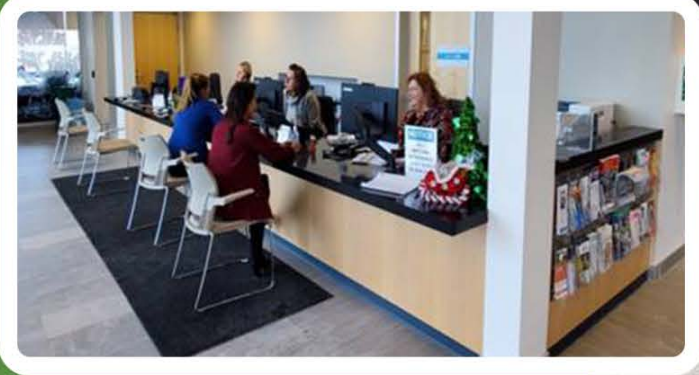


KING



Year 1 (2019) Corporate Strategic Plan Annual Progress Report



Table of Contents

2019 Key Performance Indicators 3

Priority Area 1: A Green and Sustainable Future 3

 Objective 1: Mitigating Climate Change 3

 Objective 2: Enhancing Natural Heritage 5

 Objective 3: Promoting Conservation and Reduction 6

Priority Area 2: Investing in Infrastructure..... 8

 Objective 1: Connecting People and Places 8

 Objective 2: Creating More Inclusive Public Spaces 10

 Objective 3: Maximizing Financial Capacity to Support Capital Programs 11

Priority Area 3: Cultivating Safe, Healthy and Resilient Communities 13

 Objective 1: Promoting Public Safety 13

 Objective 2: Fostering Healthy, Diverse and Complete Communities 16

 Objective 3: Strengthening Resilience..... 18

Priority Area 4: Service Delivery Excellence and Innovation.....20

 Objective 1: Increasing Community Engagement20

 Objective 2: Developing Innovative “King-Centric” Policy Frameworks22

 Objective 3: Leverage Technology to Optimize Service Delivery24

 Objective 4: Improving Organizational Performance.....26

2019 Community Benefits.....**30**

 A Green and Sustainable Future 30

 Investing in Infrastructure 30

 Cultivating Safe, Healthy and Resilient Communities 31

 Service Delivery Excellence and Innovation 31

2019 KEY PERFORMANCE INDICATORS

Legend:

- **Proceeding** –Key Action progressing as planned or completed.
- **Monitoring Progress** – Key Action progress is being closely monitored.
- **Under Review** – Key Action not progressing as planned.
- **Not Yet Commenced** – Key Action has not started or is on hold.



PRIORITY: A GREEN AND SUSTAINABLE FUTURE

OBJECTIVE: MITIGATING CLIMATE CHANGE

Progress	Key Action	Performance Indicators (2019)
●	Deliver Climate Change Mitigation and Adaptation Plan	<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 Mitigation and Adaptation Plan Development</u></p> <p>Extensive research and background information was undertaken to start preparing the first draft of this plan, which was initiated in 2019. By Q4 the plan itself was 5% completed, with continued progress to be made over the course of 2020 as it continues to be drafted in consultation with stakeholders.</p>

		<p><u>4 Corporate Greening Initiatives</u></p> <ul style="list-style-type: none"> • Implementing the use of Low Carbon Concrete on Township project specifications such as culverts or sidewalks. • Corporate Composting and Organics Program undertaken by Community Services staff that is aimed at reducing waste within the municipal center. • Single Use Plastic Reduction initiative aimed at reducing the amount of single use plastics that cannot be reused or recycled and are space takers in our landfills that cannot decompose. • Local Enhancement and Appreciation of Forests (LEAF) planting at the King Township Municipal Center <p><u>10 Community Greening Initiatives</u></p> <ul style="list-style-type: none"> • King Clean Up Day and Earth Clean Up Day in partnership with TRCA events were held to clean up parks, open spaces, streets, ditches, schools and neighbourhoods. • (2) Repair Café Events held to help fix broken/malfunctioning electronics that may have otherwise gone to waste. • Invasive Species Removal in partnership with TRCA and Youth Week. • (5) Public Tree and Wildflower Planting events held.
	<p>Create and Implement a Corporate Energy Management Plan</p>	<p><i>Working towards implementing clean energy will further mitigate the impacts of climate change. New investment into energy saving initiatives has the potential to reduce existing costs and reinforce sustainable practices over the long term by taking proactive measures in how we manage energy at the corporate level.</i></p> <p><u>Progress on the Corporate Energy Management Plan</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>4 Corporate Energy Saving Initiatives</u></p> <ul style="list-style-type: none"> • Geothermal Loop at the King Township Municipal Center that allows for clean energy heating of the facility instead of natural gas heating. • Explore procurement options for the Township's first EV Vehicle powered by electricity (renewable energy) to reduce corporate fuel consumption and reinforce our commitment to GHG reductions. • Installation of EV Charging Stations at King Township Municipal Center for corporate EV vehicles. • Streetlight LED Conversion completion across the Township with movement away from high energy using HPS lights.

