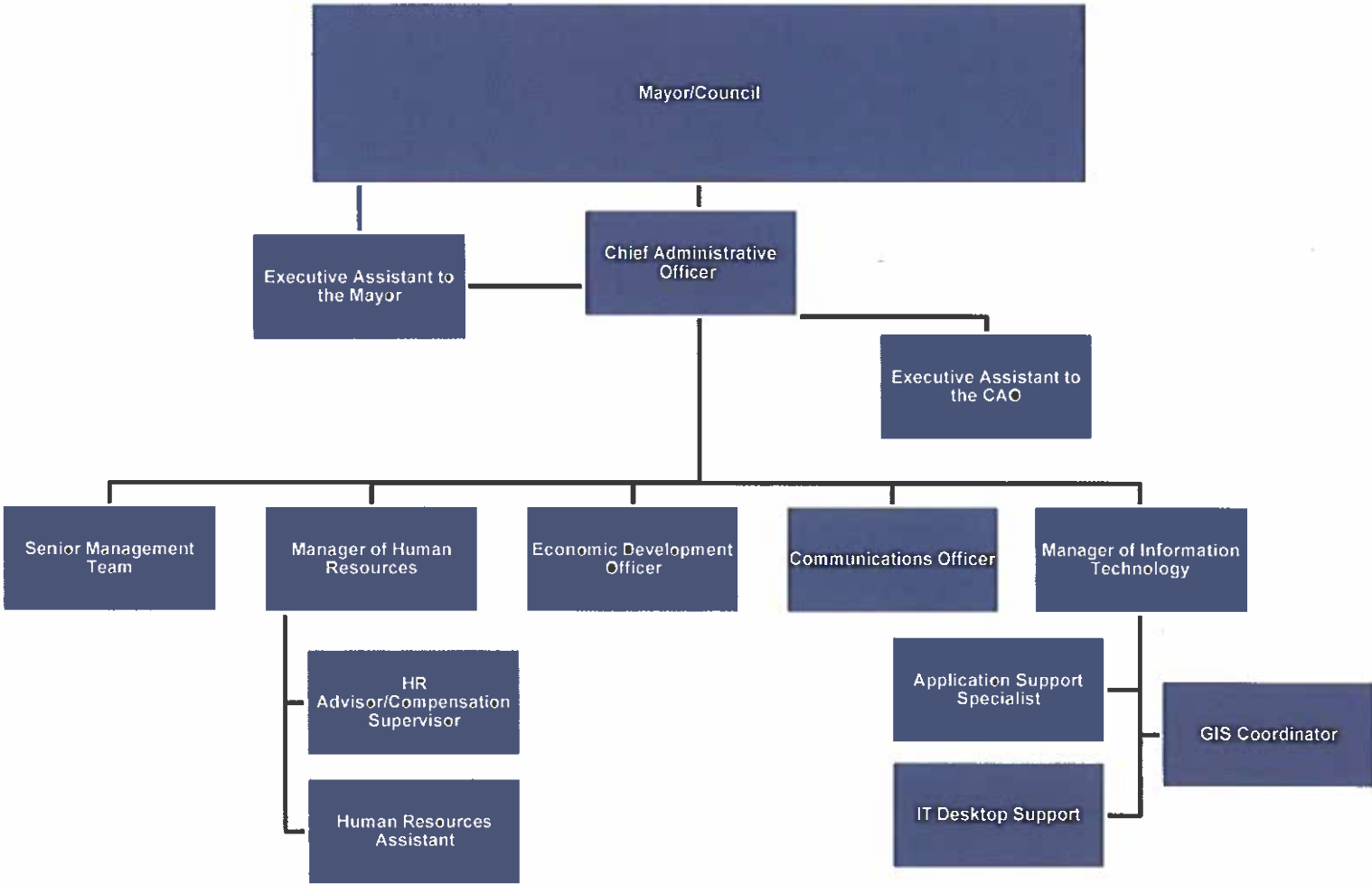


Administration Department





Economic Development 2019-2022 Business Plan

Division Roles and Responsibilities:

The Economic Development division-promotes sustainable economic development, facilitates and enables business expansion, identifies business development and tourism opportunities within the township, establishes and maintains contact with local businesses and other levels of government to act as a liaison and policy advisor to Township Council and staff on matters affecting economic development and undertakes other activities consistent with the economic development objectives of the Township. Major responsibilities include input into strategic planning, development and implementation of an Economic Development Strategy & Action Plan; communications and project co-ordination as they relate to retaining, expanding and attracting sustainable economic growth within the Township.

