



ZANCOR
CENTRE



2023-2026 Corporate Strategic Plan

Year 3 Annual Progress Report



king.ca/StrategicPlan



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Township Priorities



A GREENER FUTURE

Planning for a green and sustainable future means finding ways to adapt to climate change pressures while also offsetting the effects that it has already had. It means focusing on protecting and enhancing our environment and natural lands, while maintaining future sustainability.



SUSTAINABLE ASSET MANAGEMENT

Making investments in the Township's infrastructure, ranging from transportation assets and environmental assets to facilities and parks, will allow the municipality to maintain its existing infrastructure while planning for new growth and development. We will strive to implement asset funding strategies for continued infrastructure investments and improvement of capital assets.



COMPLETE COMMUNITIES

Strengthening the capacity of the Township and its citizens will enable continued collaboration to resolve challenges and maximize on opportunities to build stronger, safer communities. It is a commitment to continuous improvement in fostering prosperous communities where all citizens have a sense of belonging.



SERVICE EXCELLENCE

Exploring and implementing innovative methods for communicating with the community and delivering services through technology, modernization, process improvements and data-driven decision making, matched with the creation of strong guiding frameworks and empowered staff, will allow the Township to work towards exceeding service expectations and surpassing customer service standards to meet the needs of citizens.

Highlights

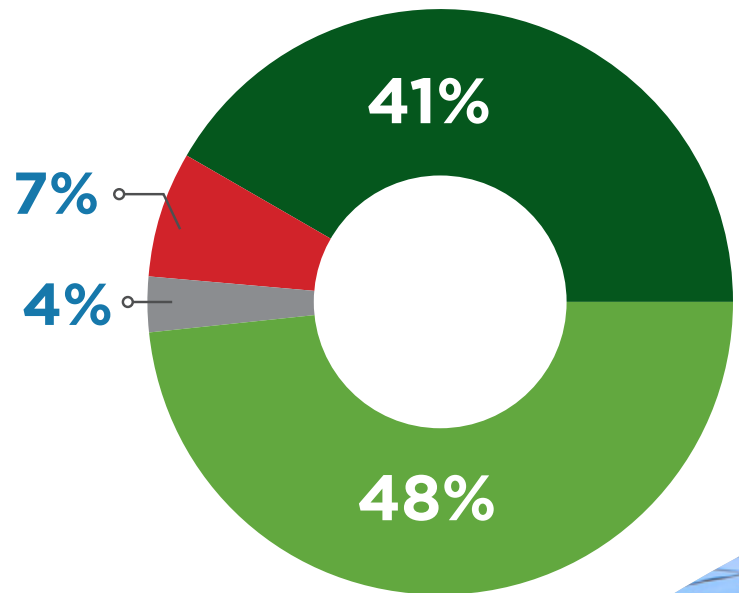
Planning and preparing for the future through the strategic planning process puts the Township in a position to effectively respond and address various challenges and opportunities relating to climate change and the natural environment, municipal asset management, infrastructure and funding, regulatory changes, community enrichment, and service excellence. The **2023-2026 Corporate Strategic Plan (CSP)** outlines a detailed course of action for the current term of Council.

This report provides an overview of progress made against the term of Council Corporate Strategic Plan (CSP) in Year Three (2025). The **Year Three (2025) Annual Progress Report** evidences quantitative (% complete) and qualitative (actions completed) progress made on all 29 Key Results included in the plan. Overall, (14) Key Results (48%) are proceeding as planned, (1) Key Result (4%) is not scheduled to start until 2027, (2) Key Results (7%) are under review, and (12) Key Result (41%) has been completed.

2023-2026 Corporate Strategic Plan

(29 KEY RESULTS)

- ✓ Completed
- Proceeding as Planned
- Being Monitored
- Not Started
- Under Review





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 1: Develop environmentally sustainable solutions that reduce King’s footprint and mitigate against the impacts of climate change



KEY RESULT 1: Adopt and begin implementation of Climate Change Action Plan by **2026**

Status	Progress	Key Actions	Status Comments
●	90%	<ul style="list-style-type: none"> Initiated development of a short-term implementation plan to support Phase 1 of the King Township’s Community Climate Action Plan (KCCAP). Delivered two agricultural sustainability workshops and implemented the FoodCycler compost program to support sustainable food systems and waste reduction. Delivered electric vehicle (EV) education events to increase community awareness and adoption of low-emission transportation. Hosted a community energy retrofit event to support residents in improving home energy efficiency. Delivered additional climate stewardship programming aligned with priority actions identified in the Climate Action Plan. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: A GREENER FUTURE