OBJECTIVE: ENHANCING NATURAL HERITAGE		
Progress	Key Action	Performance Indicators (2019)
	Grow King's Tree Canopy	<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. The plan is currently in draft and is 50% complete. Additional progress on the plan is to be made over the course of 2020.</p> <p><u>858 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>
	Restore Natural Heritage Areas	<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>5 Restoration Initiatives</u></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 King Township Municipal Center (half) completed by Toronto Region Conservation Authority (TRCA). . • Tall Grass Prairie Seeding at Cold Creek Conservation Centre. • Tree Planting completed at several Township locations with different community partners including: <ul style="list-style-type: none"> ○ <i>Neighbourhood Network Tree Planting with Lake Simcoe Region Conservation Authority (LSRCA)</i> ○ <i>King Youth Week Tree Planting with TRCA</i> ○ <i>Schomberg Community Planting with Local Enhancement & Appreciation of Forests (LEAF).</i> ○ <i>King City National Tree Planting Day with LEAF</i> • Wetland restoration project to improve Chorus Frog Habitat by TRCA at Cold Creek Conservation Area

		<ul style="list-style-type: none"> Ongoing Terrestrial Invasive Species monitoring and mapping throughout King Township.
	Improve Stormwater Management	<p><i>The goal of stormwater management is to maintain the health of streams, lakes and aquatic life, as well as to provide opportunities for human uses of water by mitigating the effects of urban development and climate change. Improving stormwater management will help reduce the risks of flooding, prevent undesirable stream erosion and protect the water quality within the Township.</i></p> <p><u>2 Stormwater Initiatives</u></p> <ul style="list-style-type: none"> The Comprehensive Storm Water Management Master Plan was initiated, with a consultant procured and kick-off meetings held to develop the framework for future stormwater management and control. Low Impact Development measures have been installed at the new King Township Municipal Centre including permeable pavers where stormwater can infiltrate and be absorbed back into the ground.

OBJECTIVE: PROMOTING CONSERVATION AND REDUCTION

Progress	Key Action	Performance Indicators (2019)
	Expand Waste Diversion Initiatives	<p><i>Expanding waste diversion initiatives will help reduce the amount of waste that goes into landfills that cannot decompose and simply fills space. GHG emissions increase, for example, from burning waste and manufacturing new materials that could have been recycled. These initiatives will help move the Township towards a greener and environmentally conscious future.</i></p> <p><u>10 Waste Diversion Initiatives</u></p> <ul style="list-style-type: none"> Good Food Program in partnership with York Region Backyard Composter availability for public purchase 2019 Waste Calendar with useful information about disposing waste, recycling, organics, yard waste and white goods Promotion of the Household Battery Disposal through the distribution of proper recycling bags and support of the Environmental Compliance Approval amendment for GFL collection of batteries Blue Box Transition Report drafted. Participation in ongoing discussions regarding the Blue Box Lid Pilot Program Encouragement of producer responsibility for tire recycling Ongoing promotion of the Township's Textile Diversion Program Actively involved in annual E-Waste Recycling events

		<ul style="list-style-type: none"> • Corporate Composting and Organics Program • King Yard Sale Diabetes Canada Pick-up
	Reduce Reliance on Fossil Fuels	<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>1,226.76 Litres of Corporate Diesel/Gasoline Saved</u></p> <p>As a result of idling prohibitions and the encouragement of carpooling, the Township was able to reduce its total consumption of diesel/gasoline across its fleet.</p> <p><u>29,124 m3 of Natural Gas Saved</u></p> <p>Transition to the new King Township Municipal Centre resulted in significant natural gas savings due enhanced energy efficiency management within the new facility.</p>
	Increase Water Conservation	<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>4 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. • Introduction of the sale of Rain Barrels that can be used to capture rain water that can be used for things like watering the lawn, without having to use water from the tap or hose. • The Township consciously switched all bathroom and kitchen taps at the King Township Municipal Centre to low pressure to reduce the water consumed at the corporate level. • Restructuring of water and sewer fees to encourage water conservation and increase funding for delivery of services.