Division Objectives:

- Attract new employment land and population growth related businesses and investments
- Retain existing businesses
- Expand existing businesses
- Facilitate sustainable commercial, industrial and agricultural sectors growth consistent with corporate/community goals and land use policy.
- Strive to be a one-stop source of information i.e. land or office space availability, application and development fees, energy capacity, labour availability and training capacity at Seneca College and other educational service providers.
- Facilitate the detangling of red tape, explaining and helping business owners comply with local by-laws

Future Trends:

- Future residential growth in King City and Nobleton will drive the need for increased and enhanced community amenities, and businesses offering goods and services to support the population base increase both within and beyond King's three main villages.

- An employment lands strategy will become increasingly important to ensure Township receives the form of development aligning with Sustainability Plan, Official Plan, Economic Development Strategy & Parks Recreation & Culture Master Plan
- Collaboration with Seneca College, Koffler Scientific Reserve (University of Toronto), Muck Crop Research Station (University of Guelph); the School Boards, private schools, Magna, Showa, BC Instruments, Kingbridge Cardinal Golf Club and other large employers are critical to the Township's future sustainability.

2019 Major Initiatives/Issues:

- Commence and continue implementation of the 33 action items of the refreshed five year Economic Development Strategy (2018-2022). Four high level goals/objectives for the strategy will continue to focus efforts that build on: 1. Investment Readiness; 2. A Strong Innovative Rural Brand; 3. A Culture of Entrepreneurship; and 4. A Commitment to Community & Sustainability.
- Undertake an Employment Lands Need study in co-lead with the Planning Department
- Introduce an ongoing Business Retention + Expansion business visitation program that uses a statistically valid survey tool to measure the health of business. Commence the program with the top 20 employers and commercial/industrial taxpayers.
- Manage, administer and promote the fifth year of the Community Improvement Plan's – financial incentives grant/rebate program that was adopted by Council in September of 2014.
- Develop a business expansion and attraction concierge service program that enables and facilitates a streamlined process for commercial and industrial growth. This will be done in collaboration with the Planning Department and augment the processes such as the Development Approval Review Team (DART) and the Pre Consultation Meeting (PCM) process that has been established by the Planning Department. A review of best practices and case studies from other municipalities will be undertaken as part of the development of a made in King program.
- Develop, design and publish both in print and digitally new Village profiles (King City, Nobleton & Schomberg) and a Community Investment Profile. Demographic information derived from both the 2016 Census and demographic profile information sourced from Economic Development Strategy update will provide baseline information.
- Plan coordinate and deliver a fourth year Spotlight on Business honouree program via a series of video vignette productions
- Plan, coordinate and deliver a fifth annual Mayor's Business Breakfast forum in the fall of 2019.
- Manage and coordinate the implementation of the Schomberg Main Street Revitalization Strategy & 74 Action items. This project is a sustainable integrated and comprehensive four pillar approach to Main Street's vitality and prosperity.
- Manage and implement an investment of the one-time Ontario Main Street Revitalization Initiative funding before the end of March 2020.
- Complete a five year review of the Community Improvement Plan in the fourth quarter of 2019 for Council's consideration in early 2020. The scope of the review will include an assessment of whether the existing commercial core incentive zones need expanding to other areas of the Township and resourced adequately.