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none"> • Engaged 2,151 environmental volunteers through greening initiatives across the municipality, including the King Community Clean-Up, restoration plantings, Repair Cafés, the King Environmental Action Team, and environmental monitoring activities. • Expanded the King Environmental Action Team, increased participation, and delivered the group’s first signature event, Powering King: Community Energy Expo, at the Zancor Centre in October 2025. • Delivered 53 environmental outreach initiatives and programs across the municipality. • Delivered 25 nature-based programs with a targeted focus on youth engagement. • Delivered the Green Yards Program, selling 47 rain barrels and backyard composters and distributing 450 wildflower seed packages. • Launched waste diversion way stations at community events to support on-site sorting and diversion. 	



PRIORITY AREA: A GREENER FUTURE

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none"> • Advanced circular economy initiatives by collecting 1,187 lbs of used batteries through the battery recycling program. • Delivered five community electronic recycling events, collecting 18,670 lbs of electronic waste. • Diverted 109,708 lbs of textiles through the municipal textile diversion program. • Expanded the FoodCycler program by selling more than 180 units and diverting an estimated 38.4 megatons of organic waste from landfill. • Launched a public-facing community emissions dashboard and providing access to most recent publication of the 2023-2024 emissions data. • Supported the municipal EV charging network in 2025, contributing to an estimated reduction of 72 tCO₂e in greenhouse gas emissions. • Secured over \$75,000 in external funding in 2025 to support Community Climate Initiatives. 	



PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 2: Reduce corporate emissions by **140 Tco2E** (tonnes of carbon dioxide)

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none">Reduced corporate greenhouse gas emissions to 1,338.60 tCO₂e in 2024, representing a 9.9 per cent decrease from 2022 baseline emission levels of 1,485.64.Achieved a cumulative reduction exceeding 140 tCO₂e, marking a significant milestone in corporate emissions reduction efforts.Secured Council endorsement of the Corporate Energy Management and Planning Committee (CEMPC) framework and advanced implementation actions, including upgrading to energy-efficient lighting in four municipal facilities, installing smart thermostats and other energy-efficient systems, and completing fuel-switching and electrification initiatives.	<ul style="list-style-type: none">This Key Result was completed to target.No further actions will be taken against this Key Result.



PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none"> • Advanced corporate energy tracking and emissions analysis, including collaboration with Digital Transformation staff to improve data quality and reporting. • Supported the opening of the Zancor Centre in January 2025, a zero-emissions municipal facility that significantly contributes to long-term corporate emissions reductions. • Launched a corporate composting program across municipal facilities to reduce organic waste sent to landfill and support broader waste diversion goals. 	





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Develop a Green Development Standards Incentive Program by 2026

Status	Progress	Key Actions	Status Comments
●	75%	<ul style="list-style-type: none"> Completed a jurisdictional scan and review of incentive programs in Q1-Q2 2025 to inform the development of a Green Development Standards Incentive Program. Reported to Council in Q2 2025 on background research and best practices, including recommendations to explore potential non-financial incentives. Received Council endorsement to proceed with exploring non-financial incentives as the preferred approach. Identified stakeholder consultation as the next phase of work; however, consultation activities have not yet commenced due to competing corporate priorities, with the Official Plan review taking precedence. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 2: Promote tree canopy growth and enhance natural lands



KEY RESULT 1: Inventory Township natural assets by 2026

Status	Progress	Key Actions	Status Comments
●	80%	<ul style="list-style-type: none"> • Worked with external consultants to advance the Township-wide inventory of natural assets, including reviewing and advancing three detailed project scopes. • Leveraged \$30,000 in funding received from the Greenbelt Foundation in the previous year to support early work and project advancement. • Submitted a funding application to the Greenbelt Foundation to support completion of the natural assets inventory. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 2: Develop an Invasive Species Management Plan by 2026

Status	Progress	Key Actions	Status Comments
●	80%	<ul style="list-style-type: none"> Completed an internal first-draft review of the Invasive Species Management Strategy and conducted consultations with multiple municipal departments. Engaged both internal and external stakeholders in the review and refinement of the draft strategy. Delivered an invasive species workshop for farmers to support awareness, prevention, and on-the-ground management practices. Continued to identify and pursue external funding opportunities, including submitting grant applications, with funding decisions anticipated in 2026. Advanced the strategy with support from a specialized external consultant, the Invasive Species Centre, to ensure technical rigor and best practices. Managed and monitored 3,298 m² of invasive species-impacted areas in 2025. Continued invasive species monitoring and management activities across municipal lands. Integrated invasive species considerations into the Green Development Standards to support long-term prevention and control. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.



