



The Corporation of the Township of King Report to Council

From: Office of the CAO - Strategy and Transformation Division

Report Number: OCAO-STR-2026-001

Date: Monday, April 13, 2026

Title: **Year Three (2025) Corporate Strategic Plan Annual Progress Report**

Recommendation

1. That Council receive Report OCAO-STR-2026-001, together with the associated presentation, for information.

1. Report Highlights

- This report provides Council with an overview of progress made towards the 2023-2026 term of Council Corporate Strategic Plan (CSP) in Year Three (2025).
- As a part of the Township's Performance Accountability Program, every year in Q2, the Township provides an update on progress made against the plan in the previous reporting year.
- The Year Three (2025) Annual Progress Report includes quantitative (% complete) and qualitative (actions completed) progress updates made on all 29 Key Results included in the plan.
- Overall, 12 Key Results (41%) are complete, 14 Key Results (48%) are proceeding as planned, 2 Key Results (7%) are under review, and 1 Key Result (4%) is not scheduled to start in 2026.
- Progress made towards the Corporate Strategic Plan in its third year of implementation can be consumed through an online PDF booklet, as well as through an interactive online dashboard.

2. Purpose

The purpose of this report is to provide an overview of the progress made in Year 3 (2025) of the 2023-2026 term of Council Corporate Strategic Plan.

3. Background

On June 12, 2023, Council approved [ADM-CAO-2023-005](#) and adopted the 2023-2026 Corporate Strategic Plan (CSP). The Corporate Strategic Plan provides a unified focus on Council's priorities for the Township over the term of council. Strategic planning is a process by which an organization defines its strategy and direction through decisions by intentionally allocating resources to advance non-routine actions that effectively pursue outcomes to

achieve its desired objectives. A strategic plan supports a municipality to keep focus on, align efforts, and make significant advancements on actions that are above and beyond the day-to-day course of business/service delivery. The 2023-2026 CSP outlines a detailed course of action for the 2023-2026 terms of Council, captured through four priority areas:

Figure 1: Priority Areas

Corporate Strategic Plan Framework – Objectives & Key Results

Strategic performance accountability is measured using the “Objectives and Key Results” (OKR) framework. The OKR framework enables the Township to set and track measurable goals and their outcomes by pairing objectives we want to achieve with key results we will use to measure progress of that objective.

