



2019-2022 Corporate Strategic Plan

Year Four (2022) Annual Progress Report & Term Progress



Presentation to Committee of the Whole

May 15, 2023

Presented by:

CARA SANTORO, Strategic Policy Coordinator

KING | Background and Overview



Strategic Plan Reporting Documents



Year 4 Progress Summary of Key Actions



Key Action Highlights by Priority Area



Community Benefit Trends & Highlight



2019 | **CORPORATE
STRATEGIC PLAN**
2022



Summary Report

Status	Key Performance Indicators	Year 4 Progress	Term of Plan Progress
Objective: <i>Enhancing Natural Heritage</i>			
Key Action: <i>Grow King's Tree Canopy</i>			
●	<i>Progress on the Tree Management Plan</i>	TARGET ACHIEVED: The Plan was adopted by Council in Q2 and subsequently began its implementation.	Throughout the 2019-2022 term of the Corporate Strategic Plan, the Township consulted with the public to draft the Tree Management Plan, which was adopted by Council and will continue its implementation going forward.
	<i>Trees Planted</i>	TARGET ACHIEVED: There were (5,795) trees, shrubs and wildflowers planted in 2022.	There have been (12,158) trees, shrubs and wildflowers planted throughout the term of the plan. Tree plantings will continue going forward.
Key Action: <i>Restore Natural Heritage Areas</i>			
●	<i>Restoration Initiatives</i>	TARGET ACHIEVED: There were (15) initiatives undertaken, including Mowing Reduction Initiatives at (10) Township parks, Buckthorn removal at Cold Creek, Phragmites Management at the Dufferin Mark & Municipal Center, and the TRCA Bat Box Installation.	The Township has completed (41) Restorations Initiatives throughout the term of the 2019-2022 Corporate Strategic Plan. While the target for the term of plan was achieved, Restoration Initiatives will continue going forward.
Key Action: <i>Improve Stormwater Management</i>			
●	<i>Stormwater Initiatives</i>	TARGET ACHIEVED: There were (5) initiatives undertaken, including Nobleton Culvert Improvements, the Kinsley Street channel improvements, the initiation of the Township-wide drainage study, and the CLI-ECA application approval by the Ontario MECP.	There have been (14) Stormwater initiatives completed throughout the term of this Corporate Strategic Plan. While the target for the term of plan was achieved, Stormwater Initiatives will continue going forward.

Granular Report

OBJECTIVE: MITIGATING CLIMATE CHANGE		
Progress	Key Action	Performance Indicators
●	Deliver Climate Change Mitigation and Adaptation Plan	<p>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.</p> <p>Progress on Climate Change Action Plan Development</p> <p>The King Climate Action Plan is a community wide plan to best mitigate, adapt and improve resilience to the effects and impacts of climate change on a local level both in the near and far term. This plan aims to provide a framework of future priorities, actions, studies and pilots. Directing the Township towards a resilient, adapted future allowing King Township to excel as a climate driven municipality in Ontario and Canada. The plan made significant progress throughout 2020, including (2) virtual public stakeholder webinar events, and a comprehensive SpeakKing public engagement page. Throughout 2021, the Draft Plan was completed. In Q1 of 2022 the Draft Plan was presented to council, who then referred it back to staff with the direction to increase community engagement and elicit more feedback from the public. By the end of Q4 2022, staff had created and analyzed a community engagement survey and were also 90% complete with a draft Engagement Strategy for garnering feedback for the Climate Change Action Plan.</p> <p>(18) Corporate Greening Initiatives</p> <ul style="list-style-type: none"> • Recommissioning of systems at Trisan Centre and Nobleton Arena • Procured energy and emission saving Software "Evoxstar" for utility billing reporting • New EV charging station location at Parks Depot • New EV Charging station at Tasca Park • Pilot RFAL system at Trisan Centre • Corporate sustainable coffee program • An Internal E-waste Collection Program for all King Township Departments • Corporate Clean Up Event (Earth Week) • Undertook Battery Recycling Program (Internal & External) • Completed the Corporate Energy Emissions Report 2019-2022 • Implemented Compostable food service program • Promoted Internal use of Smart Commute • Building Retrofit for Pottsgoville Equation • Building Retrofit for Schomberg Hall • Implemented the Mowing Reduction Initiative • Attained the Mayors Monarch Pledge. In 2022, the Township of King received Leadership Circle recognition, which is awarded to participants who complete eight or more actions. • Received the Bee City Certification • Received the Bird City Certification <p>(35) Community Greening Initiatives</p> <ul style="list-style-type: none"> • The Neighborhood Network Spring Tree Planting Program with LSRCA • The Doris Patton Park Planting in Partnership with LEAF • Tree Planting at Hill Farm Park with LEAF • Cold Creek Conservation Area Planting • (2) Cold Creek Conservation Area Tall Grass Prairie Restoration Plantings • Pollinator Demonstration Garden Planting at the King Township Municipal Centre (fall) • Doris Patton Park Planting in partnership with the TRCA • Quince Park Tree Planting in partnership with LEAF • Rafferty's Corner Park Planting in partnership with the TRCA • Cold Creek Conservation Area Buckthorn infill planting with Ontario Streams • Invasive Species Boot brush installation & signage • Butterfly box installation & Fruit Tree Planting • Spring Green Yards Program (native wildflower kits, rain barrel and backyard composter offerings) • Pollinator Activity Kit distribution in partnership with the King Township Libraries, King Camps and King Heritage & Cultural Centre • Community Electronic Recycling • Repair Café at the King City Seniors Centre • Garlic Mustard Removal at Cold Creek Conservation Area

