



2019
2022

CORPORATE STRATEGIC PLAN

Detailed Report
May, 2021

YEAR TWO (2020)

ANNUAL PROGRESSREPORT

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2020 KEY PERFORMANCE INDICATORS


Legend:

- **Proceeding** – Key Action progressing as planned or completed.
- **Monitoring Progress** – Key Action progress (one or more KPIs) being closely monitored or has been impacted as a result of COVID-19.
- **Under Review** – Key Action not progressing as planned.
- **Not Yet Commenced** – Key Action has not started or is on hold.

KEY ACTION PROGRESS SUMMARY

Priority Area	Objectives	Status	Key Actions
<p style="text-align: center;">A GREEN AND SUSTAINABLE FUTURE</p> 	Mitigating Climate Change	●	Deliver a Climate Change Mitigation and Adaptation Plan
		●	Create and Implement a Corporate Energy Management Plan
	Enhancing Natural Heritage	●	Grow King's Tree Canopy
		●	Restore Natural Heritage Areas
		●	Improve Stormwater Management
	Promoting Conservation and Reduction	●	Expand Waste Diversion Initiatives
		●	Reduce Reliance on Fossil Fuels
		●	Increase Water Conservation


Priority Area	Objectives	Status	Key Actions
<p>INVESTING IN INFRASTRUCTURE</p> 	Connecting People and Places	●	Increase Active Transportation
		●	Improve Road Network
		●	Support the Installation of Broadband, Fibre and Cellular Coverage
	Creating More Inclusive Public Spaces	●	Build and Improve Facilities
		●	Update the Township's Urban Design Guidelines
		●	Design and Implement Streetscaping Initiatives
	Maximizing Financial Capacity to Support Capital Programs	●	Develop a Township Fiscal Strategy
		●	Manage Debt and Reserves
		●	Adopt a Multi-Year Budget and Business Plan
<p>CULTIVATING SAFE, HEALTHY AND RESILIENT COMMUNITIES</p> 	Promoting Public Safety	●	Implement Traffic Safety Measures
		●	Increase Public Education Opportunities
		●	Manage Organizational Risk
	Fostering Healthy, Diverse and Complete Communities	●	Improve Accessibility
		●	Promote Active Lifestyles
		●	Advance Economic Prosperity
	Strengthening Resilience	●	Advance the Township's Asset Management Program
		●	Improve Emergency Preparedness
		●	Strengthen Environmental Systems


Priority Area	Objectives	Status	Key Actions
<p data-bbox="166 365 505 511">SERVICE DELIVERY EXCELLENCE AND INNOVATION</p> 	Increasing Community Engagement	●	Actively Communicate with Citizens
		●	Increase Community Outreach Initiatives
	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 Township’s Integrated Community Sustainability Plan
	Leverage Technology to Optimize Service Delivery	●	Modernize Service Delivery Methods
		●	Evolve to Become Mobile Ready
		●	Build and Launch a New Corporate Website
	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

OBJECTIVE: MITIGATING CLIMATE CHANGE


Progress	Key Action	Performance Indicators
	<p>Deliver Climate Change Mitigation and Adaptation Plan</p>	<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><u>Progress on Climate Change Action Plan Development</u></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, a comprehensive SpeakING public engagement page, and by the end of the year was 90% drafted. The plan is expected to be complete within 2021!</p> <p><u>(4) Corporate Greening Initiatives</u></p> <ul style="list-style-type: none"> • Green fleet purchases of (2) new Electric Vehicles into the Township Fleet inventory • Groundwater Open Loop Geothermal System Study • Trisan Centre Net Zero Study <p><u>(8) Community Greening Initiatives</u></p> <ul style="list-style-type: none"> • Tree Planting at Tasca Park with Nobleton Lions. • Seneca College planting at Cold Creek Conservation Centre.


		<ul style="list-style-type: none"> • (2) Webinars held to engage the community on “greening” initiatives to be considered for the development of the Climate Change Action Plan. • Seneca College Tall Grass Prairie Restoration planting. • Wetland restoration partnership with TRCA at Cold Creek Conservation Centre. • Virtual Pollinator Gardening Workshop in partnership with TRCA. <p>Note: Several planned annual community greening events hosted by the Township and/or community partners were cancelled in 2020 due to the COVID-19 pandemic. These include:</p> <ul style="list-style-type: none"> • Sustainable King Grant Program to the Springhill Community Group for wetland restoration at the wetland adjacent to the KTMC in partnership with TRCA • Neighbourhood Network Tree Planting with LSRCA • King City National Tree Planting Day with LEAF
	<p>Create and Implement a Corporate Energy Management Plan</p>	<p>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.</p> <p><u>Corporate Energy Management Plan – COMPLETED</u></p> <p>This plan was finalized and adopted by Council in the fall of 2019. 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: 2019-2023 Corporate Energy Management and Conservation Plan.</p> <p><u>(10) Corporate Energy Saving Initiatives</u></p> <ul style="list-style-type: none"> • Net Zero Study on Trisan Centre • Successful NRCan application of ZEVIP program and design and engineering of Township of King EV Charging Network • King City Fire Hall triple pane window installation • (2) new fully electric vehicles purchased for the fleet • Purchase of sub-metering equipment for KTMC • Schomberg Community Hall retrofit • Heat pump technology and energy efficient systems installed at King City and Schomberg Libraries. • Lifecycle replacement of lighting to LED at various Township facilities. • Nobleton Area had dual under floor hydronic heating and water heater combination unit installed to reduce forced air energy use and shorten the distance to the second floor kitchen (Community Hall), in addition to high efficiency exhaust fans.