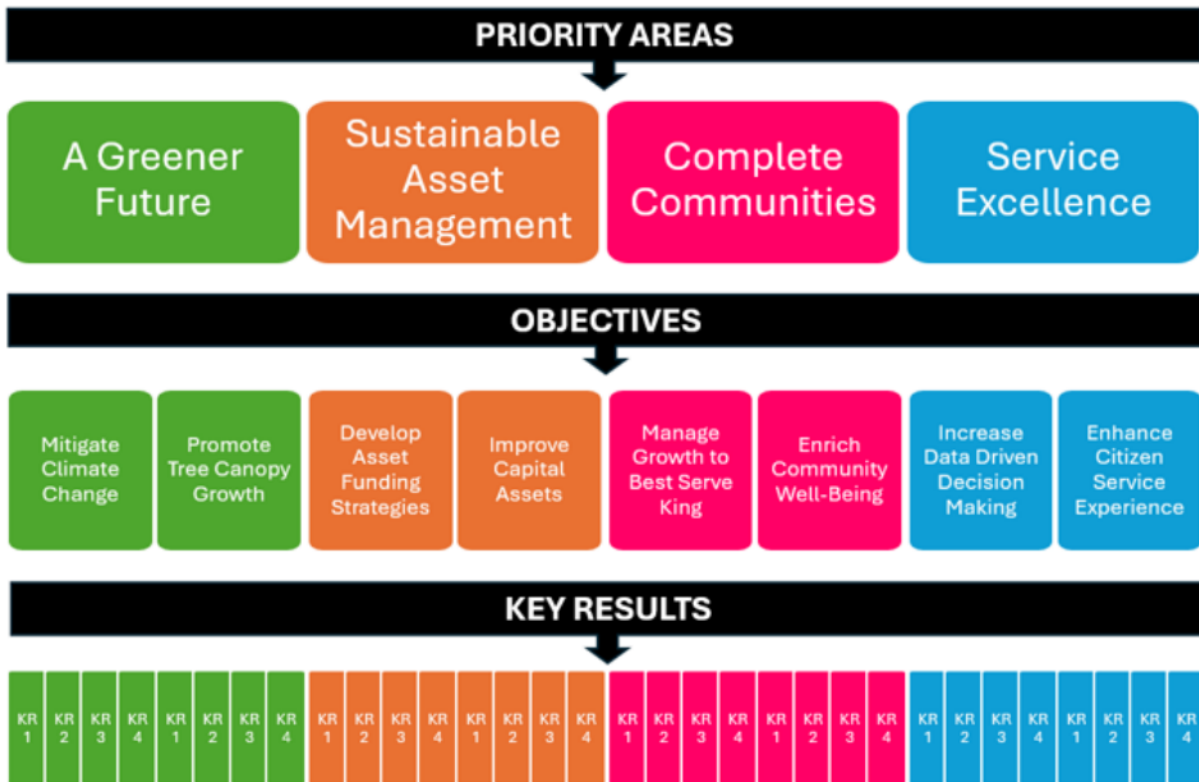
Figure 2: The “OKR” Framework



Under this framework, intentional individual staff actions lead to the achievement of Key Results, which lets staff know they have made progress towards achieving an objective. This in turn, drives King forward on Council’s priorities in the CSP.

The 2023-2026 CSP includes four “Priority Area’s”. Each Priority Area has two accompanying Objectives, and each Objective includes three to four corresponding Key Results, indicating how the Township will achieve its goals.

Figure 3: King Corporate Strategic Plan Diagram (OKR Format)



Annual Progress Reporting

As a part of the Township’s Corporate Performance Accountability Program, and concurrent with continuous implementation of the plan, Township Staff will continue to publish an “Annual Progress Report” to Council and the public in the second quarter following each reporting year of the plan’s term. Annual progress reports provide updates on how each Key Result is advancing towards its defined targets (expressed as [%] complete), reinforced by the actions taken to achieve milestones and/or deliverables that evidence such progress.

4. Analysis

Corporate Strategic Plan (CSP) Year Three (2025) Annual Progress Report

The Year Three (2025) Annual Progress Report conveys the progress made on all (29) Key Results in the third year of the plan’s implementation, both qualitatively through a list of actions, and quantitatively through a percentage towards completion.

