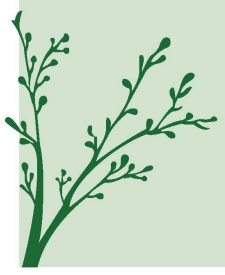
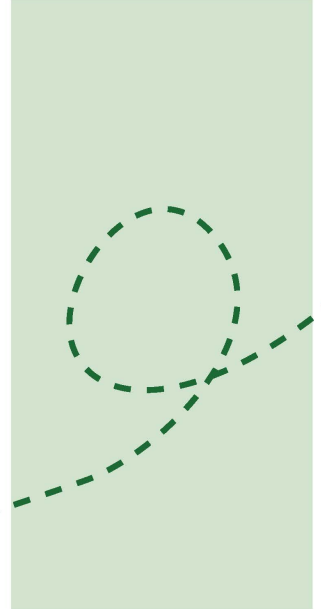




# Corporate Strategic Plan Year 2 (2020) Annual Progress Report



**KING**



# The Corporation of the Township of King 2019-2022 Corporate Strategic Plan (CSP) - Year Two (2020) Annual Progress Report



Analysis and Content Written By: Meghan Ditta  
Designed By: Jacqueline Brown

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# A Message from the CAO

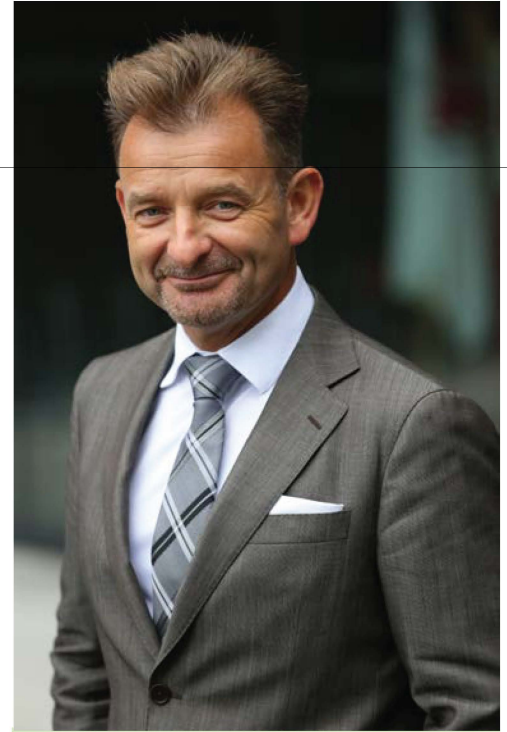
In 2019, the Township of King's Council approved the 2019-2022 Corporate Strategic Plan ("CSP"), laying the foundation for building a sustainable and prosperous community for today and generations to come. Township staff continues to demonstrate an unwavering dedication to the priorities of upmost importance to the community and remain dedicated to achieving the objectives set out in the CSP.

As with all great plans, **success comes in the execution**. Building on achievements made in Year One (2019), staff is proud to present King's Year Two (2020) Annual Progress Report.

Despite the challenges and adversities faced in light of the COVID-19 pandemic in 2020, King has remained resilient, quickly and repeatedly pivoting to ensure business continuity while still maintaining its focus on corporate priorities.

In many ways, the COVID-19 pandemic accelerated several of the Township's objectives, one key area being the commitment to modernizing service delivery methods through expansion of online services. This is just one of many examples of how staff has leveraged technology to provide innovative and efficient service delivery, regardless of (and in response to) uncontrollable circumstances brought on by the pandemic.

Initiatives undertaken in year two highlight the Township's continuous commitment to providing an exceptional standard of living. Together, we will continue to push our Council approved initiatives forward and keep the momentum going in Year Three (2021) and Year Four (2022) as we create a positive legacy for our community.