OBJECTIVE: ENHANCING NATURAL HERITAGE

Progress	Key Action	Performance Indicators
	<p>Grow King’s Tree Canopy</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 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><u>Progress on the Tree Management Plan</u></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. As a result of the pressures experienced by COVID-19, the Tree Management Plan remains at a 50% draft stage in 2020. Efforts to advance this plan will continue over the course of 2021, with further reporting in the Year Three (2021) Annual Progress Report.</p> <p><u>(710) Trees Planted</u></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>Restore Natural Heritage Areas</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><u>(9) Restoration Initiatives</u></p> <ul style="list-style-type: none"> • Seneca College Tall Grass Prairie Restoration planting. • Wetland restoration partnership with TRCA at Cold Creek Conservation Centre. • Internal and external research conducted for the development of a Municipal Invasive Species Strategy. • Initial developments of the Operational Invasive Species Strategy undertaken. • Invasive Species Inventory Mapping within the King Maps GIS which allows for proactive data sharing (i.e. Buckthorn mapping). • Phragmites Spraying and Seed Head Removal at the Dufferin Marsh in Schomberg.

		<ul style="list-style-type: none"> Installation of Invasive Species Educational Signage along the Township trail network. <p>Note: Several planned annual community restoration events hosted by the Township and/or community partners were cancelled in 2020 due to the COVID-19 pandemic. These include:</p> <ul style="list-style-type: none"> Sustainable King Grant Program to the Springhill Community Group for wetland restoration at the wetland adjacent to the KTMC in partnership with TRCA Neighbourhood Network Tree Planting with LSRCA King City National Tree Planting Day with LEAF
●	Improve Stormwater Management	<p>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.</p> <p><u>(2) Stormwater Initiatives</u></p> <ul style="list-style-type: none"> The first Public Information Centre (PIC) for the Comprehensive Stormwater Management Master Plan was hosted to discuss problem and opportunity statements in late 2020. The PIC was delivered in virtual manner to engage the community in lieu of the provincial and regional public health measures. The second PIC is expected to be held in spring of 2021, with a Municipal Class EA Final Report in summer 2021. An online community engagement page on the Township's SpeaKING platform was leveraged for the Stormwater Management Master Plan to gain feedback from the community to understand current issues faced by residents to build a plan that is beneficial for the Township as a whole. The page provides regular project status updates, recorded PIC events, key timelines and Township/Consultant contact information.
OBJECTIVE: PROMOTING CONSERVATION AND REDUCTION		
Progress	Key Action	Performance Indicators
●	Expand Waste Diversion Initiatives	<p>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.</p> <p><u>(8) Waste Diversion Initiatives</u></p> <ul style="list-style-type: none"> *Textile Diversion Program (41,519lbs diverted from landfills).

		<ul style="list-style-type: none"> • Corporate E-Waste Collection for all operational and corporate Township employees. • *2020 Waste Collection Calendar containing useful information about disposing waste, recycling, organics, yard waste and white goods • *Backyard Composter Sales (<i>initially suspended due to COVID-19 but resumed in Fall 2020</i>) • Update from 2019: Continued consultation with GFL and MECP for support of the Environmental Compliance Approval amendment for GFL to collect household batteries at the curb. • Update from 2019: Approval of the Blue Box Transition Report. • *Corporate Composting and Organics Program. • NEW! Focused communication efforts through waste diversion promotion, education and outreach via social media/news bulletins/schools. <p>Programs Suspended or On-Hold due to COVID-19:</p> <ul style="list-style-type: none"> • The Good Food Program partnership with York Region • Township's Compost Giveaway Day • E-Collection Events (Multi) • Household Battery Collection drop-off at municipal facilities on hold due to KTMC closure • Community Clean Up Day • Participation in York Region's Curbside Giveaway Days • Repair Café Partnered Event with York Region <p><i>Note: Items marked with an asterisk(*) represent annual initiatives which require staff efforts year over year.</i></p>
	<p>Reduce Reliance on Fossil Fuels</p>	<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><u>(0.00) Litres of Corporate Diesel/Gasoline Saved</u></p> <p>This key performance indicator captures savings by looking at the difference in consumption from the current reporting year from the previous reporting year. Given the physical distancing measures in place due to COVID-19, the Township did not see any corporate diesel or gasoline savings as more vehicles were utilized to ensure safe vehicle practices in performing critical and essential Township services. Despite this increase, the Township did upgrade several electric vehicles and continues to strongly discourage idling practices to prevent wasted diesel/fuel.</p> <p><u>(99,336) m3 of Natural Gas Saved</u></p>

		<p>This indicator highlights the total m3 of natural gas saved in 2020 Due to the reporting date of this document there are several accounts with incomplete data, due to reporting, utilities and/or technological issues. Both Trisan Centre and the KTMC have no data from the Township’s natural gas company for 2020 at time of this report. However, with that said, this still represents a 300% increase in savings since 2019.</p>
	<p>Increase Water Conservation</p>	<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><u>(2) Water Conservation Initiatives</u></p> <ul style="list-style-type: none"> • *Water Conservation FAQ communication mailed out with quarterly utility billings to homeowners that provide tips and useful information about conserving water and understanding water usage. • NEW! Non-Revenue Water Investigation completed by Township consultants in Schomberg. <p><i>Note: Items marked with an asterisk (*) represent annual initiatives which require staff efforts year over year.</i></p>