- Provide oversight and facilitate Core Areas Parking Study (approved in principle by Council September 2018) implementation, in collaboration with Planning, Engineering Public Works & Building, and Parks Recreation & Culture departments. The Study is a guiding document that provides valuable baseline information and an inventory of system wide parking within the three village commercial cores of King City, Nobleton and Schomberg. It includes 49 core area specific action items and additional policy action items that will be considered and addressed by respective departments via their respective work plans and operation and capital budgets.
- Assist and collaborate with other departments as required on expanded and integrated beautification and streetscaping efforts for King City, Nobleton and Schomberg.
- Work collaboratively with York Region/York Region Telecom (YTN), Vianet and other telecoms & internet service providers on the implementation of the Broadband Strategy striving for the ultimate goal of fibre optic broadband to every resident and business constituent in King.
- Actively participate on a Holland Marsh Growers Association steering committee to oversee the development of a new Economic Impact Study and Communications Strategy for this specialty crop area.
- Facilitate and support local food, agricultural & agri-food business initiatives through collaboration and participation in appropriate initiatives that our outcomes of the York Farm Fresh Organization & York Region Agriculture & Agri-food Sector Strategy.
- Ongoing support and partnership with community groups that include but are not limited to: King Chamber of Commerce, Arts Society King (ASK), Holland Marsh Growers Association, Schomberg Village Association, Headwaters Tourism Association (Equine sector) and other groups that share common economic and community development values, goals & objectives.
- Build on the fourth year (2018) of the Experience KING brand and digital marketing campaign. Tourism stakeholders will be asked to collaborate and participate when appropriate to do so. Stakeholders will include but not be limited to: Parks Recreation & Culture Department, King Heritage & Culture Centre, York Region Arts Council, York Region Festival Alliance (YRFA), King Chamber of Commerce, Arts Society King and all relevant tourism, hospitality, recreation & retail businesses.
- Administer and actively promote the Tourism and Agri-business wayfinding signage program, (approved by Council July 2015), to eligible business and tourism operators
- In the 3rd quarter of 2019 update the Township's Community Tourism Plan (2014) in alignment with the Economic Development Strategy and other guiding documents such as Schomberg Main Street Revitalization Strategy and Parks Recreation & Culture Master Plan.



Economic Development

2018 Accomplishments

- Applied for and was successful in being granted \$52,000 of Rural Economic Development (RED) Grant funding from OMAFRA to undertake a two year project (\$104,000+ budget) for the development of a **Schomberg Main Street Revitalization Strategy and Activation Plan**. By the end of 2018 Strategy development was 90% complete. Implementation will carry through till March 2020 and beyond.
- In May Council approved in principle the updated five year **Economic Development Strategy (2018-2022)**. 33 Action items were developed and will guide economic development programs and services over the life of the five year strategy.
- Project managed the **Core Areas Parking Study (CAPS)** that was approved in principle by Council in September. 49 core area specific action items and policy recommendations articulated through this study will be addressed and incorporated by respective departments within their 2019-2022 work plans, operating and capital budgets.
- During the first four years of Plan's implementation, 22 businesses/properties within the village commercial core areas of King City, Nobleton and Schomberg have received **Community Improvement Plan (CIP)** grants totaling in excess of \$167,000. For every Township (public) dollar invested in these improvements property owners and business tenants (private sector) have invested on average in excess of \$8.00 to enhance and improve their properties.
- Partnered with the King Chamber of Commerce and London Publishing to produce and distribute 10,000 copies of the seventh annual **2018/19 Business and Community Directory**.
- For the third consecutive year, completed a series of four **2018 Spotlights on Business** video vignettes presented at the 4th annual **Mayor's Business Networking Breakfast** in October which was attended by 100+. 31 business spotlights have been produced to date over the past eight years of the program.
- Continued implementation of the **Community Tourism Plan** under the **Experience KING** tourism & visitor destination brand via a refreshed microsite www.experienceking.ca and a robust social digital media campaign.
- Produced a 1minute & 35 seconds Schomberg Agricultural Spring Fair promotional video as part of the Experience KING destination social media marketing efforts and posted and pushed out via the ExperienceKING YouTube channel bringing total tourism promotional videos to 17. <https://youtu.be/hKjyQffrWQ8>



Information Technology Department 2019-2022 Business Plan

Division Roles and Responsibilities:

The Information Technology Division's objective is supporting corporate goals and objectives and maintaining efficient government operations by effectively planning, strategically implementing and continually supporting the appropriate and innovative use of technology used throughout the municipality. The Information Technology Division's primary focus is delivering communication, technology and network solutions that improve and support the Township's business practices.