**Daniel Kostopoulos**

*Chief Administrative Officer  
(CAO) for the Township of King*



## Mayor Steve Pellegrini and Members of Council

*Top row from left to right:*

- Avia Eek, Councillor - Ward 6
- David Boyd, Councillor - Ward 2
- Steve Pellegrini, Mayor
- Debbie Schaefer, Councillor, Ward 5
- Bill Cober, Councillor - Ward 4

*Bottom row from left to right:*

- Jordan Cescolini, Councillor - Ward 1
- Jakob Schneider, Councillor - Ward 3

# A Green and Sustainable Future



Solar panels at the Trisan Centre in Schomberg



New electric vehicles added to King's fleet



Protected wetlands

## Objective: Mitigating Climate Change

### Key Action: Deliver Climate Change Mitigation and Adaptation Plan

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.

4



8

Corporate

Community

Greening Initiatives

Greening Initiatives

Throughout 2020, progress included: (2) virtual public stakeholder webinar events, a comprehensive [SpeakKING](#) public engagement page, and by the end of the year the Climate Change Action Plan was 90% drafted. The plan is expected to be complete within 2021

### Key Action: Create and Implement a Corporate Energy Management Plan

The [2019-2023 Corporate Energy Management and Conservation 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.



10

Corporate Energy Savings

Some highlights include:

- Net Zero Study on the Trisan Centre
- 2 new fully electric vehicles purchased for the fleet



# Objective: Enhancing Natural Heritage



## Key Action: Grow King's Tree Canopy

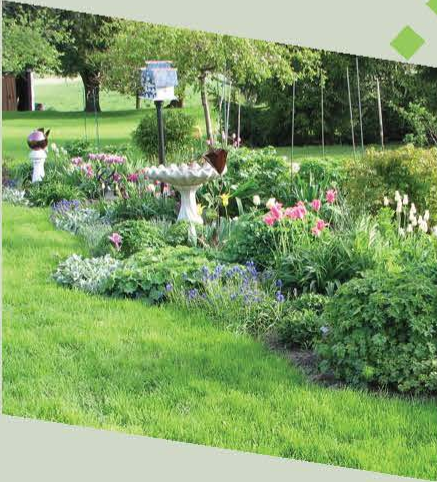
Expanding King's tree canopy will further enhance the Township's natural heritage. It is both a cost-efficient and impactful method of removing CO2 out of the atmosphere to help tackle the existing climate crisis. As trees are planted and grow, they absorb and store the carbon dioxide emissions that are driving global heating.



**Trees  
Planted**

## Progress on the Tree Management Plan

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.



## Key Action: Restore Natural History Areas

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.



**9  
Restoration  
Initiatives**

Some highlights include:

- Seneca College **Tall Grass Prairie Restoration** planting.
- **Wetland restoration** partnership with TRCA at Cold Creek Conservation Centre.



## Key Action: Improve Stormwater Management

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.



**Stormwater  
Initiatives**



# Objective: Promoting Conservation & Reduction

## Key Action: Expand Waste Diversion Initiatives

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.

## 8 Waste Diversion Initiatives



Some highlights include:

- Seneca College **Tall Grass Prairie Restoration** planting
- **Wetland restoration** partnership with TRCA at Cold Creek Conservation Centre



## Key Action: Reduce Reliance on Fossil Fuels

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.

**0.00**  
Litres of Corporate Diesel/Gasoline Saved

The lack of savings is a result of increased health and safety measures due to the COVID-19 pandemic. The Township maximized vehicle usage to separate staff as much as possible while performing essential services, leading to increased fuel consumption.

**99,336**  
m3 of Natural Gas Saved

**300%**  
savings increase compared to 2019



## Key Action: Increase Water Conservation

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.

## 2 Water Conservation Initiatives



# Investing in Infrastructure



New pavement on the 11th Concession



Nobleton Sewers Construction



Improvements to Active Transportation network



## Objective: Connecting People & Places

### Key Action: Increase Active Transportation

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.

2.5



4.5

KMs of New or Added Trails

KMs of New Alternative Transportation Opportunities

### Key Action: Improve Road Network



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.*

1

Improved Culverts/ Bridges

25

KMs of Roads Converted from Gravel to Paved

37.7

KMs of Roads Upgraded or Improved

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 2.7 km of road.



## Key Action: Support the Installation of Broadband, Fibre, and Cellular Coverage

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.