PRIORITY: INVESTING IN INFRASTRUCTURE

OBJECTIVE: CONNECTING PEOPLE AND PLACES

Progress	Key Action	Performance Indicators (2019)
	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>3.26 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>8.76 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.</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. Read the full document: A Balanced Approach: Greener, Cheaper, Safer.</i></p> <p><u>2 Improved Culverts/Bridges</u></p> <ul style="list-style-type: none"> • Concrete Box Culvert Installation (Replacement of Culvert 329 located on Kingscross Drive in between Cranberry Lane and Watch Hill Road) • Graham Sideroad Bridge replacement completed at Pumphouse Road <p><u>2.25 KMs of Roads Converted to Gravel/Paved</u></p>

		<p>As part of the 2019 Paving Program undertaken by the Public Works department, local roads across the Township saw conversions from gravel to paved surfaces. A noteworthy conversion completed in 2019 is South Canal Bank Road.</p> <p><u>18.83 KMs of Roads Upgraded or Improved</u></p> <p>As part of the 2019 Paving Program several local roads received surface replacements and other upgrades as a result of deterioration over time. Asphalt improvements were completed on Leonard Road, Pumphouse Road and segments of 8th Concession. Surface treatments were applied to Bells Lake Road, Old Church Street Mill Street, Laskay Lane and Dearbourne Avenue.</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>2700+ Properties/Homes with Newly Available Access to Broadband/Fibre</u></p> <p>In 2019, the Township of King had new fibre optics and broadband services installed across the Township as part of the ongoing commitment to bringing more fibre and internet connections to municipal residents/business owners. Based on the available data at this time, we can report that at minimum, an additional 2700 properties gained access to broadband, fibre and/or cellular coverage from 2018. We have not received data from some Township service providers, so this indicator may be higher than reported here. Staffs continue to work closely with these providers to track and retain this data on a go-forward basis for reporting in subsequent years.</p> <p><u>52.9 KMs of New Fibre Installed within the Municipal Right of Way</u></p> <p>Over the course of 2019, 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 (2019)
	Build and Improve Facilities	<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>4 Newly Constructed/Renovated Facilities</u></p> <ul style="list-style-type: none"> • King Heritage and Cultural Centre, located at 2920 King Road, saw a full renovation of the school rooms on the main level and basement included the installation of a Lula elevator, 2 new independent HVAC systems and new vinyl floor replacement. • Dr. William Lacey Community Centre and Arena, located at 15 Old King Road, renovations include the installation of a new heat pump and furnace system. • Cold Creek Conservation Centre, located at 14125 11th Concession, was upgraded to include a new filtration system, UV lighting, as well as the installation of a standing iron filter and water softener. • King City Arena and Community Centre, located at 25 Doctors Lane, saw the replacement of its tar and gravel flat roof. <p><u>2 Park Amenities Updated</u></p> <ul style="list-style-type: none"> • Junior and Intermediate baseball diamond improvements at Nobleton Sports Park. • Playground and shade structure upgrades at Ansnorveldt Park. <p><u>1 Park Amenity Constructed</u></p> <ul style="list-style-type: none"> • Budweth Park construction in Nobleton.
	Update the Township's Urban Design Guidelines	<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>No progress to report in 2019 as the update for the Urban Design Guidelines 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 in 2020.</p>

	Design and Implement Streetscaping Initiatives	<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>0.5 KMs of Streetscaping Designed, Constructed or Completed</u></p> <p>Partial work and progress has been completed on the Township’s streetscaping and beautification initiative, which includes intersection improvements (decorative sidewalks, bike racks, benches etc.) and sidewalk improvements/décor (banners, flower poles, seating areas etc.) Projects in 2019 include the design of the Main Street Public Realm Improvements and King Road Public Realm Improvements. Advancements will continue to be made on this program with further information to be reported on in 2020.</p>
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OBJECTIVE: MAXIMIZING FINANCIAL CAPACITY TO SUPPORT CAPITAL PROGRAMS