PRIORITY: INVESTING IN INFRASTRUCTURE



OBJECTIVE: CONNECTING PEOPLE AND PLACES

Progress	Key Action	Performance Indicators
	Increase Active Transportation	<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><u>(2.5) KMs of NEW or Added Trails</u></p> <p>This indicator considers both trails added as part of assumed subdivisions and those within existing Township parks.</p> <p><u>(4.5) KMs of NEW Alternative Transportation Opportunities</u></p> <p>Alternative transportation opportunities are those that provide a substitute to driving, include trails, bike lanes, and pedestrian walkways. A key 2020 initiative included the 2020 Active Transportation Strategy that was approved by Council, and will guide the Township’s approach going forward.</p>
	Improve Road Network	<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><u>(1) Improved Culvert/Bridge</u></p> <ul style="list-style-type: none"> Relining of Culvert 210 in partnership with the Township of Caledon on the King-Caledon Townline. <p><u>(25) KMs of Roads Converted from Gravel to Paved</u></p> <p>As part of the 2020 Paving Program undertaken by the Public Works department, local roads across the Township saw conversions from gravel to paved surfaces. Check out the full 2020 Paving Map.</p>

		<p><u>(37.7) KMs of Roads Upgraded or Improved</u></p> <p>As part of the 2020 Paving Program several local roads received surface replacements and other upgrades as a result of deterioration over time. Asphalt improvements were completed on 35km of road. Surface treatments were applied to 2.7km of Roads.</p>
●	<p>Support the Installation of Broadband, Fibre and Cellular Coverage</p>	<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 maintenance activities to realize the goal of better connecting residents and businesses.</i></p> <p><u>(1170) Properties/Homes with Newly Available Access to Broadband/Fibre</u></p> <p>In 2020, 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. Based on the available data at this time, we can report that 1170 properties gained newly available access to broadband, fibre and/or cellular coverage since 2019.</p> <p><u>(12.1) KMs of New Fibre Installed within the Municipal Right of Way</u></p> <p>Over the course of 2020, 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 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>



OBJECTIVE: CREATING MORE INCLUSIVE PUBLIC SPACES


Progress	Key Action	Performance Indicators
●	<p>Build and Improve Facilities</p>	<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><u>(6) Newly Constructed/Renovated Facilities</u></p> <ul style="list-style-type: none"> • Dr. William Lacey Community Centre and Area located at 15 Old King Road, had high efficiency furnace installations within the Referee and change rooms, two new automatic door openers, wider doors and flooring upgrades.

		<ul style="list-style-type: none"> • Nobleton Library located at 8 Sheardown Drive, had (4) accessible door openers installed with “wave to open” technology. • Schomberg Library located at 77 Main Street, had (2) high efficiency furnaces and heat pumps installed. • Schomberg Fire Hall, located at 91 Proctor Road, has all Bay lights retrofitted to LED and (2) new radiant tube heaters installed. • Public Works Yard, located at 16735 8th Concession had LED lighting installed within all Bay areas. • King Township Public Library and Seniors Centre construction and renovations were undertaken throughout 2020, to provide a multi-use facility for the public that has a new picturesque design in the heart of King City. <p><u>(2) Park Amenities Improved</u></p> <ul style="list-style-type: none"> • Baseball diamond (and lights), tennis court (and lights) and trail improvements at Pottageville Park. • Gateway repairs completed at Warren Road in King City. <p><u>(6) Park Amenities Constructed</u></p> <ul style="list-style-type: none"> • (2) Bridge replacements at Doris Patton Park • Construction of Roselena Trails • Parking lot improvements at the King Township Municipal Centre, Township Heritage and Cultural Centre and Schomberg Library
	<p>Update the Township’s Urban Design Guidelines</p>	<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><u>Progress on Guidelines Update</u></p> <p>The Township’s Urban Design Guidelines update was initiated in 2020. The Township reviewed and evaluated consultant proposals, and has retained WSP, who will move continue to move forward with development in 2021.</p>
	<p>Design and Implement Streetscaping Initiatives</p>	<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><u>(2) KMs of Streetscaping Designed, Constructed or Completed</u></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 2020, continued advancement of the King Road Public Realm improvements, including an expanded sidewalk path along King Road on the North and South sides of Keele Street. An additional noteworthy development in 2020 was the progression of the conceptual design for 490m of roadway on Main Street in Schomberg!
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OBJECTIVE: MAXIMIZING FINANCIAL CAPACITY TO SUPPORT CAPITAL PROGRAMS


Progress	Key Action	Performance Indicators
	Develop a Township Fiscal Strategy	<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><u>Progress on the Fiscal Strategy</u></p> <p>Initiated in 2019, the Township Fiscal Strategy was further developed and enhanced in 2020. The strategy itself includes a range of elements such as associated strategies, policies, forecasting models and plans. In 2020, the Township continued with the 4-year rolling budget forecast, completed the Development Charges Study and Procurement By-law update. Key developments to keep an eye out for in 2021 will be the refresh of the Township’s Asset Management Plan, which is a cornerstone to an effective fiscal strategy!</p>
	Manage Debt and Reserves	<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><u>(2) Financial By-laws/Policies Being Updated/Developed</u></p> <ul style="list-style-type: none"> • Development Charges By-law update, initiated in 2019, underwent a comprehensive review and study process in 2020, inclusive of public engagements and presentations to Council. Development Charges are fees levied upon growth development to help pay for costs of infrastructure required to support and service new growth. Check out the Current Rates here! • The update of the Procurement By-law was initiated in 2020. The By-law was passed in early 2021, but majority of the efforts to complete took place over the course of 2020. The By-law regulates the process of acquiring deliverables with the right quality, quantity, on a timely basis, as efficiently as possible at the lowest overall cost for the Township of King.