1170

Properties/Homes with Newly Available Access to Broadband/Fibre



12.1

KMs of New Fibre Installed within the Municipal Right of Way

## Objective: Creating More Inclusive Public Spaces

### Key Action: Build and Improve Facilities

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.



6

Newly Constructed/Renovated Facilities



5

Park Amenities Improved

6

Park Amenities Constructed





### Key Action: Update the Township's Urban Design Guidelines

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.

#### Progress on Guidelines Update

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.



### Key Action: Design and Implement Streetscaping Initiatives

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.

**2** KMs of Streetscaping Designed, Constructed, or Completed



## Objective: Maximizing Financial Capacity to Support Capital Programs

### Key Action: Develop a Township Fiscal Strategy

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.

#### Progress on Fiscal Strategy

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 Action: Manager Debt and Reserves

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.

# 2

## Financial By-laws/Policies Being Updated/Developed

By-laws/Policies that were updated/developed:

- Development Charges By-law
- 2020 Water and Wastewater Rates Study

## Key Action: Adopt a Multi-Year Budget and Business Plan

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.

## Adopt a Multi-Year Budget and Business Plan (2019-2022)



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.



# Cultivating Safe, Healthy & Resilient Communities



Nobleton Fire Hall



New Construction of  
215 Main Street



King's Emergency  
Operation Centre

## Objective: Promoting Public Safety

### Key Action: Implement Traffic Safety Measures

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.



2

Traffic Safety Initiatives Undertaken

18

Traffic Safety Measures Implemented

Some Highlights include:

- Speed Humps
- Flexible Bollard
- Speed Board
- Centre Median Island Painting



### Key Action: Increase Public Education Opportunities

Integral to public safety is creating more opportunities for the community to be educated and informed on what it means to be safe 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.

182

Joint Public Education Opportunities Held

27

Homes Visits for Smoke Alarm and Home Escape Plan Program



## Key Action: Manage Organizational & Community Risk

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



**3955**

## Risks Mitigated

**325**

COVID-19 Business Continuity & Recovery Planning Efforts

**25**

Wellness Checks During COVID-19

**600**

Inspections & Investigations

**26**

Smoke Alarm & Carbon Monoxide Detectors

**957**

Dog/Cat Tags

**1702**

By-law Complaints

**248**

Road Complaints

**141**

Water Quality & Watermain Concerns



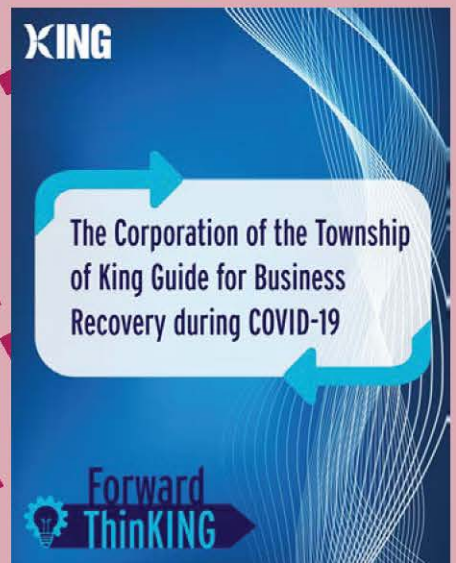
**41**

## Regulatory Obligations



Some highlights include:

- Maintenance of Municipal Roadways and Sidewalks
- Weekly Reporting Enforcement – York Region COVID-19 Re-opening Act and ECMPA & Solicitor General Re-opening Act and ECMPA
- Annual Drinking Water Quality Report
- Hydrant Flushing, Sampling and Pressure Testing
- Ontario Building Code Compliance for new construction to buildings
- Ontario Fire Code Compliance





# Objective: Fostering Healthy, Diverse & Complete Communities

## Key Action: Improve Accessibility

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.



# 17

**Accessibility Initiatives**

Some highlights include:

- King City Streetscaping
- Virtual Council Meetings and Fitness Programs



## Key Action: Promote Active Lifestyles



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.