Division Objectives:

- To provide technical leadership, education and other services in support of a variety of electronic and specialized technology-based systems, corporate Local Area Networks (LANs), Wide Area Networks (WAN), Virtual Private Network (VPN), email, web technologies, telecommunication and voicemail systems, mobile computing devices, Geographical Information System (GIS) and security alarm systems.
- User support is a major function of the IT Department. We install and ensure proper functioning of licensed software, administer multiple databases, install and repair hardware, provide in-house end-user training, and arrange for offsite end-user training as needed.

2019 Major Initiatives/Issues:

- Complete virtualization of all physical servers
- Develop website strategy, RFP and complete installation
- Complete network security penetration testing (N6 IT initiative)
- Roll out phishing attack strategy with training for staff
- Refresh disaster recovery plan and test
- Continue to phase out Windows 7

- Create Cloud services strategy (N6 IT initiative)
- Review all IT policies and procedures
- Build Web Portal allowing residents to submit issues/inquiries to ServiceKING online (via desktop/laptop/tablet/smartphone).
- Build AIMS Testing Environment for testing and future integrations with Dynamics GP
- Install and Configure ServiceKING <-> Mitel Telephony Integration for Customer Service. Integration allows calls to be created in ServiceKING by CSR answering the phone.
- Build Dynamics integration allowing ServiceKING to pull data from Dynamics GP. (i.e. Roll Number lookup)
- Configure Laserfiche <-> iCompass Integration for Agendas & Minutes
- Develop Leave Request workflows and forms in Laserfiche (to replace current SharePoint 2007 Leave Request process)
- Identify and research possible Land Manager substitutes (liaison with other municipalities)
- Move council mailboxes to Office 365
- Identify & Implement enhanced Barracuda solution as a Message Archiver substitute (i.e. Barracuda Total Email Protection)
- Enhance and update I.T. Self-Help (Knowledge Base)
- Implement Egnyte file sharing solution for external communications
- Update, enhance, and add to existing functionality to ServiceKING (i.e. customizations, integrations, automation, etc.)
- Expand Dynamics GP knowledge to leverage product for Finance Department
- Establish automated script to purge inactive accounts on ALL servers (AD, Exchange, Land Manager, etc.)
- Build ServiceKING Knowledge Base allowing CSR's to access data specific to service being provided.
- Automate ServiceKING Case/Service Activity/Email Activity data entry.
- Implement Retention Policies on Barracuda (as established by Clerks Department)

GIS Objectives:

- **REXGIS** – remove server
- **KINGGIS**- virtual machine to replace rexgis in progress 2018 confirmed 2019
- **AllPipes** - Continued conversion/maintenance of King “All Pipes” data – print and CAD - into the York GIS Model, including Water, Sanitary. Also adding Storm as a new category
- **Asset Management** – Project has been on hold. All GIS is being prepared for consumption. GIS will be the source of Asset Management data. Not to hold any financial data.
- **King Maps** – to be cancelled
- **Township of King GIS Enterprise** – working on replacement of King Maps by 2019. Maps are in place. Working on: locate print out sheet, septic inspections, smoke alarm inspection and invasive species workflow. Working on linking land manger and diamond to the addressing portal. This will be equivalent to King Maps. To be completed by 2019 or before any new activities can take place.
- **Public Self Service Strategy** – open mapping to be created using ArcGIS online. Maps to be embedded in the divisional web page as a link. Current maps No Firearms and Open Air Burn. Maps only being created as per requests at this moment. (summer student)
- **CRM** - Integration of CRM and GIS – GIS mapping is currently been added to CRM just waiting to hear the if it needs any more attention
- **Landmanager** – when it is decided what the plan is for Landmanger GIS will be linked to the new product.
- **Laserfiche** – Create links to all supporting data and GIS assets(summer student)
- **GIS Data Collection** – continued collection of various King assets including:
 - **Trails:** Working with Kyle from Parks in January on Trails, the Trail markers and bike paths. (summer student to valid data possibly)
 - **Invasive Species:** Working with Kathryn Mclellan current and in January on invasive species
 - **Streetlights:** In process waiting for data from Rob early Dec/ Jan
 - **Hydrants:** Working in early 2019 on and Collector app for Hydrants in the field and a desk application for Hydrants for data collected on Paper.
 - **Easements:** Requested data from York Region on the King Easements. Working with Clerk on verification of data. Spring 2019