PRIORITY AREA: A GREENER FUTURE

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 3: Plant 50,000 trees, shrubs, and wildflowers

Status	Progress	Key Actions	Status Comments
●	59%	<ul style="list-style-type: none"> Planted 13,831 native trees, shrubs, and wildflowers across the municipality in 2025 to support habitat restoration and biodiversity, bringing the total term planting to date at 29,665. Distributed 1,600 tree saplings to residents through community events and greening initiatives. Secured \$113,801 in grant funding to support restoration planting deliverables. Engaged 736 environmental volunteers to support restoration planting activities, contributing a total of 1,183 volunteer hours. 	<ul style="list-style-type: none"> The initiative is underway and continues to be monitored to manage risks, address emerging issues, and ensure alignment with approved objectives.





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 4: Achieve the York Region minimum canopy cover recommendation for King of **36%**

Status	Progress	Key Actions	Status Comments
●	97%	<ul style="list-style-type: none">• Began implementation of the KING Technical Forest Study, aligned with York Region's urban forest strategy and positioned to transition into a watershed-based approach.• Advanced municipal tree planting efforts to support long-term canopy cover objectives, recognizing tree planting as the primary driver of canopy expansion.• Leveraged grant funding and collaborative delivery models to maximize on-the-ground planting outcomes and accelerate canopy cover gains.	<ul style="list-style-type: none">• Key result proceeding according to forecasted schedule.





PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 1: Develop asset funding strategies which ensure long term fiscal sustainability.



KEY RESULT 1: Implement a Stormwater Charge by 2023

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> The Key result was completed to target in Yr 1.

KEY RESULT 2: Finalize and Implement the Asset Management Program by 2025

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Completed Phase 2 of the Asset Management Program, building on Phase 1 (non core assets) to deliver a Comprehensive Asset Management Plan covering non core assets and a refreshed assessment of core assets. Updated asset information, including a state of local infrastructure update, condition data, lifecycle management strategies and expenditure forecasts to support a compliant Asset Management Program under O. Reg. 588/17. Presented the Comprehensive Asset Management Plan to Council, enabling formal approval and implementation in 2025. 	<ul style="list-style-type: none"> This Key Result was completed to target.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 3: Develop an Asset Management Funding Strategy by 2025

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Incorporated financial data across core and non core assets to support the development of a long term funding strategy. Reviewed financial assumptions, assessed long term affordability, and identified infrastructure funding gaps associated with proposed service levels. Integrated the Asset Management Funding Strategy into the 2025 Comprehensive Asset Management Plan, aligning funding recommendations with capital budget planning and regulatory requirements under O. Reg. 588/17. Presented the Asset Management Funding Strategy to Council as part of the 2025 Comprehensive Asset Management Plan, resulting in Council approval in June 2025. 	<ul style="list-style-type: none"> This Key Result was completed to target.





PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 2: Improve King's capital assets (transportation, environmental, facilities and parks) for continued community use and enjoyment.



KEY RESULT 1: Develop and Implement a Stormwater Monitoring and Maintenance Strategy by 2026.

Status	Progress	Key Actions	Status Comments
●	70%	<ul style="list-style-type: none"> Continued stormwater asset inspections across municipal facilities and advanced internal staff training to strengthen operational capacity. Completed a comprehensive Stormwater Operations and Maintenance Manual, establishing standardized requirements for how stormwater systems are operated, maintained, and prioritized across the municipality. Advanced maintenance prioritization metrics, including pond clean-out frequency, and initiated stormwater pond clean-outs in 2025. Onboarded an Environmental Technologist position to support stormwater operations, monitoring, and future program implementation. Advanced preparation for a formal stormwater monitoring program; however, final program design is dependent on the Ministry of the Environment, Conservation and Parks (MECP) releasing the required monitoring and compliance framework. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule. Noted that the MECP monitoring framework was originally anticipated by an earlier date but remains pending; once released, the Township will have two years from the date of release (anticipated May 2026) to fully implement the monitoring program.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 2: Establish the levels of service for all capital assets by 2025.