# 7

**New Inclusive Community Program Initiatives**

# 2439

**Program Registrations**

## Key Action: Advance Economic Prosperity

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.

# 19

**New Businesses in King**

As of 2020 the Township is home to 472 businesses and 242 farms providing approx. 8500 jobs in King!

# 9

**NEW****Community Improvement Plan Grants Approved**

In the last two years, nine (9) Grants totaling \$92,861 have been approved and dispersed to King businesses.



## Progress on Economic Development Strategy

Due to economic challenges caused by COVID-19, 2020 saw modest progress of some action items including providing support and promotion of broadband connectivity to target pockets of King that are underserved. Progress was also made by commencing a review and refresh of the Community Improvement Plan (CIP) in Q4 of 2020.

## Objective: Strengthening Resilience

### Key Action: Advance the Township's Asset Management Program

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.

## Progress on Asset Management Program

The Asset Management Program aims to minimize 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.

8

Improved Assets

Some highlights include:

Road Paving, Watermain, Sewer main and Bridge & Culvert Replacement, and (4) Facility Improvements projects.



### Key Action: Improve Emergency Preparedness

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.

13

New High Level Emergency Controls in Place

152

Emergency Operations Center (EOC) Exercises Undertaken

### Key Action: Strengthen Water and Wastewater Systems

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.

0

KMs of New/Replaced Watermains and Sanitary Sewers

In 2020 much progress towards future replacements and/or new watermain/sewer installations took place, however there was no construction completion in 2020

# Service Delivery Excellence & Delivery



2020 Paving Program



Aerial Photo of the Municipal Centre



ServiceKing Associates at the Service Counter

## Objective: Increasing Community Engagement



### Key Action: Actively Communicate with Citizens

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.

3

### New Communication Initiatives

Initiatives include:

- King Bulletin Launched - Public E-newsletter
- CAO's Newsletter: The King Quarterly
- Revamped King website (www.king.ca)

123

### New Active Website Users

This is the total number of NEW individual users that have utilized the Online Services!

480,000

### Social Media Impressions

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.**

### Key Action: Increase Community Outreach Initiatives

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, surveys, 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.



# 200

Public Engagement Opportunities



135% increase compared to 2019



# 6700

Active SpeaKING Users



139% increase compared to 2019



## Progress on the Community Engagement Plan

No progress to report in 2020 as the development of the Community Engagement Plan has not yet commenced. The progress on the development of this plan will be monitored with further progress and updates to be reported on pending initiation expected in Year 3 (2021).



## Objective: Developing Innovative "King-Centric" Policy Frameworks

### Key Action: Develop and Improve Master Plans

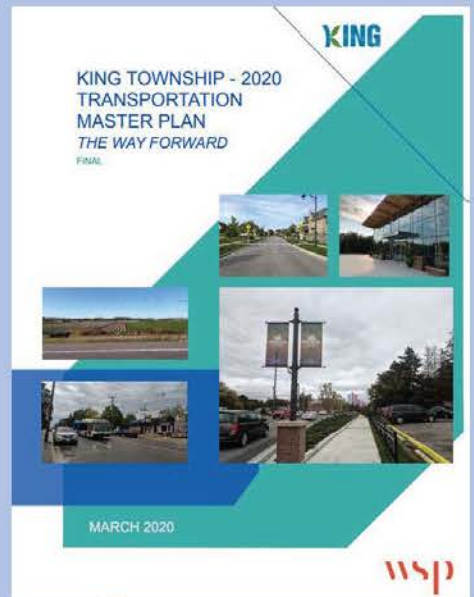
Master plans are dynamic planning documents that provide a conceptual layout to guide future growth and/or development in a particular operational service area. Creating and updating master plans/strategies allows for continued informed decision making while also preserving the community character and produce positive economic and social development.