	<p>Adopt a Multi-Year Budget and Business Plan</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><u>Adopt a Multi-Year Budget and Business Plan (2019-2022) – COMPLETED</u></p> <p>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>
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PRIORITY: CULTIVATING SAFE, HEALTHY & RESILIENT COMMUNITIES

OBJECTIVE: PROMOTING PUBLIC SAFETY

Progress	Key Action	Performance Indicators
	Implement Traffic Safety Measures	<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><u>(2) Traffic Safety Initiatives Undertaken</u></p> <ul style="list-style-type: none"> The 2020 Traffic Calming Strategy was adopted by Township Council on November 16th, 2021. The strategy focuses on residential streets where excessive speeding is prevalent, particularly in neighbourhoods where a high number of cyclists and pedestrians are sharing the road with motorized traffic. NEW pilot traffic calming measures installed, including temporary speed humps on Elizabeth Grove, Banner Lane (now permanent) and Park Heights Trail, and centre median island painting on 19th Sideroad! <p><u>(18) NEW or Annual Traffic Safety Measures Implemented</u></p> <p>Speed Hump Installation</p> <ul style="list-style-type: none"> NEW! Elizabeth Grove (temporary) NEW! Banner Lane (permanent) NEW! Park Heights Trail (temporary) *Wellington Street *Henry Gate *Ellis Avenue *Lynwood Crescent

		<ul style="list-style-type: none"> • *Norman Avenue • *Hill Farm Road <p>Flexible Bollard Installations</p> <ul style="list-style-type: none"> • Rose Cottage Lane • *Burns Boulevard • *Parkheights Trail • *Church Street • *Western Avenue <p>NEW! Speed Boards</p> <ul style="list-style-type: none"> • 15th Sideroad • Elizabeth Drive • Samson Trail <p>NEW! Centre Median Island Painting</p> <ul style="list-style-type: none"> • 19th Sideroad <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>Increase Public Education Opportunities</p>	<p><i>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.</i></p> <p><u>(182) Joint Public Education Opportunities Held</u></p> <p>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, and being prepared to deal with a fire related incident. The loss of life and property damage in Ontario has continued to fluctuate over the years. 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 2020, through parking warnings and winter restrictions mobile signage to encourage proactive compliance and communications! This represents a 195% increase from 2019!</p> <p><u>(27) Homes Visits for Smoke Alarms and Home Escape Plan Program</u></p>



		<p>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. <i>In 2020, the home escape program was significantly scaled back as a result of the COVID-19 pandemic, as a means of mitigating any potential risk of infection.</i> However, the FES department still attended to all Smoke Alarm related complaints to ensure the health and safety of our residents!</p>
	<p>Manage Organizational & Community Risk</p>	<p><i>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.</i></p> <p><u>(3955) Risks Mitigated</u></p> <p>In the context of COVID-19 risk mitigation became even more essential to manage, both at the organizational and community levels. The Township saw a 100% increase of mitigated risks in 2020, largely due to the efforts of the Township’s Recovery Planning Working Group in collaboration with our Senior Leadership Team.</p> <ul style="list-style-type: none"> • (325) COVID-19 Business Continuity & Recovery Planning Efforts including business recovery planning, Forward ThinKING Guide to Business Recovery, corporate-wide employee, visitor and program participant screening, policy and procedural developments, operational recovery and re-opening plans and facility audits. <ul style="list-style-type: none"> ○ <i>Business Continuity Plan 2020 Update</i> ○ <i>Forward ThinKING Guide to Business Recovery</i> ○ <i>Screening Tool implementation for all employees, facility users and/or program participants</i> ○ <i>Fire and Emergency Services COVID-19 Response Network</i> ○ <i>PPE Tracking Centralized Inventory</i> ○ <i>Fire and Emergency Services Health Assessments for employees and visitors</i> ○ <i>Enhanced cleaning and disinfecting (daily) at Township facilities with staff operation</i> ○ <i>Increased bandwidth sufficiency and IT security upgrades to support remote work operations</i> ○ (32) Virtual Meetings Held in 2020 ○ (12) COVID-19 Policies and Procedures ○ (11) Operational Service Recovery Plans ○ (4) Re-Opening Plans ○ (9) Facility Audits Completed (including screening tables, signage, floor markings, hand sanitizing stations) ○ (15) COVID-19 News Releases ○ (75) COVID-19 Website Alert Updates


- **(75) Laptops Purchased** to ensure remote work capabilities for all staff to maintain service delivery.
- **(85) Innovations and Process Improvements** implemented in response to COVID-19, including efforts from ALL Township departments and divisions to mitigate service delivery and operational risks posed by the COVID-19 provincial and public health restrictions.
- **(25) 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.
- **(600) Inspections and Investigations** completed by the Fire and Emergency Services department which aims to both mitigate and prevent emergency situations for residents
- **(26) 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.
- **(957) 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.
- **(1702) 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.
- **(248) Road Complaints Addressed and Resolved** 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.
- **(141) Water Quality and Watermain Concerns Addressed and Resolved** 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.

(41) Regulatory Obligations Fulfilled

Being in compliance with regional, provincial and federal legislation/regulations, in relation to Township operations, reinforce the municipality's commitment to the health, safety and well-being of our citizens and stakeholders. These obligations include (but are certainly not limited to): compliance with minimum maintenance standards for roads, sidewalks and signs, to license renewals for municipal drinking water and more!