- **New Development:** Hoping on receiving new development data and coming up with a way of inputting it. Spring/Summer 2019 (summer student)
- **Roads:** Try and set up roads department with GIS and move their data to mapping if possible fall 2019
- **Software** – FME, ArcGIS Pro, ArcGIS workflow manager.
- **Training** – Portal Training corporate early 2019, Arc Training (Nancy, Bonnie, Matt, Brian, Suzanne, Wayne, Dave, Steve P, Kelly) summer 2019, Lidar EPW (?) Fall/winter 2019
- **York Region Partnership** – Digital Plan Submission, Lidar, Data Cooperative, Open data.
- **Markham-** storm data Robert Muir
- **East Gwillimbury-** building application Carolynne Saxton
- **Newmarket** – Road Patrol Analiese Vollick

Sustainability Initiatives:

- Continue working with the Region of York and other municipalities on broadband and YTN initiatives
- Develop new engaging website with modernized look and feel – further develop online ecommerce capabilities.
- Migration to virtualized technologies: benefits include: greening of IT infrastructure by lower power consumption, server consolidation, space requirement reduction, and cost reductions in hardware maintenance and support.
- Create online public GIS self-service strategy.
- Continue to digitalize the file inventory to ensure progress is continuing towards a paperless environment.

Pillar and Theme	Goal	Initiative * Denotes action item identified in ICSP
Socio-Cultural		
Research, Partnerships & Innovation	<ul style="list-style-type: none"> • Foster innovation, job creation & prosperity through partnerships and collaboration 	<ul style="list-style-type: none"> - Continue working with the Region of York and stakeholders on Broadband Strategy including the broadband gap analysis - Development of IT Strategic Plan - Integration of all payments made through applications (website, Class registration software)

		and Landmanager) will provide innovative efficiencies. - Continue with website upgrades & smartphone apps
Environment		
Land Use Planning Natural Areas & Stewardship Energy, Air Quality & Climate Change Transportation	<ul style="list-style-type: none"> • Protect natural & agricultural areas, village revitalization and smart growth supported by planning policies, bylaws, strategies, documents and enforcement practices that respect public input and require best practices for green building • Recognized environmental conservation leader and steward, protect and restore environmental landscape and natural assets to greater health • 30% reduction in energy demand by 2031, reduce carbon footprint, increase resiliency to climate change • Increase transit services and active transportation options 	<ul style="list-style-type: none"> - Migration to virtualized technologies: benefits include: greening of IT infrastructure by lower power consumption, server consolidation, space requirement reduction, and cost reductions in hardware maintenance and support. - Create online public GIS self-service strategy will contribute to the reduction of carbon foot print.
Water Waste	<ul style="list-style-type: none"> • Protect, manage and maintain groundwater quality and health of rivers and lakes. 30% reduction in water demand by 2031 • 75% of solid waste will be diverted by 2013; maximize recycling, composting and energy recovery 	

