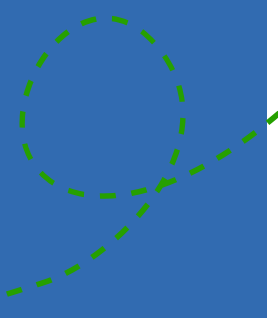


Corporate Strategic Plan

Year 3 (2021) Annual Progress Report



KING



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

Year Three (2021) Annual Progress Report

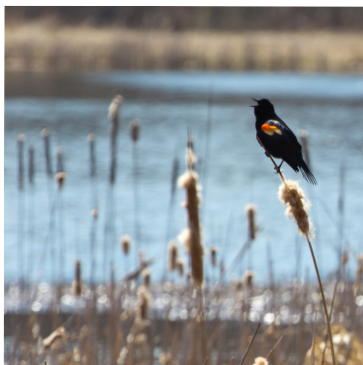


Table of Contents: Priority Area Progress



A Green and Sustainable Future6



Investing in Infrastructure 9



Cultivating Safe, Healthy, & Resilient Communities 12





Service Delivery Excellence & Innovation 16




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
 Priority Area: A Green and Sustainable Future	
Objective: Mitigating Climate Change	
Deliver a Climate Change Mitigation and Adaptation Plan	●
Create and Implement a Corporate Energy Management Plan	●
Objective: Enhancing Natural Heritage	
Grow Kings Tree Canopy	●
Restore Natural Heritage Areas	●
Improve Stormwater Management	●
Objective: Promoting Conservation and Reduction	
Expand Waste Diversion Initiatives	●
Reduce Reliance on Fossil Fuels	●
Increase Water Conservation	●
 Priority Area: Investing in Infrastructure	
Objective: Connecting People and Places	
Increase Active Transportation	●

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

Key Action	Status
Strengthen Environmental Systems	●
Priority Area: Service Delivery Excellence and Innovation	
Objective: Increasing Community Engagement	
Actively Communicate with Citizens	●
Increase Community Outreach Initiative	●
Objective: Developing Innovative “King-Centric” Policy Frameworks	
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	●
Objective: Leverage Technology to Optimize Service Delivery	
Modernize Service Delivery Methods	●
Evolve to Become Mobile Ready	●
Build and Launch a New Corporate Website	●
Objective: Improving Organizational Performance	
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
Objective: <i>Mitigating Climate Change</i>				
Key Action: <i>Deliver Climate Change Mitigation and Adaptation Plan</i>				
●	<i>Progress on Climate Change Mitigation and Adaptation Plan</i>	Proceeding: The Plan is 100% drafted and is awaiting Council review and adoption.	The Climate Change Action Plan is expected to be adopted 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 (24) 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>	Proceeding: There are currently (9) Initiatives underway, including the new REAL ice Coldwater ice system and the internal E-waste collection program.		
	<i>Community Greening Initiatives</i>	Proceeding: There are currently (26) initiatives underway, including the New Pollinator Garden at Tyrwhitt Park and the Neighborhood Network Spring Tree Planting.		
Key Action: <i>Create and Implement a Corporate Energy Management Plan</i>				
●	<i>Progress on the Corporate Energy Management Plan</i>	Proceeding: After its 2019 adoption, this plan is currently in the process of implementation 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 implemented 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>	Proceeding: There are currently (5) 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
Objective: <i>Enhancing Natural Heritage</i>				
Key Action: <i>Grow King's Tree Canopy</i>				
●	<i>Progress on the Tree Management Plan</i>	Proceeding: The Plan is 90% drafted and is awaiting Council review and feedback for revisions.	The Tree Management plan is expected to be 100% drafted and begin implementation by the end of 2022, and at least (2100) more trees, shrubs and wildflowers will be planted.	●
	<i>Trees Planted</i>	Proceeding: There have been (4,795) trees, shrubs and wildflowers planted in 2021.		
Key Action: <i>Restore Natural Heritage Areas</i>				
●	<i>Restoration Initiatives</i>	Proceeding: There are currently (12) 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 (7) more restoration initiatives are planned to proceed in 2022 inclusive of the Mowing Reduction initiative and the Pollinator Enhancement Planting.	●
Key Action: <i>Improve Stormwater Management</i>				
●	<i>Stormwater Initiatives</i>	Proceeding: There are currently (5) 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 (2) additional Stormwater Initiatives will be undertaken in 2022, including the initiation of stormwater studies.	●