OBJECTIVE: FOSTERING HEALTHY, DIVERSE AND COMPLETE COMMUNITIES


Progress	Key Action	Performance Indicators
	<p>Improve Accessibility</p>	<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><u>17 Accessibility Initiatives</u></p> <p>Accessibility initiatives have been led by various departments including Corporate Services, Community Services and the Office of the CAO. These initiatives include Virtual Council meetings and fitness programs, a new Wheelchair Basketball program in partnership with Richmond Hill, Camp in a Box where activities can be enjoyed and completed at home, in addition to physical accessibility initiatives at our Township facilities (wave to open door installations at various libraries and community centers/arenas, fully accessible referee/change rooms and wider door installations at the Nobleton Arena, and parking lot accessibility considerations at the King Township Municipal Centre, King City Library and King Heritage and Cultural Centre). Additionally, the Accessibility Status Report Update 2020, outlines the accessibility enhancements undertaken in 2020 as part of the Township’s 2018-2025 Multi-Year Accessibility Plan.</p>
	<p>Promote Active Lifestyles</p>	<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><u>(7) NEW Inclusive Community Program Initiatives</u></p> <ul style="list-style-type: none"> • Wheelchair Basketball Partner Program with Richmond Hill. • Sledge Tryout Events and an (8) Week Sledge Hockey Program • King @ Home Program that included a range of online games, activities and learning resources for citizens to enjoy from any remote location. • Camp in a Box Program (with 5 themed options including Arts & Crafts, Nature, Travel, Science, Surprises) that allowed campers to enjoy fun and engaging activities from home! • Virtual Fitness Programming which allowed citizens to stay active and healthy while remaining at home, allowing users to work at their own pace but still having a guide throughout each and every workout. • Virtual Recreation and Culture Events in partnership with TRCA including Pollinator Gardening Workshop and Hoot & Howl.


		<ul style="list-style-type: none"> • Virtual Holiday Events including Tree Lighting and Remembrance Day Ceremony <p><u>(2439) Program Registrations</u></p> <p><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> 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 over 2400 program registrations, including those for virtual fitness, camps, heritage and culture, Cold Creek snowshoeing and more!</p>
	<p>Advance Economic Prosperity</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><u>(19) New Businesses in King</u></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 2019-2020 there was an increase of 19 new businesses. Overall, as of 2020 the Township is home to 472 businesses and 242 farms providing approximately 8500 jobs in King!</p> <p><u>NEW Key Performance Indicator for 2020: (9) Community Improvement Plan Grants Approved</u></p> <p>In the last two years, Nine Grants totalling \$92,861 have been approved and dispersed to King businesses. For every public dollar invested our partners in prosperity business and property owners have invested \$10.73 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><u>[Data Unavailable] - Businesses Open for +3 Years as of 2019</u></p> <p>This indicator showcases business retention within the municipality, while also highlighting business prosperity and further reinforces the importance of businesses to citizens and demand for goods/services within and outside of King. 2020 was the first year prior to 2006 that an annual York Region Employer Survey was not undertaken as the Region was moving towards a bi-annual survey model. In light of the pandemic a survey will not be undertaken in 2021 either and future surveys remain uncertain. 2021 will be a year of transition from the Economic</p>

		<p>Development Division relying on the York Region Employer Survey data set to utilizing the more robust and comprehensive Government of Ontario's Analyst tool and EMSI Canada Data which draws on a significant number of Statistics Canada primary data sources.</p> <p><u>Implemented Actions from the Economic Development Strategy</u></p> <p>The Economic Development Strategy itself was completed and approved in 2018 and is now in the stage of implementing the identified action items that puts the strategy into action. 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, 2020 saw the modest progress on Action Item #6 - Continue to support and promote York Region's efforts to improve and leverage broadband connective in the Region. This was advanced by working with both YorkNET and Vianet on supporting their efforts at leveraging provincial and federal grant programs for the build out and expansion of fibre within pockets of King that are underserved, Progress was also made on Action #4: Review the Community Improvement Program (CIP) and determine whether the existing incentive zones need to be expanded to other areas of the community and resourced adequately. This action item was advanced with the adoption of the New Official Plan that including enabling policy to implement a CIP to a broader geographic area. A CIP review & refresh commenced in the last quarter of 2020. Read the reference guide here: Economic Development Strategy Quick Reference Guide. Further development on ongoing actions will be reported in 2021.</p>
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OBJECTIVE: STRENGTHENING RESILIENCE

Progress	Key Action	Performance Indicators
	<p>Advance the Township's Asset Management Program</p>	<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><u>Progress on Development of the Asset Management Program</u></p> <p>The Asset Management Program aims to improve and support asset management, which is a business approach to minimizing life cycle costs of owning, operating and maintaining assets at an acceptable level of risk while delivering established levels of service to citizens and stakeholders. In Q4 2020 consultancy services were retained to help update the existing Asset Management Plan and help guide the Township towards mid 2021 regulatory compliance. This update will address levels of service, lifecycle management strategies, lifecycle activity forecasts and the development of an action plan that will outline the next steps to achieve compliance with the subsequent phases of O. Reg. 588/17 (Asset Management).</p>