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Updated Levels of Service (LOS) for core assets and integrated them with the non-core Levels of Service established in Phase 1. Updated technical, condition, and cost data for core assets, and confirmed lifecycle assumptions and service expectations through detailed analysis and lifecycle management workshops. Established Levels of Service targets supported by long-term lifecycle planning and expenditure forecasts. Presented proposed Levels of Service to Council in April 2025 for review and feedback. Incorporated Council feedback and finalized the Levels of Service as part of the June 2025 Comprehensive Asset Management Plan. 	<ul style="list-style-type: none"> This Key Result was completed to target.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Update (5) asset-related Master Plans & Strategies by 2025.

Status	Progress	Key Actions	Status Comments
●	95%	<ul style="list-style-type: none"> King Township advanced five major master plans shaping parks, facilities, transportation, and infrastructure. Council review milestones completed for Parks & Trails and Facilities Master Plans. Transportation and active transportation planning moved forward together to support safe, connected travel. Water and wastewater planning advanced to support future growth and system reliability. <p>Extra details for context:</p> <p>Parks & Trails Master Plan – 99%</p> <ul style="list-style-type: none"> Presented the draft Parks & Trails Master Plan to Council and advanced work to address Council feedback. Entered the final refinement stage, with remaining work focused on incorporating Councillor comments and finalizing the document. Advanced the Master Plan toward finalization and publication, with completion anticipated imminently. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

Status	Progress	Key Actions	Status Comments
		<p>Facilities Master Plan - 99%</p> <ul style="list-style-type: none"> Advanced the Facilities Master Plan to the final stage, with progress consistent with the Parks & Trails Master Plan. Completed all substantive technical work and Council review milestones. Proceeded with final refinements, with completion anticipated in the coming weeks. <p>Transportation Master Plan - 95%</p> <ul style="list-style-type: none"> Presented the Transportation Master Plan to Council and received approval of the presentation as presented in November. Advanced post-Council requirements in coordination with the project consultant (WSP), including preparation for the formal public notice. Confirmed the next milestone as issuance of a formal public notice to initiate the required 30-day public comment period, to be published jointly by WSP and the Township through official channels. Continued coordination with Communications, including engagement with local newspapers, in advance of the public notice. Confirmed that timing for the public notice and 30-day comment period remains under development, with final scheduling subject to confirmation. 	



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

Status	Progress	Key Actions	Status Comments
		<p>Active Transportation Strategy - 95%</p> <ul style="list-style-type: none"> Note: The Active Transportation Strategy is a component of the Transportation Master Plan (TMP), there isn't a separate status update for the Active Transportation Strategy. Its status, percentage complete, and next milestone are all captured within the overall TMP entry, which is currently proceeding as planned at approximately 95% complete, with the next step being issuance of the formal public notice to start the 30 day comment period. 	





PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<p>Water / Wastewater Master Plan - 85%</p> <ul style="list-style-type: none">• Completed all required growth analysis and system modelling to support long-term water and wastewater planning.• Received two final technical memoranda in draft form and provided detailed review comments to inform final revisions.• Initiated preparation of the draft Water and Wastewater Master Plan report, incorporating findings from the technical memoranda along with supporting policy and background information.• Convened technical and advisory meetings to review analysis, assumptions, and recommendations.• Addressed and mitigated significant project delays resulting from new information that was not available at project initiation, and re-baselined the project schedule accordingly.	



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 4: Develop an Asset Disposition Strategy by 2025.

Status	Progress	Key Actions	Status Comments
●	35%	<ul style="list-style-type: none"> Identified an initial list of municipal properties considered clear candidates for disposition and initiated active work to advance these opportunities. Developed a preliminary shortlist of 10 or more additional properties and opportunities for further assessment, with identification and analysis targeted for completion by the end of 2026. Completed a GIS-based mapping layer to support spatial analysis and informed, evidence-based review of surplus and under-utilized municipal assets. Began development of a more strategic asset disposition framework to guide decision-making as the initiative progresses. Established a near-term objective to identify 10-15 properties by year-end, each supported by a defined strategy for potential disposition. 	<ul style="list-style-type: none"> Key Result is under review due to the project not being completed by the 2025 timeline, and is unlikely to be finalized by the end of 2026.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 1: Implement regulatory changes to manage growth which best serves King’s unique landscape.