9 Restoration Initiatives



24 Waste Diversion Initiatives



2021 Status	Key Performance Indicators	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Promoting Conservation and Reduction</i>				
Key Action: <i>Expand Waste Diversion Initiatives</i>				
●	<i>Waste Diversion Initiatives</i>	Proceeding: There are currently (24) 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 (10) additional initiatives in 2022 including hosting a Community Clean Up Day and Waste Reduction Week.	●
Key Action: <i>Reduce Reliance on Fossil Fuels</i>				
●	<i>Litres of Corporate Diesel/Gasoline Saved</i>	Proceeding: There has been (7,950) Litres 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 (~7850) liters of diesel/gasoline and (~11,000) 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.		
Key Action: <i>Increase Water Conservation</i>				
●	<i>Water Conservation Initiatives</i>	Proceeding: There have been (2) 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 (2) water conservation initiatives planned for 2022.	●





Priority: Investing in Infrastructure

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



2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Creating More Inclusive Public Spaces</i>				
Key Action: <i>Build and Improve Facilities</i>				
●	<i>Newly Constructed or Renovated Facilities</i>	Proceeding: There were (14) 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, (8) park amenities will be improved and another (8) 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>	Proceeding: There have been (9) Park Amenities Improved, including the reconstruction of the Schomberg Tennis Courts.		
	<i>Park Amenities Constructed</i>	Proceeding: There have been (3) Park Amenities Constructed, including the Schomberg Lions Parkette and the Nobleton Tennis Clubhouse.		
Key Action: <i>Update the Townships Urban Design Guidelines</i>				
●	<i>Progress on Guidelines Update</i>	Proceeding: The Townships Urban Design Guidelines Update is 75% drafted . Consultation in the form of Discussion Papers and 3 Public Open Houses have commenced over the 2021 year.	Guidelines are expected to be 100% drafted , revised, and adopted by Council by the end of 2022.	●
Key Action: <i>Design an Implement Streetscaping Initiatives</i>				
●	<i>KMs of Streetscaping Designed, Constructed or Completed</i>	Proceeding: There have been (2.585) KMs 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 an additional (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
Objective: <i>Maximizing Financial Capacity to Support Capital Programs</i>				
Key Action: <i>Develop a Township Fiscal Strategy</i>				
●	<i>Progress on the Fiscal Strategy</i>	Proceeding: The Fiscal Strategy continued to be implemented 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 implemented in 2022 with the development and completion of a 10-Year Cashflow Projection and a Cashflow Strategy.	●
Key Action: <i>Manage Debt Reserves</i>				
●	<i>Financial By-Laws/Policies Being Updated/Developed</i>	Achieved: There have been (2) financial By-laws/Policies updated or developed in 2021 including the Debt Policy By-law and the Reserve Policy By-law. The 2019-2022 total is (6) .	Key Action Target Achieved in Year Three (2021).	●
Key Action: <i>Adopt a Multi-Year Budget and Business Plan</i>				
●	<i>Adopt a Multi-Year Budget and Business Plan</i>	Key Action Target Achieved in Year One (2019).	Key Action Target Achieved in Year One (2019).	●



Priority: Cultivating Safe, Healthy and Resilient Communities

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Promoting Public Safety</i>				
Key Action: <i>Implement Traffic Safety Measures</i>				
●	<i>Traffic Safety Initiatives Undertaken</i>	Target Achieved: There were (2) 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 (6) from 2019-2021. (13) Annual Safety Measures expected for implementation in 2022.	●
	<i>NEW or Annual Traffic Safety Measures Implemented</i>	Proceeding: There were (17) annual measures implemented including 2 new speed feedback signs and 4 new speed hump installations.		
Key Action: <i>Increase Public Education Opportunities</i>				
●	<i>Joint Public Education Opportunities Held</i>	Proceeding: There were (493) 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, (723) Public Education Opportunities have been realized and, (3,076) 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>	Proceeding: There have been (85) homes visited for smoke alarm installations and home escape planning.		
Key Action: <i>Manage Organizational & Community Risk</i>				
●	<i>Risks Mitigated</i>	Proceeding: There have been (4,800) 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. (10,725) risks have been mitigated since 2019 and regulatory compliance continues to be upheld indefinitely.	●
	<i>Regulatory Obligations Fulfilled</i>	Proceeding: All (42) Regulatory Obligations were fulfilled in 2021.		