		<p><u>(8) Improved Assets</u></p> <p>As described in the Township’s Asset Management Plan, our municipal physical infrastructure ranges from transportation and environmental, to municipal buildings and fleet. In 2020, the Township undertook Road Paving, Watermain, Sewer main and Bridge & Culvert Replacement, and (4) Facility Improvements projects. Capital Budget for all departments for repair & replace projects was \$18.5M in 2020.</p>
	<p>Improve Emergency Preparedness</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><u>(13) NEW High Level Emergency Controls in Place</u></p> <ul style="list-style-type: none"> • Forward ThinKING Guide to Business Recovery was developed in response to the COVID-19 pandemic which contains a series of recommended industry practices, dealing with various health and safety, environmental and public health focused measures, designed to enhance the health and well-being of employees and the community. • Corporate Business Continuity Plan Update in response to the ongoing COVID-19 pandemic, which outlines the procedures and instructions that the Township will take in the face of emergencies to ensure critical and essential service continuity for the public. • Municipal Emergency Plan (and associated By-law 2020-032), which was in developed over the course of 2019 and early 2020, was submitted for Council approval on June 22nd, 2020 to minimize the effects of, coordinate the response to, and manage the recovery from disaster or a major emergency affecting the Township of King. • The Township’s Emergency Operations Centre (EOC), developed in 2019, was enhanced in 2020 and setup in a standby posture position from March to May for potential utilization during COVID-19. Virtual EOC meetings were subsequently established via video conference calls to ensure the Township remained proactive in its efforts at mitigating the impacts of the ongoing pandemic. • Hazard Identification and Risk Assessment for the municipality was formally submitted to the Region and Province in 2020. Three additional threats were identified and added to the risk assessment. • Critical Infrastructure (CI) Assessment completed and submitted to both the Region and Province, with the CI list updated from 16 items to 53. • Standby generator installation started at Firehouse 34 in King City. Installation to be completed by Q3 2021. • Network security was increased by separating network traffic from non-Township organizations using shared connection. • Increased Township website online reputation to improve trust and email deliverability to prevent blacklisting and email spoofing. • Increase the security of the Townships EDRMS: Laserfiche with SSL certificate.


		<ul style="list-style-type: none"> • Enhanced firewall intrusion detection and prevention levels. • Updated email warning header on incoming staff emails from external sources to be more noticeable and have clear instruction. • Prevention of external network log-on activity from outside the network to eliminate possibility of unauthorized access. <p><u>(152) Emergency Operations Center (EOC) Exercises Undertaken</u></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. In 2020, the provincial government exempted the O.Reg 380/04 requirement to conduct mock emergency exercises. Due to the evolving COVID-19 pandemic, municipalities were permitted to utilize their business meetings/cycles as a substitute for the mandated EOC training required under the Act. As such, this indicator for 2020 includes EOC COVID-19 internal group meetings, Regional EOC and Fire Chief meetings, and meetings with provincial ministries</p>
	<p>Strengthen Water and Wastewater Systems</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><u>(0) KMs of New/Replaced Watermains and Sanitary Sewers</u></p> <p>In 2020, much progress towards future replacements and/or new watermain/sewer installations took place, however there was no construction completion in 2020. In the current reporting year, 90% of the design for the watermain replacement for Brownsville Court in was completed, in addition to the water quality modelling and investigation completed in Schomberg. Additionally, the Township issued over 85 Sewer Connection Permits as a result of the 2019 completion of Nobleton Phase 2 Sanitary Sewer works!</p>




PRIORITY: SERVICE DELIVERY EXCELLENCE & INNOVATION


OBJECTIVE: INCREASING COMMUNITY ENGAGEMENT



Progress	Key Action	Performance Indicators
	<p>Actively Communicate with Citizens</p>	<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><u>(3) New Communication Initiatives</u></p> <ul style="list-style-type: none"> • King Bulletin launched in August 2020 as a new communication channel to increase citizen engagement and effectively communicate to the public. By the end of 2020, King Bulletin had over 330 subscribers! • Introduction of the CAO's Newsletter: The King Quarterly which provide updates for staff and Council on Township initiatives, milestones etc. • Revamped Township Website (king.ca) including a "News Update" banner for easy navigation to key updates, which has proven especially effective during the evolving COVID-19 pandemic in 2020. The new website also allows users to subscribe to updates <p><u>(123) NEW Active Website Users</u></p> <p>This represents the total of NEW individual users that have utilized the Online Services available on the Township's website king.ca to show that efforts over the course of 2020 has increased the engagement of users with the website and its online functionalities ranging from payments, application submissions, community program registrations, licenses and more!</p> <p><u>(480,000) Social Media Impressions</u></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 105% increase in impressions, and Facebook has a 173% increase in post reach activity.</p>

	<p>Increase Community Outreach Initiatives</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><u>(200) Public Engagement Opportunities</u></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, and public education events, to online engagements through the SpeaKING website campaigns. This represents a 135% increase in opportunities for public engagement since 2019!</p> <p><u>(6700) Active SpeaKING Users (Engaged, Informed and Aware)</u></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 139% increase from 2019!</p> <p><u>Progress on the Community Engagement Plan</u></p> <p>No progress to report in 2020 as the development Community Engagement Plan has not yet commenced. The progress on commencing the development of this plan will be monitored with further progress and updates to be reported on pending initiation expected in Year 3 (2021).</p>
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OBJECTIVE: DEVELOPING INNOVATIVE “KING-CENTRIC” POLICY FRAMEWORKS



Progress	Key Action	Performance Indicators
	<p>Develop and Improve Master Plans</p>	<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><u>(10) Master Plans Created or Updated</u></p>