KEY RESULT 1: Update the Official Plan to 2051 by 2027.

Status	Progress	Key Actions	Status Comments
●	60%	<ul style="list-style-type: none"> Continued to advance the Official Plan Review through the release of 16 Discussion and Policy Direction Papers, the delivery of six public open houses (three in January 2025 and three in September 2025), and a report to Council in October 2025 seeking direction on key policy areas. Completed the Growth Management Strategy and Employment Lands Strategy, along with an accompanying Addendum, in June 2025 as part of the Official Plan Review. Initiated work on the Natural Heritage Background Report to inform environmental policy directions. Integrated Neighbourhood Plan work into the Official Plan Review, including updated Concept Plans, 3D visualizations, and public consultation through Official Plan Review open houses. Received general Council endorsement on October 28, 2025 of the Neighbourhood Plan concept plans and direction to prepare Official Plan policies to enable a future Community Planning Permit System (CPPS) for the study areas. 	<ul style="list-style-type: none"> The Official Plan completion timeline has been adjusted to 2027, with the revised schedule communicated to the Senior Leadership Team and Council, and work on pace to be completed within the revised timeline.



PRIORITY AREA: COMPLETE COMMUNITIES

✔ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 2: Update the Urban Area Zoning By-law **within 1 year** of the Official Plan.

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> The update to the Urban Area Zoning By-law cannot proceed until the Official Plan is completed and approved, after which the one-year update timeline will commence.





PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Conduct the Blue Box Transition by 2025.

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none">• Completed the full transition to the provincially led and administered Blue Box program, achieving 100 per cent transition completion.• Continued to work with Communications, the Mayor, and Council to proactively inform residents about the new provincial Blue Box program, including changes in program administration and service delivery.• Maintained focus on resident awareness and confidence in service levels through ongoing communications during and following the transition.	<ul style="list-style-type: none">• This Key Result was completed to target.



PRIORITY AREA: COMPLETE COMMUNITIES

✔ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 4: Explore opportunities for commercial licensing and if approved, plan for implementation program by **2026**

Status	Progress	Key Actions	Status Comments
●	50%	<ul style="list-style-type: none"> Developed a Commercial Licensing Framework Discussion Paper that provided the public with a clear, high-level overview of commercial licensing objectives, policy intent, and how licensing frameworks typically operate. Led and facilitated public engagement activities in collaboration with the project consultant, including hosting an in-person open house in March 2025 and administering an online public survey from March to April 2025 to gather broad community input. Coordinated and supported stakeholder engagement led by the consultant, including meetings with Council, the Chamber of Commerce, the Alcohol and Gaming Commission of Ontario (AGCO), and Public Health throughout 2025 to inform policy development. Finalized the Commercial Licensing Framework Discussion Paper in partnership with the consultant, incorporating feedback from public and stakeholder engagement. Prepared and finalized the staff report and advanced the completion of the Council report and accompanying Council presentation for consideration in Q1 2026. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 2: Enrich community well-being and make King the ideal place to live, work and play.



KEY RESULT 1: Develop and implement a streamlined program that consolidates all municipal funding, grant programs, donations and in-kind contribution requests by **2024**.

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> The Key result was completed to target in Yr 2.

KEY RESULT 2: Become an “Age-Friendly Community” by **2026**.

Status	Progress	Key Actions	Status Comments
●	85%	<ul style="list-style-type: none"> Completed development of an Age-Friendly Action Plan with support from an external consultant, informed by best practices and local needs, with presentation to Council scheduled for February 2026. Established an internal Age-Friendly steering committee after identifying gaps in an external-only governance model, bringing together staff from departments supporting age-friendly priorities such as housing, parks, communications, and community services. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: COMPLETE COMMUNITIES

✔ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none"> • Engaged both internal and external steering committees, including volunteer community members through the Age-Friendly Committee (AFC), and advanced review through Senior Leadership Team, with Council feedback pending. • Conducted a wide-scale public survey and facilitated stakeholder engagement sessions to gather input from residents and community partners. • Completed the Age-Friendly Community report by the end of 2025, incorporating survey results and stakeholder feedback, and prepared the report for Council consideration in 2026. • Began implementing early, low-cost recommendations identified through engagement, including improvements to plain-language communications and service accessibility. • Streamlined the King Seniors Program and Recreation Pass to provide broader and more equitable access to Township programs for older adults. 	