Economy		
<p>Village Vitality & Prosperity</p> <p>Agriculture & Equine</p> <p>Local Economy</p> <p>Tourism Advancement & Promotion</p>	<ul style="list-style-type: none"> • Strong local economy that meets commercial and retail needs of residents • Established as sustainable, viable and prosperous industries; promote & celebrate local food • Attract and plan for new business that are compatible with community values and priorities • A destination for environmental, cultural and recreation based experiences based on unique villages and hamlets, strong arts community and natural assets 	<ul style="list-style-type: none"> - Continue working with the Region of York on broadband strategy. - Broadband gap analysis will help to strategize where more resources are required.
Finance		
<p>Managing Growth</p> <p>Financial Sustainability</p> <p>Annual Budget & Business Plan</p>	<ul style="list-style-type: none"> • Financial strategy that accounts for future growth trends • Financial stability and resiliency, sufficient tax base to support needs • Responsible budget that reflects needs and priorities and structured for short, medium and long term 	<ul style="list-style-type: none"> - Integration of all payments made through applications (website, Class registration software and Landmanager) will provide innovative efficiencies.



Information Technology Department

2018 Accomplishments

- Project Move – IT equipment (procure/move/install) - completed
- Facilitated all IT/GIS requests for the 2018 election
- Completed redesign and installation of our corporate network (Township wide - Meraki)
- Installed new phone system corporate wide
- Implement and rollout PerfectMind recreation software - completed
- Continue the customization and implementation of Laserfiche - ongoing
- Roll out Virtual City Hall allowing residents to pay property taxes online, request tax certificates, etc - TBD
- Install, configure and deploy AIMS Software (parking ticketing system) - completed
- Develop and Implement GIS / CRM integration plan - ongoing
- CRM 2016 Upgrade, Testing, and Customization - completed
- Expand functionality for I.T. Knowledge Base – Completed. I.T. Self Help link on thekingdom.com.
- Mobile App – App development complete. To be deployed in 2019 via MDM.
- Develop and Implement Leave Request process using EDRMS (Laserfiche) system while decommissioning current SharePoint 2007 solution - ongoing
- Windows 10, Office 2016 Testing & Rollout- ongoing
- Create a digital and physical file inventory strategy to track physical vs digital records ongoing
- Ensure the ERMS system is in a ready state for any required communication to staff/Council and/or residents ongoing
- Continue with website upgrades completed
- Continue implementation, configuration and training of Weave software completed
- Provided lunch and learns to staff for both IT applications and GIS

- Go live with construction cost tracking database
- ESRI Arc Portal Integration and Teranet Data Load with ServiceKING
- Rebuilt By-Law Land Manager Reports using SSRS
- Installed and configured VM, and deployed AIMS server for Online Parking Ticket payment.
- Installed and configured AutoCAD 2019 using subscription-based licensing
- Detailed Website training for staff on content management
- Built CRM 2016 (AKA ServiceKING) Test Environment for customization/integration testing.
- Integrated On1Call CRM with ServiceKING

GIS

- Build and beta test arc Portal to replace King Maps
- Completed data governance standards
- Upgrade all software ESRI and move to an Enterprise solutions (Arc Map, Portal, Collector, Survey 123, ARC Pro)
- Put Collector app into production for the water department (Hydrant inspection, Flushing and Winterization)
- Integration of CRM and GIS
- Created Easement layer in GIS
- Completed Zoning layer in GIS
- Completion of By law signage which complies with the written by laws (dependent on By law office)
- Proof of concept laserfiche to link with GIS
- Assisted in the Asset Management Plan
- Provided support for Election
- Supported all departments in keeping data up to date and viable



Corporate Communications 2019-2022 Business Plans

Division Roles and Responsibilities:

Reporting to the Chief Administrative Officer (CAO), the Communications Officer assists with the development, delivery and co-ordination of a full range of communications strategies and services to all departments in order to present information effectively to the Township's internal and external stakeholders. The Communications Officer also promotes and protects the Township's reputation by developing and executing media relations and public relations strategies and plans.

The Communications Officer leads and assists with the development of targeted and strategic corporate communications plans and programs, media releases, key messages and the development of specialized internal and external corporate communications materials. Administers the Township's social media strategy, media relations strategy, community engagement plan, branding/identity strategy.