		<ul style="list-style-type: none"> • Update from 2019: Transportation Master Plan approval by Council with initiation and adoptions of the 10 Year Active Transportation and Paving Strategies. • Update from 2019: Water/Wastewater Management Master Plan approval by Council. • Update from 2019: Comprehensive Stormwater Management Master Plan first virtual public information centre held in Q4 2020. • Update from 2019: Heritage and Culture Master Plan is in its final draft stages with expected approval by Council in 2021. • Initiation of the Integrated Community Sustainability Plan on the Township's SpeaKING website. This project was put on-hold as a direct result of the COVID-19 pandemic. • Traffic Calming Strategy initiation, development and approval by Council. • Climate Change Action Plan saw significant developments, including public information webinars and advancement of the draft plan to a 90% completion point. • Community Services Master Plan was initiated in 2020 and posted to the Township's SpeaKING website for public input, comments and survey.
	<p>Respond to Emerging Municipal Trends and Pressures</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><u>(3) Regulatory By-laws Developed or Amended</u></p> <ul style="list-style-type: none"> • Reviews of the Township Fence By-law (By-law No. 2012-132) were undertaken over the course of 2020 to address operational gaps. • Ongoing review and formal working session presentation of the updated draft Site Alteration By-law was completed in 2020, intended to repeal By-law No. 97-84. • New By-law Agreement providing the Township the delegation to enter into encroachment agreements with York Region on signage placement within the <i>Reopening Ontario Act, 2020</i>. <p><u>(31) NEW or Updated Policies and Procedures</u></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.</p> <p>Noteworthy <u>Corporate Policy</u> development in 2020:</p> <ul style="list-style-type: none"> • Traffic Calming Requests

	<p>Update the Township's Official Plan</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 respective and unique to King.</i></p> <p><u>Progress on Our King: Official Plan Update</u> 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). Stay tuned for reporting in 2021 as the Township works through each case to identify concerns, analyze issues and resolve concerns.</p> <p><u>Progress on Rural Zoning By-law</u> 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 anticipated to be 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. (3) Virtual Public Open Houses were held in late 2020, in addition to a comprehensive SpeaKING page that allows the community to provide comments/inquiries and complete a survey to gauge citizen feedback. It is forecasted that the By-law will be presented to Council in Q4 2021. Further updates on progress will be included in the 2021 Annual Progress Report.</p>
	<p>Update the Township's Integrated Community Sustainability Plan</p>	<p><i>Initiated in 2009, the ICSP is a cornerstone to effective long-term planning that is sustainable and addresses key financial, socio-cultural, economic, and environmental pillars of focus within our community. Ensuring this plan is up to date means we are being intentional about building towards its vision and laying the pathway to get there.</i></p> <p><u>Progress on Integrated Community Sustainability Plan (ICSP) Refresh</u> 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 SpeaKING platform. As a result of the COVID-19 pandemic and pausing of the Sustainability Committee meetings, progress on the plan was paused in 2020. Further progress to be reported in 2021.</p>


OBJECTIVE: LEVERAGING TECHNOLOGY TO OPTIMIZE SERVICE DELIVERY


Progress	Key Action	Performance Indicators
	<p>Modernize Service Delivery Methods</p>	<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><u>(12) NEW Online Services</u></p> <ul style="list-style-type: none"> • Civic web meeting portal • Virtual Council and Committee meetings calendar • Virtual Council and Committee meetings • Email commentary from the public for Council and Committee meetings • Webex video conferencing platform roll out corporate wide • Mitel soft and hard phone application conferencing enhancement • Online payments for tax and utility billings • New “Miscellaneous” option for online payments • By-law parking complaints integration with the Customer Relationship Management software • COVID-19 virtual screening tool • Virtual fitness and recreational programming • Internal leaning resources portal for employees. <p><u>(38) NEW Automated and/or Paperless Service Initiatives</u></p> <ul style="list-style-type: none"> • (13) New CRM Subjects (Case/Ticket Automation) • Transition to paperless procurement • Online payments for tax and utility billings • COVID-19 virtual screening tool • Digital 2019-2022 Corporate Strategic Plan • Civic Web Meeting Portal

		<ul style="list-style-type: none"> • Digital Budget and Business Plan • By-law enforcement mobile offices • Electronic/Email Permit Applications <ul style="list-style-type: none"> ○ (Kennel, Doggy Daycare, Permanent sign permits, noise exemptions, road occupancy permits, 911 property signs, FOI Requests, Burn Permits, Site Alt, Pool, Entrance, Half Load, Municipal Consents, Drawings, Plans Review (BLD), BPs, Planning applications, development applications) ○
	<p>Evolve to Become “Mobile Ready”</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><u>(9) NEW Functions/Services that can be Completed on a Mobile Device</u></p> <ul style="list-style-type: none"> • Online Payment Dashboard for Online Payments • Customer Portal for Digital Wallets and History • COVID-19 Screening Tool • Parking Ticket Payment • Parking Permit Applications • Request to Appeal Parking Tickets • Sign Permit Payments • Mobile Ticket Printing for By-law Officers • Internal Electronic Document Repository Access (Laserfiche)
	<p>Build and Launch a New Corporate Website</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><u>New Website (King.ca) - COMPLETE!</u></p> <p>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 www.king.ca 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</p>

		<p>King Township and UpanUp, a Canadian company that specializes in dynamic, accessible government and websites. The website integrates several new functions including:</p> <ul style="list-style-type: none"> • New and improved online payment options for tax, water bills, permits, licences and other service • A brand new community and events calendar • The ability to subscribe to email notifications for news and events • An emergency alert banner • The ability to report various service requests online, including potholes and bylaw complaints • Interactive online mapping
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OBJECTIVE: IMPROVING ORGANIZATIONAL PERFORMANCE

Progress	Key Action	Performance Indicators (2019)
	Achieve and Build on Corporate Accreditations	<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><u>(5) Corporate Accreditations/Re-Accreditations Held or Received</u></p> <ul style="list-style-type: none"> • American Public Works Association 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! • Fire Underwriters Survey 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. • Superior Tank Shuttle Service Accreditation within the Fire and Emergency Services Department for both residential and commercial grading, which recognizes the department’s ability to shuttle water by 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). • Challenge Course Accreditation 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.