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none">• Achieved a 71 per cent increase in age-friendly programming in 2025, reflecting early implementation of engagement-informed actions.• Secured approval for annual provincial grant funding for seniors programming in 2025, with final funding amounts to be confirmed.	





PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Represent King's interest within major external developments in the Township

Status	Progress	Key Actions	Status Comments
●	75%	<ul style="list-style-type: none">Continued advocacy and coordination across major regional and local infrastructure projects, and significant road, bridge, and culvert construction, to mitigate impacts to residents, align delivery with Council priorities, and support responsible growth in King.Targeted advocacy initiatives to advance improved municipal tools and funding supports, including addressing illegal land uses, expanding rural eligibility under the Building Faster Fund, and advocating for increased investment in climate-resilient infrastructure to support agricultural and rural communities.Facilitated 51 engagements with new and existing business owners interested in expanding or developing in King.	<ul style="list-style-type: none">Key result proceeding according to forecasted schedule.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed
 ● Proceeding as Planned
 ● Not Started
 ● Under Review

KEY RESULT 4: Develop and implement a traffic safety campaign that runs for (1) month annually.

Status	Progress	Key Actions	Status Comments
●	75%	<ul style="list-style-type: none"> Developed and implemented a comprehensive traffic safety education campaign, with key actions delivered throughout 2025. Launched the “Safe Streets Start Here” traffic safety campaign in September 2025, delivering a focused, month-long education initiative from September 1 to September 30, 2025. Created and launched a dedicated road safety webpage featuring traffic safety resources and information for residents (king.ca/SafeStreets). Distributed free “Safe Streets Start Here” lawn signs through the King Township Municipal Centre, community centres, and libraries, reinforcing traffic safety messaging across neighbourhoods. Delivered a sticker design contest for children and youth up to 15 years of age, receiving over 85 submissions across three age categories (5 and under, 6-11, and 12-15). Finalist designs were shared through Township social media channels for community voting, generating 950 votes and more than 17,000 views, with winners announced on September 22, 2025. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none">• Hosted an e-bike and e-scooter safety education session on September 20, 2025, in partnership with York Regional Police and Municipal By-law Services, at the Zancor Centre. The event provided hands-on safety education and family-friendly engagement activities.• Issued a media release to support campaign awareness and public education efforts.• Delivered a coordinated communications campaign using multiple channels, including advertisements in the King Weekly Sentinel (four placements), digital screen advertising at the Zancor Centre and the KTMC, posters at municipal facilities and libraries, social media outreach, and the Township e-newsletter.• Reinforced consistent traffic safety messaging across digital, print, and in-person platforms to maximize reach and community awareness.	



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 1: Increase data-driven decision making to improve organizational performance.



KEY RESULT 1: Develop and evolve a Corporate Performance Accountability Program by 2026.

Status	Progress	Key Actions	Status Comments
●	75%	<ul style="list-style-type: none"> Developed a Corporate Performance Accountability Program Administrative Policy to establish a consistent, organization-wide framework for performance accountability. Presented the policy to Senior Leadership Team for review, feedback, and strategic advice. Incorporated leadership feedback and finalized the Administrative Policy for approval. Developed Strategic Performance Reporting Procedure to guide enterprise-level performance measurement and reporting. Developed Operational Performance Reporting Procedure to support consistent and comparable reporting across departments. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 2: Develop a Digital Transformation Framework and implement Phase 1 by **2025**

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Advanced stakeholder engagement to inform development of Digital Transformation Framework. Developed & Launched Digital Transformation Framework in Q4 of 2025. Finalized internal supports to enable implementation (including policy development). Finalized the Cyber Security and Risk Management Playbook (Q1 2025). Completed the Data Masterplan (Q4 2025). Issued an RFP to retain a consultant to quality-check and support the citizen engagement component. Incorporated/actioned consultant input and developed a forward roadmap. 	<ul style="list-style-type: none"> This Key Result was completed to target.





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Publish (4) new open-data sets.

Status	Progress	Key Actions	Status Comments
✓	100%	Not applicable	<ul style="list-style-type: none">The Key result was completed to target in Yr 2.





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

OBJECTIVE 2: Enhance citizen service experience.



KEY RESULT 1: Develop and implement a Customer Experience (CX) Strategy by 2025.