Division Objectives:

- Provide information that is timely, accurate, easy to understand and accessible.
- Provide communication support to staff and council to help King Township meet its organizational goals.
- Ensure communication programs and policies align with King Township's four sustainability pillars; economic, environmental, sociocultural and financial.
- Work collaboratively across the organization to ensure that information is thorough, accurate and timely.
- Respect the access to information and privacy rights of residents and staff.
- Provide engagement opportunities for the public in order to deepen understanding of King Township's programs and services.
- Strive to achieve a culture of two-way communication and communications best practices.

2019 Major Initiatives/Issues:

In alignment with the Community Vision statement as set out in the Township's Integrated Community Sustainability Plan and the Corporate Vision, Mission and Values statements:

- Conduct a Community Survey to establish a benchmark on the public's knowledge and satisfaction of municipal programs and services
- Assist with the redesign of King's corporate website

- Expand social media channels, including using Instagram to target a younger demographic
- Continue to monitor media, social media and other publications to identify trends and opportunities to increase resident engagement
- Continue to build content for Speaking, King's online engagement platform
- Get at least 500 residents to take a desired action through communication engagement opportunities by Dec. 31.
- Help at least 3 departments meet their goals through effective communication support and programs by Dec. 31.
- Partner with at least 2 stakeholders on communication programs to leverage external communication channels and other resources by Dec. 31.
- Provide engagement opportunities for community members so they can have a better understanding of—and take direct actions on—municipal decisions.
- Provide accurate and timely information to the community about King Township activities, share accomplishments, manage inquiries and publicize key initiatives.
- Establish effective internal communication practices and programs that will increase employee engagement and encourage more collaboration between departments.
- Support the mayor and members of council by communicating council priorities and decisions to the public and providing communications support on emerging issues.
- Continue to build relationships with local media in order to inform and engage the community.

2018 Communication Accomplishments

- Launch of www.speaking.king.ca, King's new online engagement platform, including program-specific campaigns:
 - Project Move
 - King City and Nobleton Streetscaping
 - Integrated Community Sustainability Plan refresh
- Implementation of year two of the communications strategic plan
- Completion of social media policy
- Review and ongoing updates of corporate website
- Departmental communications support including news releases, social media posts, public information sessions and various communication pieces
- Engagement of more than 500 residents in various communication initiatives



Corporate Communications

2018 Accomplishments

- Launch of www.speaking.king.ca, King's new online engagement platform, including program-specific campaigns:
- Project Move
- King City and Nobleton Streetscaping
- Integrated Community Sustainability Plan refresh
- Implementation of year two of the communications strategic plan
- Completion of social media policy
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- Departmental communications support including news releases, social media posts, public information sessions and various communication pieces
- Engagement of more than 500 residents in various communication initiatives



Human Resources Division 2019-2022 Business Plan

Division Roles and Responsibilities:

The Human Resources Division focuses on the strategic agenda of the Corporation as well as the development of leaders and employees of the organization. The Division understands the key business processes and improves the value and excellence of its employees by delivering services and programs that support the objectives of the Township, Council and CAO, while maintaining legislative compliance in all areas related to Human Resources Management. HR is also accountable for the provision of corporate and human resources services to all departments in the areas of:

- Labour Relations
- Human Rights and Employment Standards
- Occupational Health and Safety - WSIB
- Recruitment/Selection/Retention
- Attendance/Disability Management
- Pension and Benefit Administration
- Employee Rewards and Recognition Program
- Employee Relations/Dispute Resolution
- Corporate Training and Leadership Development
- Policy Development and Consultation
- Employee and Family Assistance Program
- Workplace Wellness Initiatives
- Compensation Management

Division Objectives:

- Strategic partnering with the Corporate Leadership Team for proactive program development to become an Employer of Choice.
- Provide human resource leadership, support and guidance to the various business units throughout the organization.
- Promote a working environment and culture that is safe, fair and supports employees.
- Encourage all levels of the organization to create a culture of learning, coaching and mentoring to meet long-term workforce and succession requirements.
- Promote personal and career development for all employees so that they may reach their potential and contribute to the achievement of strategic objectives.
- Promote a fully engaged workforce who serve our community with excellence and implement our corporate vision, mission and values.
- Maintain positive and productive relations with both employees and the bargaining unit to maintain the effectiveness of the organization.
- Continue to collaborate with the Northern Six Partners to offer valuable training programs.
- Maintain clear and concise policies.
- Continue to develop community partnerships with secondary and post-secondary institutions through the utilization of co-operative education programs.
- Maintain current on changing legislation.