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Fostering Healthy, Diverse and Complete Communities</i>				
Key Action: <i>Improve Accessibility</i>				
●	<i>Accessibility Initiatives</i>	Proceeding: The 2021 Accessibility Status Report Update 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 at least (5) Accessibility Initiatives planned, including a fully accessible playground at Osin Park and an accessible renovation at the Schomberg Hall.	●
Key Action: <i>Promote Active Lifestyles</i>				
●	<i>NEW Inclusive Community Program Initiatives</i>	Proceeding: There are (10) 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 (21) new inclusive community program offerings and (39,211) program registrations since 2019.	●
	<i>Program Registrations</i>	Proceeding: There were (3772) program registrations in 2021.		
Key Action: <i>Advance Economic Prosperity</i>				
●	<i>NEW Businesses in King</i>	Proceeding: There are (24) new businesses in King as of 2021.	Key Action will be achieved in 2022 as at least: (17) more new businesses will call King home; \$50,000.00 of community grants are expected to be received and dispersed; and implementation of the economic development strategy continues as the final key actions are implemented .	●
	<i>Community Improvement Plan Grants Approved</i>	Proceeding: There were (13) community improvement grants approved and dispersed, totalling to \$58,519.00.		
	<i>Progress on Economic Development Strategy</i>	Proceeding: The Strategy is in its final year of implementation , 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
Objective: Strengthening Resilience				
Key Action: Advance the Township's Asset Management Program				
●	<i>Progress on the Development of the Asset Management Program</i>	Proceeding: The Asset Management Program was developed and approved 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 implemented 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>	Proceeding: There were (22) improved assets including: 2 watermain and sewer mains, 12 park improvements and 4 facility improvements.		
Key Action: Improve Emergency Preparedness				
●	<i>NEW High Level Emergency Controls in Place</i>	Proceeding: There were (17) 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 (32) new emergency controls implemented, and <i>at least (3)</i> more EOC Exercises completed in 2022.	●
	<i>Emergency Operations Center (EOC) Exercises Undertaken</i>	Proceeding: There were (9) Emergency Operations Center Exercises Undertaken including the King Vaccination Clinic.		
Key Action: Strengthen Water and Wastewater Systems				
●	<i>KMs of NEW or Replaced Watermains and Sanitary Sewers</i>	Proceeding: There have been approximately (2) KMs 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

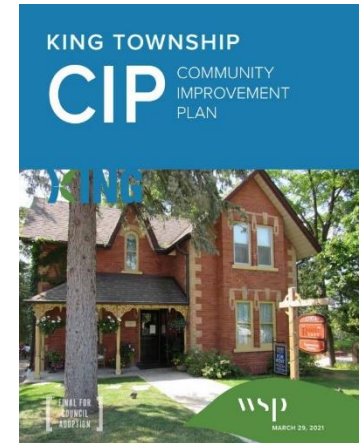
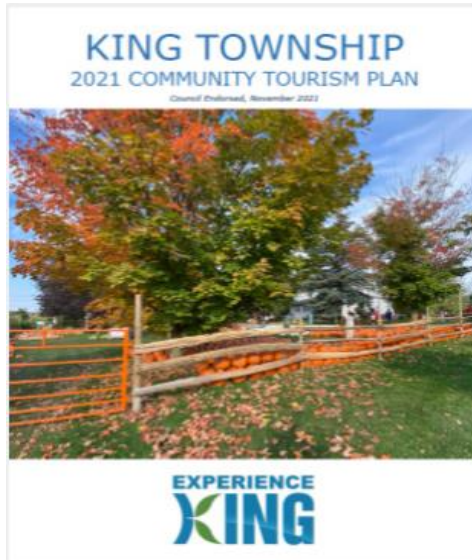
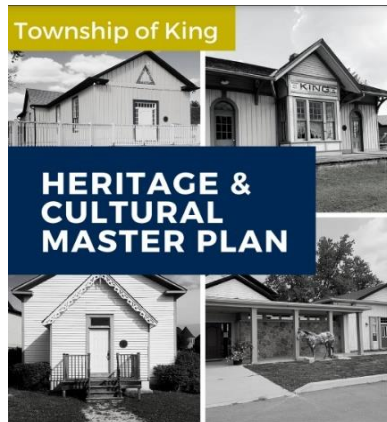
4,800 Risks Mitigated