		<p><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></p> <ul style="list-style-type: none"> • NEW! High Five Accreditation within the Community Services department was awarded in 2021, which is Canada's quality standard for delivering quality and safe recreation and leisure programs.
	<p>Leverage and Strengthen Partnerships and Advocacy</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><u>(27) External Projects where King is an Active Participant</u></p> <p>This indicator captures ongoing participation, either as a direct partner or active stakeholder, in external projects undertaken by a range of municipal partners, regional and provincial governments, and/or private sector industries.</p> <p>Utility Projects</p> <ul style="list-style-type: none"> • <i>*Bell Fibre, *Vianet and Rogers Installation</i> <p>Provincial (Ontario Ministries)</p> <ul style="list-style-type: none"> • <i>400-404 Connecting Link; *GTA West Transportation Corridor; *IESO Electricity Planning; *Northwest GTA Transportation Corridor; *Provincial Offences Act Stakeholder.</i> <p>Metrolinx Projects</p> <ul style="list-style-type: none"> • <i>*King GO Station; *Toll Road Crossing Improvements; *GO Expansion (Barrie Line)</i> <p>Municipal Project Stakeholder</p> <ul style="list-style-type: none"> • <i>Ontario Municipalities POS Solution Stakeholder Group</i> <p>York Regional Police</p> <ul style="list-style-type: none"> • <i>Integrated Response to Mass Casualty Events/Bleeding Control Kits</i> <p>York Region Projects</p> <ul style="list-style-type: none"> • <i>Call Centre of York Region: Community of Practice Working Group; Northern Six Employee Survey & Audit; Northern Six Human Resources Partners Working Group; Municipal Diversity and Improvement Group; By-Law Enforcement COVID-19 Task Group; Water/Wastewater Master Plan Update, Nobleton Environmental Assessment; Long Term Water Conservation Strategy, Municipal Hydraulic Specialist Forum; *I&I Reduction Design and Construction Standards; Regional Cannabis Working Group*;</i>

Township of Oro-Medante Comparator Analysis Participant
***Municipal Comprehensive Review Stakeholder**

External Projects marked with an asterisk () are those that have started prior to 2019, but have continued over the course of the current year and those which King continues to actively influence/participate within.*


(15) Memorandum Of Understanding (MOU) and/or Partnership Agreements

York Region:

- ***YorkInfo Partnership** 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.
- ***Parking Agreement** with York Region which ensures every municipality enforces the Regional parking By-law at the municipal level on local roads.
- ***York Region Winter Maintenance** MOU for Miller Sideroad to the west side of the bridge on Bathurst Street. Initiation of discussions regarding a potential MOU with York Region and neighbouring municipalities to provide labour support in the event of reduced staff levels due to COVID-19.
- ***York Region Wastewater and Drinking Water Treatment and Storage Agreements** which enables the Region to treat and store water that is used in homes connected to the watermain.
- ***York Region Waste Depot Access** that allows residents of the Township to dispose of a range of waste items (i.e. metals, hazardous waste, construction materials, tired etc.)
- ***York Region and Red Cross Agreement** 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.
- ***Emergency Management** 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.

Government of Ontario:

- ***Ontario Early Years** MOU with the provincial government to increase access to child care and make high quality programs more affordable.

		<p>School Boards:</p> <ul style="list-style-type: none"> • *York Region (Catholic/Public) School Board Agreements that facilitate the rental/usage of sport fields/complexes for student use. <p>Conservation Authorities:</p> <ul style="list-style-type: none"> • *Toronto Region Conservation Authority Agreement for maintenance of Cold Creek Conservation Centre. • *Lake Simcoe Region Conservation Authority for the technical reviews and approvals for planning applications on LSRCA regulated lands or watercourses. <p>Utilities Companies:</p> <ul style="list-style-type: none"> • *Vianet, Rogers and Enbridge Municipal Access Agreement that allow works to be completed/installed in the Township Right of Way to provide access to service for residents. <p>Municipalities:</p> <ul style="list-style-type: none"> • *Northern Six Municipalities Waste Contract and 2025 Uniform Blue Box Transition that allows for shared waste collection costs and to ensure consistent practices with neighbouring municipalities • Partnership with the Town of Richmond Hill to foster more *accessible programming. • *Animal Control partnerships with the City of Vaughan (animal control) and Toronto Wildlife (wildlife services, sick/injured). <p>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.</p>
	<p>Strive to Become an Employer of Choice</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><u>Average of (27) Resumes Received per Job Posting</u></p> <p>In 2020, the Township paused its recruitment efforts in the face of COVID-19 health and safety requirements. However, despite the decrease in recruitments from 2019-2020 as a result of this trend, the Township was able to increase the average resumes received (34% increase) for the total number of recruitments that did proceed.</p> <p><u>(9) Action Items Completed/Initiated from Employee Survey 2.0</u></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 2020 as a result of the survey results include:</p> <ul style="list-style-type: none">• Project Management (2) Day Workshop Training & Departmental SWOT Analysis• Goal Setting and People Leader Training for all members of the Senior and Extended Leadership Teams• Four 20/30 Coaching Program• Digital CAO's Newsletter & King Bulletin Newsletter aimed at internal communication improvements• Online Learning Resources Webinars• The Business Source Business Book Summaries• Full Staff Transition to Laptops• Improved Broadband Connectivity to the Public Works Yard• By-law Mobile Offices <p><u>(10) Professional Development Programs and Learning Opportunities Offered to Employees</u></p> <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>
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