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none"> Completed development of a comprehensive Customer Experience (CX) Strategy, informed by best practices and organizational priorities. Conducted extensive internal stakeholder interviews and focus groups across departments to gather perspectives on service delivery and customer experience. Implemented over 100 mystery shop evaluations across 13 service areas to assess customer interactions and service consistency. Analyzed findings from engagement and mystery shop results and prepared evidence-based recommendations to improve customer experience. Developed a Customer Experience Action Plan and Road Map outlining priority initiatives, sequencing, and implementation considerations for Council review. 	<ul style="list-style-type: none"> This Key Result was completed to target.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none">Secured Council endorsement of the Customer Experience Strategy in November 2025.Completed the strategy development phase, positioning the organization to advance implementation of CX improvements.	





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 2: Launch (2) new Service King locations for expanded community use and access.

Status	Progress	Key Actions	Status Comments
✓	100%	<ul style="list-style-type: none">• Successfully launched two new Service King locations in 2025, expanding community access to in-person municipal services.• Began delivering services at both locations upon launch, confirming operational readiness and public access.• Implemented telephone (tele) support at both locations for Service King and recreation inquiries.• Enabled service bookings at both locations to support in-person customer interactions.• Introduced the sale of garbage tags at both locations, expanding transactional services available to residents.• Expanded service availability at two centres, increasing community access points beyond Town Hall.• Identified the need for consistent service levels across Service King locations and initiated alignment work to support standardized service delivery.• Confirmed that specific service offerings at each location would be refined as part of ongoing service optimization.	<ul style="list-style-type: none">• This Key Result was completed to target.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 3: Reduce “Information Only” Customer Cases by 30%.

Status	Progress	Key Actions	Status Comments
●	80%	<ul style="list-style-type: none"> Completed the transition of the Township’s e-news program from a monthly to a bi-weekly distribution model and implemented automated subscription streams via king.ca/subscribe for events, news and alerts, Council meetings and agendas, and public planning and heritage notices. Used weekly analysis of the top three Service King inquiry topics to guide communications planning and improve responsiveness through regular cross-team coordination. Delivered coordinated, data-informed communications throughout 2025, including newspaper advertisements, media releases, email campaigns, social media posts, and video reels aligned with trending customer inquiries. 	<ul style="list-style-type: none"> Key result proceeding according to forecasted schedule.





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none"> Produced and published public-facing digital content and video reels in 2025 to support municipal priorities and seasonal programs, including the Zancor Centre opening, recycling and waste programs, traffic safety, National Drowning Prevention Week, parks maintenance, winter snow removal, and summer camps. Published 2025 communications outputs, including 101 media releases, 3042 social media posts, and 101,608 documented social media engagements. Initiated and began drafting a corporate Communications Policy to support consistent, coordinated, and strategic municipal communications. 	





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none">• Expanded digital self-service options through the CityView portal, enabling online applications for by-law, planning, building, and development engineering services.• Enhanced public access to GIS mapping tools to support road information and regional updates.• Implemented the Ask King Zoning Service appointment model to improve access to zoning information and staff expertise.• Supported Economic Development services by enabling online business meeting booking with integrated calendar visibility and automated meeting creation.	





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

Status	Progress	Key Actions	Status Comments
		<ul style="list-style-type: none">• Expanded Kingsley’s knowledge base by integrating additional data sources, including York Region content related to paramedic services, policing, transit, and public health.• Leveraged Public Inquiry Resolution (PIR) insights to inform communications planning, issue tracking, and continuous customer experience improvement.• Implemented CRM enhancements to improve how service requests are categorized and tracked, and began validating service request data to ensure that true service requests (such as maintenance issues) are no longer misclassified as information-only inquiries, providing a more accurate baseline and clearer insight into customer demand.• Reduced information-only cases down to 51% of total cases, down 19% from our 2022 baseline, and remains on pace to meet the end-of-term targets of 30% reductions following CRM enhancements that improved request data classification and measurement.	



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ● Not Started ● Under Review

KEY RESULT 4: 90% of all Township applications, requests and registration forms can be submitted through an online automated form.

Status	Progress	Key Actions	Status Comments
✓	100%	Not applicable	<ul style="list-style-type: none">The Key result was completed to target in Yr 2.







2023-2026 Corporate Strategic Plan

Year 3 Annual Progress Report

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KingTownship   