Community Benefits Summary

A GREEN AND SUSTAINABLE FUTURE

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

37/38 (97%) Key Action Targets Achieved

LEGEND

	= Key Action Target Achieved		= Key Action is Not Progressing as Planned
	= Key Action is Being Monitored		= Key Action has no Data

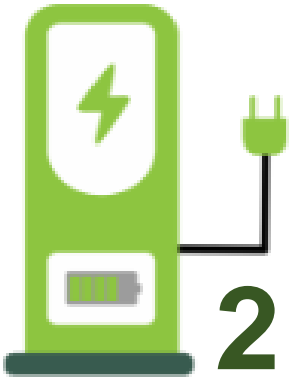


Priority Area(s)	Objective (1)	Objective (2)	Objective (3)	Objective (4)
A Green and Sustainable Future				
Investing in Infrastructure				
Cultivating Safe, Healthy and Resilient Communities				
Service Delivery Excellence & Innovation				

2019-2022 CORPORATE STRATEGIC PLAN



YEAR FOUR (2022) PROGRESS SUMMARY



2

NEW EV Charging Stations

Community Plantings with TRCA & LSRCA



Pollinator Demonstration Garden



Mayor's Monarch Pledge

OSIN LIONS PARK UPGRADES



Asset Management Planning



5

Facility Improvements



TWRC Construction

19 Traffic Safety Measures



PUBLIC OPEN HOUSES

- Planning 101
- Fire Prevention Week
- Nobleton Sewer Permits

CERTIFIED BEE CITY



\$42,000 Community Improvement Grants



NEW Exceptionalities Program



5

Regulatory By-laws & Agreements Created or Updated



2019-2022 TERM OF PLAN PROGRESS SUMMARY



A Green and Sustainable Future

Term of Plan Highlights


35 
Community
Greening
Initiatives

79 
Corporate
Greening
Initiatives

26 
Corporate
Energy Saving
Initiatives

14 Stormwater
Initiatives 

41 Waste
Diversion
Initiatives 

41 Restoration
Initiatives 

33,077 
Litres of Gasoline
Saved

12,158
Trees Planted 



10
Conservation
Initiatives 



Investing in Infrastructure

Term of Plan Highlights

2,174

Properties/Homes with Newly Available Access to Broadband/Fibre



Fiscal Strategy



35

Park Amenities Constructed or Improved

Urban Design Guidelines Update



100%



12

Improved Culverts & Bridges



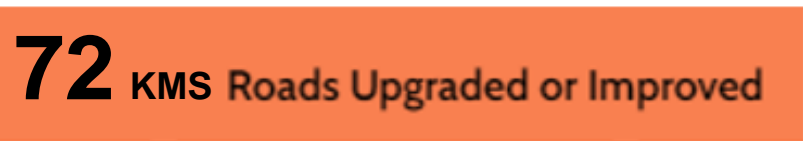
6 KMS

Streetscaping Completed



29

Newly Constructed or Renovated Facilities



174 KMS

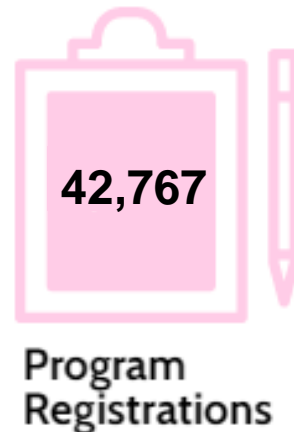
New Fibre Installed within the Municipal Right of Way