Progress	Key Action	Performance Indicators (2019)
	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 the Township of King.</i></p> <p><u>Progress on the Fiscal Strategy</u></p> <p>The Township Fiscal Strategy as a whole was initiated in 2019. The strategy itself includes a range of elements such other strategies, policies, forecasting models and plans that will embedded within it. Three elements of the Fiscal Strategy were <i>initiated</i> in 2019 (with planned completion in 2020) including, the Five Year Financial Water Plan, the Water/Wastewater Rate Study and the Development Charges By-law update. Additionally, Council formally passed the Strategic Asset Management Policy which is a cornerstone to the Asset Management Strategy, an additional component that will be embedded within the Township 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> <p>The Development Charges (DC) By-law update commenced in 2019, which is a statutory requirement of the Township. This By-law regulates the collection of funds from new developments in King to fund capital works for future communities, and allows current growth to help fund future growth. The Water/Wastewater User Rate Policy was also initiated in 2019 to allow for full cost recovery of operational</p>

		<p>water/wastewater funds. The principle behind such legislation is to fully fund programs that maintain safe water and wastewater to meet regulations through costs recovered from user rates.</p>
	<p>Adopt a Multi-Year Budget and Business Plan</p>	<p><i>The adoption of a multi-year budget and business plan is extremely useful in that it will help the municipality achieve its medium term strategic objectives, allow for more short-term operational improvements and allow for 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)</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>



PRIORITY:

CULTIVATING SAFE, HEALTHY & RESILIENT COMMUNITIES

OBJECTIVE: PROMOTING PUBLIC SAFETY

Progress	Key Action	Performance Indicators (2019)
	<p>Implement Traffic Safety Measures</p>	<p><i>Traffic safety has been a growing concern within the Township and the municipality seeks to promote safety by encouraging and facilitating safe driving practices to slow traffic and reduce risks of accidents/near misses.</i></p> <p><u>2 Traffic Safety Initiatives Undertaken</u></p> <p>Traffic Calming Public Engagement Survey created, leveraging the SpeaKING online engagement platform, while also giving residents the opportunity to pin point specific areas for potential calming measures and providing information on the different types of viable measures that could be utilized across the Township.</p> <p>Traffic Calming Pilot Project was undertaken to implement some traffic calming measures in high risk areas, to gauge effectiveness and further induce proper driving etiquette in such areas. The pilot project included implementation of traffic safety measures ranging from speed humps and flexible bollards to speed boards and signage erection.</p> <p><u>15 Traffic Safety Measures Implemented</u></p> <p>Speed Hump Installation</p> <ul style="list-style-type: none"> • *Wellington Street • *Henry Gate • *Ellis Avenue • *Lynwood Crescent • *Norman Avenue • *Hill Farm Road • Parkheights Trail

		<p>Flexible Bollard Installation</p> <ul style="list-style-type: none"> • Burns Boulevard • Parkheights Trail • Church Street • Western Avenue <p>Speed Board Installation</p> <ul style="list-style-type: none"> • Parkheights Trail (temporary) • (2) on 18th Sideroad (permanent) <p>Erected Signage</p> <ul style="list-style-type: none"> • Parkheights Trail <p><i>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 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>48 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.</p> <p><u>2964 Homes Visits for Smoke Alarm and Home Escape Plan Program</u></p> <p>This program, led by the King Fire and Emergency Services 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.</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>1970 Risks Mitigated</u></p> <ul style="list-style-type: none"> • 599 inspections and investigations completed by the Fire and Emergency Services department which aims to both mitigate and prevent emergency situations for residents • 176 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. • Water Quality Model which was initiated in 2018 was completed this year and involves the prediction and determination of position and momentum of pollutants in a water body, to mitigate potential risks that can arise from bacteria build up or existence in the Township’s water mains. • 948 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. • 1344 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. • 73 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. • 40 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. <p><u>29 Regulatory Obligations Fulfilled</u></p> <p>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!</p>
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OBJECTIVE: FOSTERING HEALTHY, DIVERSE AND COMPLETE COMMUNITIES