2019 Major Initiatives/Issues:

- Continue re-alignment of HR department; to move from a transactional support division to an effective business partner through innovative HR practices.
- Development of a Performance Management Program for all employees including the identification of core, technical and leadership competencies.
- Continue to implement an Employee Wellness program.
- Begin development of an Attendance Management System.

- Plan for the development of a Training and Development Program including the use of online training
- Increase self-service tools and processes.
- Implement recruitment program for hiring managers to ensure hiring the right people at the right time to further support Council priorities.
- Establish a succession plan to help reduce talent loss and knowledge, in particular with employees who are preparing for retirement.
- Finalize the HRIS modules for more complete statistical information; for example developing a timetable for all training required.
- Continue to leverage technology in the delivery of health and safety programs.
- Continue to deliver employee relation events.
- Negotiations with CUPE 905.23
- Begin application process for Canada's Top 100 Employers Project

Future Trends:

Focusing on building high performing and resilient workforces which will improve employee engagement, attracting and retaining employees with the right skills and helping the Corporation and its employees to adapt better to ongoing changes.

With the increasing pace of government and the public focus on employee mental health, corporations now increasingly understand the importance of employee overall health, engagement and productivity. While there remains room for improvement, there is a clear movement towards the increased use of data from our EFAP programs to support strategic planning. Employers are increasingly looking at approaches to help them to adapt to the current and evolving business environment. Investment in workplace mental health will have a direct impact on reducing the cost of absences and disability. It will also impact on how we deliver Human Resources services, including recruitment, assessment, training, development, retention, and health and wellness.

With the continued changing demographics in our workforce there is an increased concern and demand for services in the areas of disability management, pension and benefits, recruitment and succession planning. Demographic shifts will dictate how HR services will be delivered including the increased use of technology, self-service modules and online training. Many of our employees are eligible to retire with a reduced or unreduced pension in the coming years. In response, we must increase the skill and knowledge levels of our other employees and develop a viable succession plan to ensure there are candidates ready to take on critical roles and positions in the Municipality. Flexible working arrangements and job sharing may also need to be considered as employees acquire

legislated leaves or transition into retirement. With the increased demand for higher wages, more flexibility and an increase in advancement opportunities, the Human Resource Division will continue to experience growth in the demand for services.

Sustainable King linkage:

King Township's Integrated Community Sustainability Plan was formally adopted by Council on April 2, 2012. The Sustainability Plan is the Township's overarching guiding document and is based upon common values, priorities, and aspirations of the community.

This business plan through its support of existing staff resources and the recruitment of qualified and committed new employees links to the Financial Pillar theme of "Annual Budget & Business Plan" and to the Socio-Cultural Pillar theme of "Sense of Community".

Sustainability Initiatives

As part of the Vision, Mission Values program continue to partner with Sustainability to further promote our corporate values and link to the Sustainability plan.



Human Resources Division

2018 Accomplishments

- Conducted the full recruitment cycle for 19 full time positions and 32 contract positions.
- Implemented training for the new WHMIS 2015 and Working from Heights
- Supported Occupational Safety & Health Administration (OHSA) compliance by the implementation of various health and safety training sessions
- Continued work for the Ministry of Labour Ergonomics Initiative
- Implemented training for the Wellness Program with OMERS and MROO
- Implemented Wellness fitness programs
- Continue to realign the HR Division
- Increased employee engagement through social events
- Continuance work on the draft Corporate Policy Binder
- Completed the final phase of the CUPE Joint Job Evaluation Tool
- Contributed toward the APWA accreditation program
- In conjunction with the communications division developed an in-house employee engagement pulse survey