Cultivating Safe, Healthy & Resilient Communities

Term of Plan Highlights





Service Delivery Excellence and Innovation

Term of Plan Highlights



40 Memorandum Of Understanding and Partnership Agreements

34 External Projects where King is an Active Participant

40 Resumes Received per Job Posting

8 Corporate Accreditations or Re-Accreditations Held or Received

Master Plans Created or Updated **28**

138 New or Updated Policies and Procedures

14 New Communication Initiatives

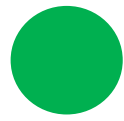
1,689,461 Social Media Impressions

2,616 Public Engagement Opportunities

2,292 New Active Website Users

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

14 Regulatory By-laws Developed or Amended



29/37 (78%) Community Benefits Trending in the Desired Direction (from Year 3 – 2021)

LEGEND

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

A GREEN AND SUSTAINABLE FUTURE

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

INVESTING IN INFRASTRUCTURE

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

CULTIVATING SAFE, HEALTHY AND RESILIENT COMMUNITIES

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

SERVICE DELIVERY EXCELLENCE AND INNOVATION

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

2019-2022 CORPORATE STRATEGIC PLAN



YEAR FOUR (2022) PROGRESS SUMMARY



Community Benefit Highlights

Year Four (2022)

4%
Decrease in Average Water Consumption per Capita

29%
Increase in Waste Diverted from Landfills

1
Pond Cleanout

7%
Increase in Invasive Species Removal



3.6%
Increase of Local Roads and Bridges in Top Condition

7%
Increase of Township Parks and Facilities that are Partially or Fully Accessible

59%
Increase in Broadband Access

2.8%
Increase in Core Area Streetscaping

4
Facilities with **NEW** Accessibility Considerations

3 New Speed Hump Installations

11 KMs of new watermains and sewer mains installed

40% Increase in Capital Projects that were associated with **good asset management** practices

52 KM of Watermain Swabbing



93%
CRMs Closed in (2) Business Days

1%
Increase in Online Services

87%
Policies and Procedures that are up-to-date

96%
Employees Reported Motivation to Succeed in Job

2%
Increase in Staff Retention Levels

22%
Increase in External Projects Influenced by King



2019-2022 TERM OF PLAN PROGRESS SUMMARY

Community Benefit Highlights

Term of Council (2019-2022)

15%
Decrease in GHG's since 2019

4 Stormwater Pond Cleanouts

138,999 m³
Natural Gas Savings Since 2019

Woodland Cover Target Achieved (26.5%)

1110lbs
Invasive Species Removed from Natural Areas

225,000lbs
Textile and Electronic Waste Diverted from Landfills

4%
Decrease in Water Consumption per capita since 2020



31%
Increase in OVERALL Roads in Good Condition

5%
KM Increase of Streetscaping in Core Urban Areas

1-3% YOY Reserve Increases & 30% Decrease in Arrears

11%
Pedestrian and Cyclist Friendly Roads

Increase of **Bridges and Culverts** in Good State of Repair **10%**

50%
Increase in Fibre within the ROW

60%
Increase in Homes with Access to Broadband & Fibre



Community Benefit Highlights

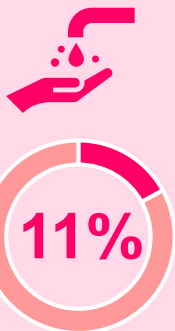
Term of Council (2019-2022)



Maintained and Surpassed **Compliance Standards** for Operational **Safety & Quality**



KM Increase in renewed or replaced **water and wastewater mains**



100% Parks & Facilities Meeting **AODA Standards**



Increase in the volume of Capital Projects funded that directly **Asset Management** relate to strong practices

Traffic Calming to Decrease Speeds on Local Roads

- 1) Strategy
- 2) Policy
- 3) Safety Measures



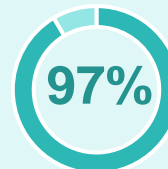
+ 100%

Increase in Community Engagement on Projects, Programs and Initiatives

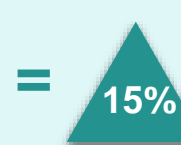
6%



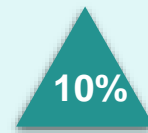
Increase in **Staff Retention Levels** since 2019



Online and Virtual Service Delivery Availability



Increase since 2019



YOY Increase in External Projects Influenced by King



★★★★
Increase in **Employee Satisfaction** since 2019

6%

Increase in **CRM Case Closure** within **Customer Service Standards** since 2019



KING

Thank you!