Progress	Key Action	Performance Indicators (2019)
	Improve Accessibility	<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 (Clerks, Administration, Information and Communications, Fire and Emergency Services, King Township Public Library, Parks Recreation, Culture and Facilities, Transportation) including those undertaken at the Corporate level. The 2019 Accessibility Advisory Committee Status Report is available for public access and review which highlights all 2019 accomplishments/initiatives undertaken. Physical accessibility upgrades have also been completed at both the Nobleton Arena and the King Heritage and Cultural Centre.</p>
	Promote Active Lifestyles	<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>4 New Inclusive Community Program Initiatives</u></p> <p>In 2019 the Recreation Services division hired one additional inclusion staff (for a total of 4) to lead our 1:1 Summer Camp Inclusion Program. This program allows children with disabilities to get paired up on a one to one ratio with a summer camp counsellor for a week of summer camp. By hiring 4 inclusion staff it allowed us to have 4 open spots throughout the duration of the 9 week summer camp program which equated to 36 total camper weeks for the 2019 summer (compared to 27 total camper weeks in 2018).</p> <p>The “Try It” Sledge Hockey event was an event that we invited residents to participate in to introduce them to the sport of sledge hockey. Through this event, we were able to introduce participants of all abilities to the sport of sledge hockey. The event was led by Tyler McGregor, member the Canadian Para Hockey Team.</p> <p>A Snoezelen (Multi-Sensory Room) is a purpose built therapy room for people with autism or other developmental disabilities. The room consists of different sensory objects that produce lights, sounds or different tactile experiences. King’s multi-sensory room is located within the Nobleton arena. Through funding obtained by a grant, the Recreation Services division was able to purchase new equipment for the room which included new matts, lights, and sound equipment for the room.</p>

		<p>In 2019, the Recreation Services division purchased several different kinds of fitness equipment and accessories to allow our personal trainers to have a greater capacity to take on clients who may have a physical disability, allowing more inclusive fitness programming. This equipment included: resistance bands, pull-up bands, mini loop bands, TRX bands, medicine balls, lighter weight dumbbells, and arm slings for abdominal exercises.</p> <p><u>33,000 Program Registrations</u></p> <p>This includes registration in all Township programs that promote physical activity, networking, community togetherness and more! This indicator also represents a 14% increase in registrations from 2018.</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>9 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 2018-2019 there was an increase of 9 new businesses that were surveyed. Overall, as of 2019 the Township is home to 453 businesses providing approximately 7350 jobs in King!</p> <p><u>476 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.</p> <p><u>Progress on 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, 2019 saw the completion of <i>Action Item #12: Hire an Economic Development Coordinator</i> to assist with all aspects related to boosting economic prosperity and performance, and <i>Action #24: Introduce appropriate policies in the Township's forthcoming Official Plan to support aggregate tourism or entertainment opportunities</i>. Read the reference guide here: Economic Development Strategy Quick Reference Guide. Further development on ongoing actions will be reported in 2020.</p>

OBJECTIVE: STRENGTHENING RESILIENCE		
Progress	Key Action	Performance Indicators (2019)
●	Advance the Township's Asset Management Program	<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 Q3 2019, the Strategic Asset Management Corporate Policy was developed which outlines the Township of King's commitment to corporate asset management planning through defined principles and processes, and to ensure alignment and integration of asset management into corporate strategic planning.</p> <p><u>9 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 2019, the Township undertook Road Paving, Watermain, Sewermain and Culvert Replacement projects, as well as installing stand-by generators at Keele Street Sanitary Pumping Station (SPS) and Bluff Trail SPS.</p>
●	Improve Emergency Preparedness	<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>7 New High Level Emergency Controls in Place</u></p> <p>Municipal Emergency Plan update (planning for emergencies that face the municipality and how to respond accordingly).</p> <p>Emergency Operations Center (critical in the event of emergencies or disasters within the municipality as they strategize to ensure business continuity of the Township).</p> <p>Hazard Identification Risk Assessment update (assessing a range of threats to the municipality from weather to cyber security).</p> <p>Critical Infrastructure Assessment update (identifying infrastructure and services critical for residents during an emergency, assets</p>