### Master Plans Created or Updated

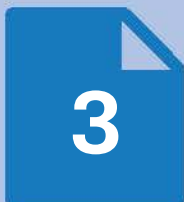
Some highlights include:

- Traffic Calming Strategy
- Climate Action Plan
- Community Services Master Plan



### Key Action: Respond to Emerging Municipal Trends and Pressures

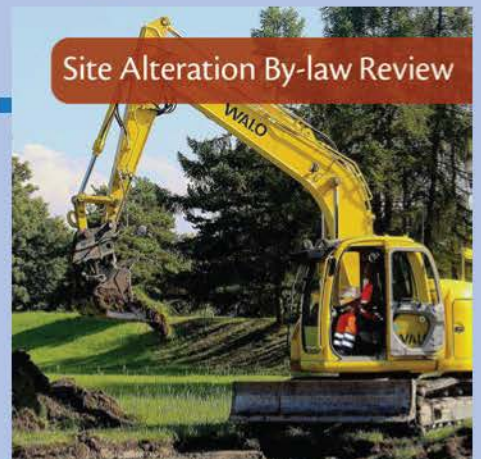
The development of innovative public policy frameworks allow the municipality to actively respond to emerging trends and pressures in ways that are unique to King through the legislation of by-laws, policies and procedures.

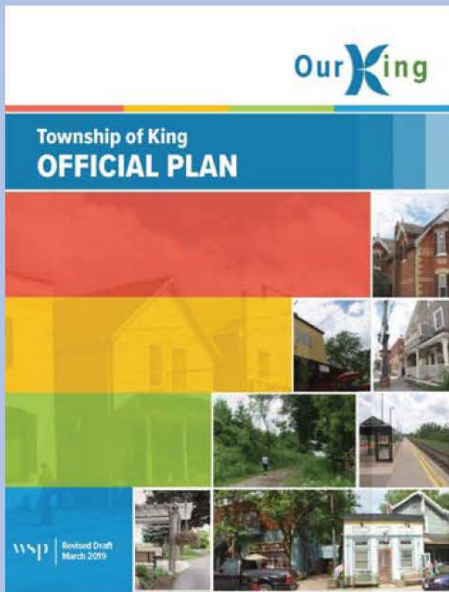


### Regulatory By-laws Developed or Amended

Some highlights include:

- Fence By-law
- Site Alteration By-law
- Agreement By-law to delegate King to enter into encroachment agreements with York Region on signage placement





## 31 New or Updated Policies and Procedures

Some highlights include:

- Traffic Calming Requests

### Key Action: Update the Township's Long Term Growth Policy Frameworks

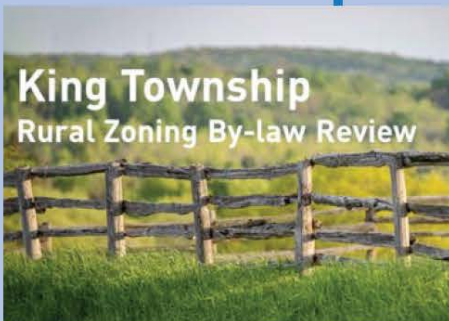
*Ensuring the Township's long term planning documents are up to date is critical to outlining the future vision of King in terms of how we will manage forecasted growth and development that is respectful and unique to King.*

### Progress on "Our King": Official Plan Update

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.

### Progress on Integrated Community Sustainability Plan (ICSP) Refresh

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 [SpeakKING](#) platform. Public engagements and stakeholder consultation was planned, however due to the evolving nature of the COVID-19 pandemic, these segments have been postponed until further notice. Further progress to be reported in 2021.



### Progress on Rural Zoning By-law

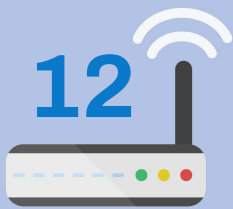
In 2020 the Township of King has initiated a review of its zoning for the rural areas and hamlets across the municipality, currently regulated by the Comprehensive Zoning By-law 74-53, as amended. The outcome of this review is anticipated to be a new comprehensive Rural Area Zoning By-law. The rural 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 [SpeakKING](#) 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.