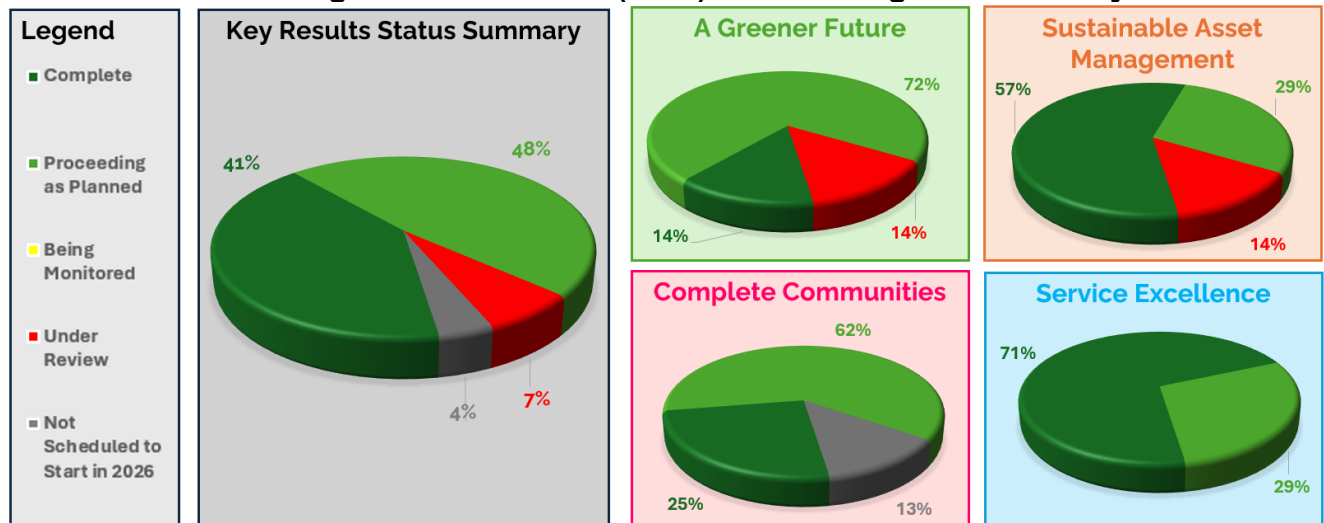
The CSP Year Three Annual Progress Report will be published in two ways: through an online PDF booklet and an interactive live GIS dashboard.

Key Result Status Progress Summary

It is important to note that work to advance the CSP is completed above and beyond daily operational tasks. To ensure successful implementation of the CSP, strategic actions are intentionally scheduled to be implemented over the four-year lifecycle of the plan.

Overall, 12 Key Results (41%) are complete, 14 Key Results (48%) are proceeding as planned, 2 Key Results (7%) are under review, and 1 Key Result (4%) is not scheduled to start in 2026.

Figure 4: Year Three (2025) Overall Progress Summary



Key Result Highlights by Priority Area

The Annual Progress Report Booklet (Attachment 1) and the interactive online dashboard contain in-depth details of each Key Result, including actions taken, percentage complete, and overall progress status in the 2025 reporting year. Below are highlights of some of the noteworthy strategic accomplishments and actions undertaken in the 2025 reporting year, separated by priority area:

A Greener Future

Objective 1: Develop environmentally sustainable solutions that reduce King's footprint and mitigate against the impacts of climate change.

Objective 2: Promote Tree Canopy Growth and Enhance Natural Lands.

- Secured Council endorsement of King's Corporate Energy Management and Conservation Plan (CEMPC), advancing actions such as energy-efficient lighting upgrades, installation of smart building systems, fuel-switching and electrification initiatives, corporate composting programs, and enhanced corporate energy tracking and emissions analysis.
- Advanced implementation of the King Community Climate Action Plan (KCCAP) by supporting low-emission transportation through the municipal EV charging network,

achieving an estimated 72 tCO₂e reduction in community emissions in 2025, and launching a public-facing community emissions dashboard to transparently track and report local greenhouse gas emissions.

- Delivered community climate and stewardship initiatives, including agricultural workshops, EV education, home energy retrofit outreach, the Green Yards program, and expanded waste diversion efforts such as the FoodCycler program and community electronic, textile and battery recycling events to divert significant volumes of waste from landfills.
- Supported opening of the Zancor Centre, the first combined aquatics and ice-sports community facility in Canada to achieve Zero Carbon Building Design Certification by the Canada Green Building Council.
- Achieved a reduction in corporate greenhouse gas emissions to 1,338.60 tCO₂e, representing a 9.9 per cent decrease from the 2022 baseline, and surpassing the cumulative reduction target of 140 tCO₂e by 2026.
- Planted 13,831 native trees, shrubs, and wildflowers, distributing 1,600 tree saplings to residents, securing \$113,801 in grant funding for restoration activities, and engaging 736 volunteers who contributed 1,183 volunteer hours to restoration efforts.
- Positioned the Township to advance King's Green Development Standards by completing jurisdictional and best-practice analysis, briefing Council on findings, and receiving direction to proceed with a non-financial incentive model and future stakeholder consultation.
- Progressed natural environment protection and enhancement initiatives, working with consultants to progress a Township-wide natural assets inventory, leveraging external funding, submitting new grant applications, and advancing the Invasive Species Management Strategy through consultation and technical refinement.