		<p>requiring protection and reliance on external goods/services to make assets available).</p> <p>Stand-By Generator Installations completed at both Bluff Trail and Keele Street SPS, as well as the Trisan Center, which will ensure that the stations/facility remain online during emergency situations such as a community wide power outage.</p> <p><u>20 Emergency Operations Center (EOC) Training/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.</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>15 KMs of New/Replaced Watermains and Sanitary Sewers</u></p> <ul style="list-style-type: none"> • 5.84 km of new watermains from assumed subdivisions • 5.05 km of new sanitary sewer from assumed subdivisions • 2.6 km of sanitary sewer and 1.56 km of watermain from the Nobleton Sanitary Sewer Project Contract 1 and 2




PRIORITY:


SERVICE DELIVERY EXCELLENCE & INNOVATION

OBJECTIVE: INCREASING COMMUNITY ENGAGEMENT

Progress	Key Action	Performance Indicators (2019)
	<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>2 New Communication Initiatives</u></p> <ul style="list-style-type: none"> • Publication of the Residents Guide which was developed to provide useful information regarding Township programs and services in an easy to use format. The intent is to allow residents find the information they need as easily as possible. • Public Works Departmental Branding and Project Signage Presence was a communication initiative aimed at attracting the attention of residents, commuters and the general public on upcoming projects or works in the area (i.e. Road Reconstruction, Traffic Calming, and Culvert Replacements). This type of communication reaches citizens who may otherwise not utilize the Township website and provides the opportunity for increased community engagement on public works projects. <p><u>1623 New Active Website Users</u></p> <p>This represents the total of <u>new</u> individual users that have utilized the Online Services available on the Township’s website king.ca to show that efforts over the course of 2019 has increased the engagement of users with the website and its online functionalities ranging from payments, application submissions, community program registrations, licenses and more! In 2019 the Township also had over 7 million page views site-wide which represent an increase of over 600% percent from 2018!</p> <p><u>229,147 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</p>

		<p>Twitter and Facebook. Although this figure is actually a 15% decrease in impressions from 2018, the Township actually increased its number of twitter and social media posts in 2019, up 50% from 2018. Staff will continue to monitor its social media outlets and actively communicate projects, programs, updates/alerts to gain more traction from the public.</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>85 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, community event booths, public education events, to online engagements through the SpeaKING website campaigns.</p> <p><u>2800 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. In 2019, the site had over 5900 visits, representing an increase of over 1000% from 2018.</p> <p><u>Progress on the Community Engagement Plan</u></p> <p>No progress to report in 2019 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>

OBJECTIVE: DEVELOPING INNOVATIVE “KING-CENTRIC” POLICY FRAMEWORKS		
Progress	Key Action	Performance Indicators (2019)
	Develop and Improve Master Plans	<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>7 Master Plans Created or Updated</u></p> <ul style="list-style-type: none"> • Our King Official Plan update approved by Township Council in Q3 2019 • Transportation Master Plan update initiated within a PIC in each major hamlet on the completed draft. • NEW Comprehensive Storm Water Master Plan initiated in Q3 2019 • Continued advancement of the Water and Wastewater Master Plan update, including the preparation of the Environmental Assessment Report. • Heritage and Culture Master Plan draft is half way to its completion point with further progress to be made in 2020. • The Facilities Master Plan final report was completed and published. • The Parks and Forestry Services Master Plan final report was completed and published.
	Respond to Emerging Municipal Trends and Pressures	<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>2 Regulatory By-laws Developed or Amended</u></p> <ul style="list-style-type: none"> • Parking By-law was amended with additional restrictions for parking included. • Noise By-law was amended with added penalties for infractions and higher fines for violations. <p><u>55 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> developments:</p>

		<ul style="list-style-type: none"> • COR-POL-127: Municipally Significant Events • COR-POL-128: Formal Complaints • COR-POL-129: Outdoor Sports Facility Allocation • COR-POL-131: Municipal Street Naming and Park Naming • COR-POL-132: Strategic Asset Management
	<p>Update the Township's Long Term Growth Policy Frameworks</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 Official Plan Update</u></p> <p>In early 2019, the second draft of Our King Official Plan was introduced to the Committee of the Whole. A number of public open houses/public information centers were held in the Township's major hamlets to garner public feedback and input into this long term planning document that has both direct and indirect impacts on citizens of King. The final draft plan was posted to the Township's public engagement online platform, SpeaKING, to further initiate feedback from residents and included reference documents, comments for response, as well as idea mapping. The final draft of Our King Official Plan was presented to Council for consideration of adoption together with a recommendation report in September 2019. The plan was subsequently submitted to the Regional Municipality of York for approval (approval authority) and staff continues to work with the Region staff to address comments and modifications to the document prior to final approval.</p> <p><u>Progress on Integrated Community Sustainability Plan (ICSP) Refresh</u></p> <p>No progress to report in 2019 as the update for the ICSP 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 in 2020.</p> <p><u>Progress on Rural Zoning By-law</u></p> <p>No progress to report in 2019 as the development Rural Zoning By-law 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 in 2020.</p>