Priority: Service Delivery Excellence & Innovation

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Increasing Community Engagement</i>				
Key Action: <i>Actively Communicate with Citizens</i>				
●	<i>NEW Communication Initiatives</i>	Achieved: There were (2) 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 (7) implemented since 2019. Progress on New Active Website Users (total of 2072 to date) and Social Media Impressions (1,368,334 to date) will continue to be reported based on data collected in 2022.	●
	<i>NEW Active Website Users</i>	Proceeding: There were (326) New Active Website users in 2021.		
	<i>Social Media Impressions</i>	Proceeding: There were (659,187) Social Media Impressions on Facebook and Twitter.		
Key Action: <i>Increase Community Outreach Initiatives</i>				
●	<i>Public Engagement Opportunities</i>	Proceeding: There has been (519) 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 (804 to date) and SpeaKING user data (17,127 active users to date) 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 & Aware)</i>	Proceeding: There were (7,672) active speaking users in 2021.		
	<i>Progress on the Community Engagement Plan</i>	Proceeding: The Community Engagement Plan is 20% drafted .		

2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Developing Innovative “King-Centric” Policy Frameworks</i>				
Key Action: <i>Develop and Improve Master Plans</i>				
●	<i>NEW or Updated Master Plans</i>	Proceeding: There have been (8) 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, (25) 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.	●
Key Action: <i>Responding to Emerging Municipal Trends and Pressures</i>				
●	<i>Regulatory By-Laws Developed or Amended</i>	Proceeding: There have been (4) 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 (9) developments and updates since 2019. Targets relating to Policies and Procedures are expected to be met, with a minimum of (2) policies and procedures expected in 2022.	●
	<i>NEW or Updated Policies and Procedures</i>	Proceeding: There were (30) Policies and Procedures created or updated in 2021 including 17 procedures, 6 corporate policies and 7 administrative policies.		
Key Action: <i>Update the Townships Long Term Growth Policy Frameworks</i>				
●	<i>Progress on Our King: Official Plan Update</i>	Proceeding: Staff have continued to work on aspects of the plan that have been appealed 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 resolve all outstanding Official Plan appeals , the Integrated Community Sustainability Plan (ICSP) is expected to be 100% drafted , reviewed and approved by	●
	<i>Progress on the Integrated Community Sustainability Plan</i>	Proceeding: 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>Proceeding: The Plan is in Phase 3 of its development and has been 100% drafted. 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 adopted in Q2 2022 after the completion of 1:1 interviews with interested stakeholders.</p>
--	--	---	--



2021 Status	Key Performance Indicator	2021 Progress	2022 Forecast	End of Plan Status
Objective: <i>Leveraging Technology to Optimize Service Delivery</i>				
Key Action: <i>Modernize Service Delivery Methods</i>				
●	<i>NEW Online Services</i>	Proceeding: There have been (16) 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 (32) 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>	Proceeding: There have been (114) New Automated and/or Paperless Service Initiatives, including 59 new CRM Subject and 45 new Laserfiche Forms.		
Key Action: <i>Evolve to Become “Mobile-Ready”</i>				
●	<i>NEW Functions / Services that can be Completed on a Mobile Device</i>	Proceeding: There are (10) 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 (28) 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	●
Key Action: <i>Build and Launch a New Corporate Website</i>				
●	<i>Progress on Website Development</i>	Key Action Target Achieved in Year 1 (2020).	Key Action Target Achieved in Year 1 (2020).	●



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
Objective: <i>Improving Organizational Performance</i>				
Key Action: <i>Achieve and Build on Corporate Accreditations</i>				
●	<i>Corporate Accreditations / Reaccreditations Held or Received</i>	Proceeding: There were (7) 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.	●
Key Action: <i>Leverage and Strengthen Partnerships and Advocacy</i>				
●	<i>External Projects where King is an Active Participant</i>	Proceeding: In 2021 there were (32) 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 (15) 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>	Proceeding: There were (26) MOUs / Partnership Agreements in 2021, including the new Metrolinx Single-Site Crossing Agreement.		
Key Action: <i>Strive to Become an Employer of Choice</i>				
●	<i>Average # of Resumes Received per Job Posting</i>	Proceeding: There was an average of (16) resumes per job posting.	Key Action targets set to be achieved in 2022. Aiming to increase the average resume per job postings to (20) , anticipating the completion of an additional (4) 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>	Proceeding: There were (3) Action Items initiated or completed from the Employee Survey 2.0.		
	<i>Professional Development Programs and Learning Opportunities Offered to Employees</i>	Proceeding: There were (27) Professional Development Programs / Learning Opportunities offered to employees including Truth and Reconciliation Training.		

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