## Objective: Leveraging Technology to Optimize Service Delivery

### Key Action: Modern Service Delivery Methods

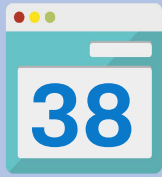
*To ensure the needs of citizens are being consistently met, it is necessary to find new ways of exceeding customer service expectations. This means finding innovative and modern methods for delivering services through the use of technology that increases the ways customers and residents can interact with the Township, while also improving workforce effectiveness in customer service.*



## New Online Services

Some highlights include:

- Virtual Council and Committee meetings
- Webex video conferencing platform roll out corporate wide
- By-law parking complaints integration with the Customer Relationship Management software
- COVID-19 virtual screening tool
- Virtual fitness and recreational programming



## New Automated and/or Paperless Service Initiatives

Some highlights include:

- New CRM Subjects (Case/Ticket Automation)
- Electronic/Email Permit Applications
- Transition to paperless procurement
- Online payments for tax and utility billings
- Digital Budget and Business Plan

### Key Action: Evolve to Become "Mobile Ready"

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!

## 9 New Functions/Services that can be Completed on a Mobile Device

Some highlights include:

- Online Payment Dashboard for Online Payments
- Customer Portal for Digital Wallets and History

### Key Action: Build and Launch a New Corporate Website

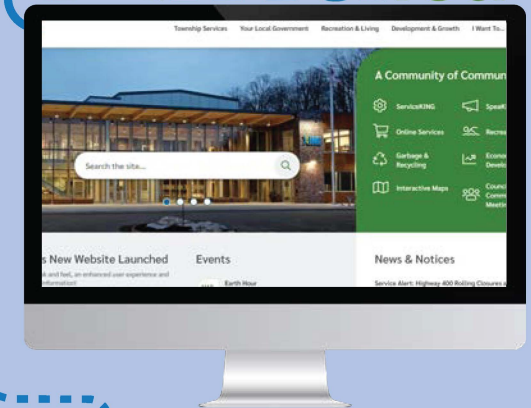
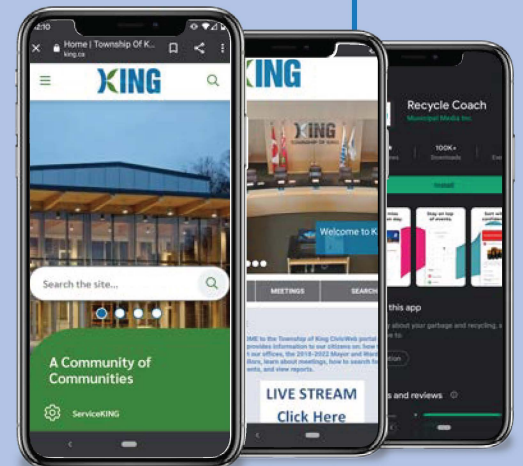
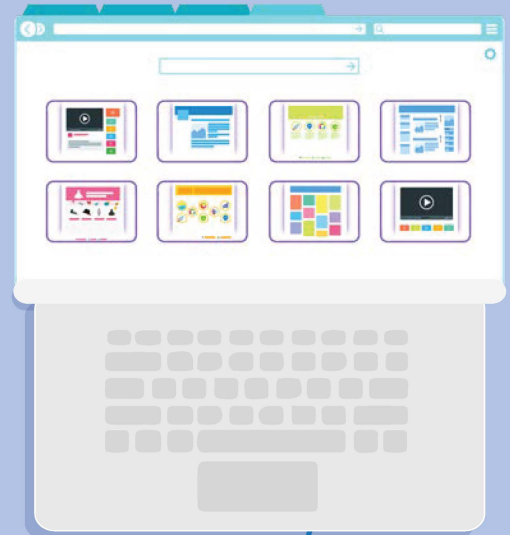
An integral part of leveraging technology for improved service delivery is having a centralized website for which all Township information and services are housed. Re-vamping the Township website (king.ca) is expected to help improve customer experiences and better serve their needs (including updated displays, navigation, content and more!).