OBJECTIVE: LEVERAGING TECHNOLOGY TO OPTIMIZE SERVICE DELIVERY

Progress	Key Action	Performance Indicators (2019)
	Modernize Service Delivery Methods	<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>4 New Online Services</u></p> <ul style="list-style-type: none"> • Perfect Mind recreation software for online recreation program/class registration. • AIMS is a parking ticket platform where users can make payments on By-law tickets online. • KingMaps was replaced with ESRI ArcMap which is a suite of geospatial processing programs that is used to consistently view, edit, create and analyze geospatial data; this service allows staff and residents to view and communicate information to residents, while also maintaining. • ServiceKING Online Service Requests have been updated so inquiries/requestors can submit online requests without being authenticated (having to log in). This new online method of collaboration easily allows residents to directly submit requests from king.ca and allow the Township to efficiently respond to matters from residents and the public. <p><u>3 Automated and/or Paperless Service Initiatives</u></p> <ul style="list-style-type: none"> • ServiceKING Online Service Requests efficiently automates inquiries and requests related to Public Works and Community Services, from residents and the public that triggers notification to the respective department based on the related subject field selected. This initiative reduces the time spent for manual entry required from call-in or email inquiries. • On1Call was integrated with the Township's CRM system, which eliminated the use of printed forms from email submissions. This initiative allowed Locate requests to automatically populate in the CRM digital platform to dispatch water and utility operators in a more efficient manner. • The Township's new EDRMS Laserfische has allowed the Township to move towards paperless document and records management. This system has created consistencies in terms of document and record organization which allow for easier document retrieval and

		<p>thus, more efficiency in the delivery of services to customers, residents and the public. Not only has it significantly reduced the use of paper but also allows for automated processes and workflows that increases staff efficiencies when completing daily tasks.</p> <ul style="list-style-type: none"> • One of the first processes automated through this system was the completion of Sewage System Maintenance and Inspection Program forms by Township inspectors.
	<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 Functions/Services that can be Completed on a Mobile Device</u></p> <ul style="list-style-type: none"> • Council Meeting Agendas • Council Meeting Minutes • Online Payments • Special Events (Virtual) • Building Inspection Requests • Water Inspection Requests • Fire Inspection Requests • Service Request and/or Inquiry Submissions • PDF fillable forms/submissions
	<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>Progress on Website Development</u></p> <p>Initiation of the new website re-development for king.ca is planned to commence in 2020.</p>

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>4 Corporate Accreditations/Re-Accreditations 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. • Fire Underwriters Survey completed for the Fire and Emergency Services department (FUS formerly the Canadian Fire Underwriters' Association) which provides a standardized measure of the adequacy of fire protection. • Superior Tank Shuttle Service Accreditation within the Fire and Emergency Services Department or both residential and commercial grading. This accreditation recognizes a Fire department's ability to shuttle water by way of tanker trucks to fight fires in areas remote from municipal hydrants. • 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.
	Leverage and Strengthen Partnerships and Advocacy	<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>24 External Projects where King is an Active Participant</u></p> <p>Utility Projects</p> <ul style="list-style-type: none"> • *Bell Fibre and *Vianet Installation <p>Ministry of Transportation Projects</p>

- *GTA West Transportation Corridor; *Highway 400; *Highway 427; *Highway 9; *South Canal Bank Road*

Metrolinx Projects

- **King GO Station; *Toll Road; *Grade Crossing/Regulations; *TPAP Expansion of the Barrie Line and Electrification*

Municipal Project Stakeholder

- *Town of New Tecumseh Transportation Master Plan; Region of Peel Albion-Vaughan Sanitary Sewer and Water/Wastewater Master Plan*

York Region Projects

- **Agriculture Liaison Group; *Cannabis Group; *IESO Electricity Planning; *Dr. Kay SPS Upgrades; *Mid York East/West Corridor Study; *Water/Wastewater Master Plan & Nobleton W/WW Master Plan Class EA; *Fisher Street ET Upgrades; *I & I Reduction Practices*

***Natural Gas Expansion Support Program**

***Provincial Offences Act Active Stakeholder**

***Municipal Comprehensive Review**

***Municipal Parking Software Management Group**

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 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.)
- ***Emergency Management** MOU with both York Region and Red Cross to establish a process of collectively addressing and/or managing emergency situations.

		<p>Government of Ontario:</p> <ul style="list-style-type: none"> • *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 MOU that deals with the expectations for permit application reviews to improve process efficiencies (types of applications, when to send, response turnaround times). <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><i>MOU or Partnership Agreements marked with an asterisk (*) are those that have been entered into prior to 2019, but have continued to be in effect over the course of the current year.</i></p>
	<p>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 20 Resumes Received per Job Posting</u></p> <p>The Township had 79 recruitments in 2019, and received over 1650 resumes for a range of union, non-union and contract positions!</p> <p><u>Completion of Employee Survey 2.0 and 7 Action Items Completed/Initiated</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</p>

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.

Action Items undertaken in 2019 as a result of the survey results include:

- **Coffee with the CAO** events were initiated in 2019, to provide more formalized engagement and communication with the Chief Administrative Officer on high level corporate initiatives, direction, while also providing the opportunity to voice questions and opinions for consideration.
- Held dedicated **consultation meetings with our Public Works staff** to identify improved training requirements within the operational divisions.
- Procured **mobile technologies** for various Public Works operators to increase communication amongst staff, aimed at improving operational efficiency.
- Implemented the corporate **Health and Wellness Program** which aims to encourage fitness and healthy lunch programs, as well as increased team activities.
- Implemented the **Health and Safety Award** for the employee most recognized for their commitment to maintaining and promoting health and safety at King.
- Increased the **Fitness Rebate** for staff to promote active and healthy lifestyles among employees.
- Initiated the planning for **physical work environment improvements** such a window desks, quiet rooms and noise walls.

11 Professional Development Programs Offered to Employees

These programs include:

- Situational Leadership
- 7 Habits of Highly Effective People
- e-Learning Health and Safety Modules
- Working from Heights
- First Aid
- Safe Fuel Handling
- Respect in the Workplace.

These development programs are offered to employees across the corporation, in addition to departmental/role specific programs or courses taken by individual employees.

2019 COMMUNITY BENEFITS

Legend:

	Trending in the Desired Direction
	Not Trending in the Desired Direction
	Data Not Available



PRIORITY: A GREEN AND SUSTAINABLE FUTURE

Measure	Trend
Decrease % of Annual Corporate GHG Emissions	
Increase % of Tree/Forest Area Coverage in King	
Increase % of Stormwater Ponds in Good Condition	
Increase % of Waste Diverted from Landfills	
Decrease % of Corporate Non-Renewable Energy Consumption	
Decrease Average Water Consumption Per Capita	



PRIORITY: INVESTING IN INFRASTRUCTURE

Measure	Trend
Increase % of Pedestrian or Cyclist Friendly Roads in King	
Increase % of Trail Use by Citizens	
Increase % of Local Roads and Bridges in Top Rated Condition	
Increase % of Township with Broadband, Fibre or Cellular Coverage	
Increase % of Reserve to Debt Ratio	



PRIORITY: CULTIVATING SAFE, HEALTHY & RESILIENT COMMUNITIES

Measure	Trend
Decrease Average Speeds on Local Roads	▲
Increase % of Properties in Compliance with the Ontario Fire Code	▲
Increase % of Township Spaces with Accessibility Enhancements	➔
Increase % of Program Attendance	➔
Increase Value of Annual Commercial, Industrial and Institutional Building Permits	➔
Increase % of Assets that Meet Service Level Requirements	➔
Increase Strength of Water and Wastewater Systems in King	➔



PRIORITY: SERVICE DELIVERY EXCELLENCE & INNOVATION

Measure	Trend
Increase % of Community Engagement on Township Projects/Programs and Initiatives	➔
Increase % of Township Services that can be Completed Online	➔
Increase % of CRM Cases Closed within (2) Business Days	▲
Maintain or Increase % of Departments with Corporate Accreditations	➔
Increase % of External Projects or Initiatives Influenced by the Township of King	➔