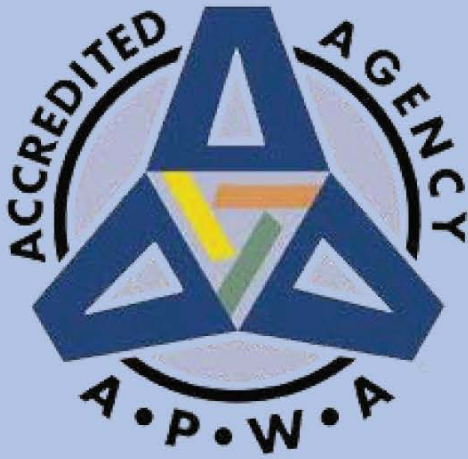
## Progress on Website Development

Initiated in 2020, King Township developed and launched the new website but still retains the address of [www.king.ca](http://www.king.ca). It features a modernized appearance, improved navigation, refreshed content and optimal functionality. The website is also designed to be responsive so that it is easy to view on any type of device, including smartphones and tablets. It meets the accessibility standards required by the province of Ontario. The development of the website was a joint effort between King Township and UpanUp, a Canadian company that specializes in dynamic, accessible government and websites.

Some highlights include:

- New and improved online services
- New community and events calendar
- Subscriptions to email notifications for news and events





## Objective: Improving Organizational Performance

**Key Action: Achieve and Build on Corporate Accreditations**



*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.*

**5 Corporate Accreditations/ Re-Accreditations Held or Received**

Some highlights include:

- American Public Works Association
- Fire Underwriters Survey
- High Five Accreditation



## Objective: Leverage and Strengthen Partnerships and Advocacy

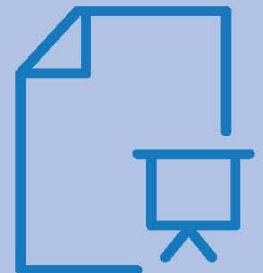
**Key Action: Leverage and Strengthen Partnerships and Advocacy**

*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.*

**27 External Projects where King is an Active Participant**

Some highlights include:

- American Public Works Association
- Fire Underwriters Survey
- High Five Accreditation



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

Some highlights include:

- YorkInfo Partnership
- Parking Agreement
- Emergency Management



## Key Action: Strive to Become an Employer of Choice

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.

**27** Average of 27 Resumes Received per Job Posting



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.

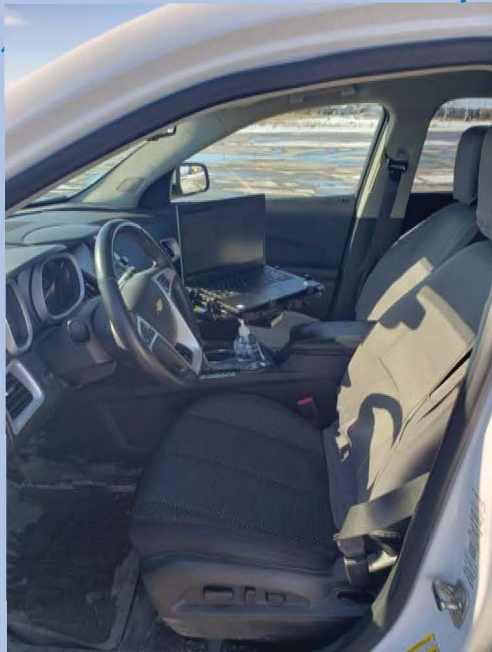


**9** Action Items Completed/Initiated from Employee Survey 2.0

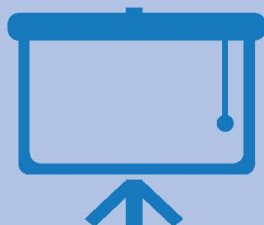
In Q4 2019, the Township of King's second Employee Survey was completed by staff which aimed to gauge employee feedback in areas relating to work process, work environment, communication and, project management/governance. The goal of the survey was to identify key areas for development/advancement to show how much the Township values the opinions and considerations of its employees.

**Some highlights from 2020 include:**

- 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
- Improved Broadband Connectivity to the Public Works Yard
- By-law Mobile Offices



**10** Professional Development Programs and Learning Opportunities Offered to Employees



# Corporate Strategic Plan

## Year 2 (2020) Annual Progress Report



# KING



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### Socials



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