Key Result Forecast Amendment

- The Key Result “Plant 50,000 trees, shrubs, and wildflowers” is considered “Under Review” as a total of 29,665 have been planted to date, behind forecast. The Township has established a revised target forecast of 40,000 plantings by the end of 2026, while looking to maintain planting efforts near 2025 record levels to maintain momentum toward long-term canopy and restoration goals.

Sustainable Asset Management

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

Objective 2: Improve our capital assets (transportation, environmental, facilities and parks) for continued community use and enjoyment.

- Completed Phase 2 (core assets) of the Asset Management Program, building on Phase 1 (non-core assets) to deliver a Comprehensive Asset Management Plan.
- Developed and integrated the Asset Management Funding Strategy and Asset Levels of Service into the Comprehensive Asset Management Plan, aligning funding recommendations with capital budget planning and regulatory requirements under O. Reg. 588/17.

- Presented the Comprehensive Asset Management Plan to Council, receiving approval and subsequently implemented into Township operations.
- Completed a comprehensive Stormwater Operations and Maintenance Manual, establishing standardized requirements for how stormwater systems are operated, maintained, and prioritized across the municipality.
- Advanced stormwater operations and maintenance by developing prioritization metrics, initiating pond clean-outs and enhancing internal technical capacity to be well positioned for compliance with upcoming provincial stormwater monitoring mandates.
- Completed all substantive technical work and Council review milestones for the Parks & Trails and Facilities Master Plans, advancing both plans through final refinements and positioning them for formal Council approval in 2026.
- Advanced the Transportation Master Plan, including the Active Transportation Strategy, through to Council for consideration, incorporated Council feedback, and completed most of the technical work, with remaining steps limited to statutory public notice and final refinements.
- Completed all required growth analysis, system modelling, and technical memoranda for the Water and Wastewater Master Plan, and re-baselined the project schedule to address new information received during the study.
- Advanced work on an Asset Disposition Strategy by identifying initial candidate properties, developing a GIS-based analysis tool and updating strategic framework to guide future decision-making.

Key Result Improvement Actions

- The Key Result “Develop an Asset Disposition Strategy by 2025” is currently “Under Review”. Progress has been affected by operational dependencies and the complex nature of municipal land disposition, requiring additional time for careful consideration of timing, engagement, and governance. The Township is now in the final stages of property evaluation and a prioritized list of assets to inform next steps and future decision-making.

Complete Communities

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

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

- Advanced the Official Plan Review through extensive policy development and engagement, including the release of 16 discussion and policy direction papers, 6 public open houses, and a Council report seeking direction on key policy areas. Work also included completion of the Growth Management and Employment Lands Strategies, initiation of the Natural Heritage Background Report, and Council endorsement of Neighbourhood Plan concepts to inform future Official Plan policies and a potential Community Planning Permit System.

- Completed the transition to a provincially led and administered Blue Box program, proactively communicating changes to residents and monitoring their feedback with the new administration and service delivery model.
- Developed and finalized a Commercial Licensing Framework Discussion Paper, incorporating feedback from the public, Council, the Chamber of Commerce, the Alcohol and Gaming Commission of Ontario (AGCO), and Public Health to inform policy development and ensure regulatory alignment.
- Completed the Age-Friendly Community report, incorporating survey results and stakeholder feedback, and prepared the report for Council consideration in early 2026.
- Developed an Age-Friendly Action Plan and Community Report to inform priorities and funding options, also streamlined the King Seniors Program and Recreation Pass to improve access, achieving a 71% increase in age-friendly programming in 2025.
- Continued advocacy and coordination across major provincial and regional infrastructure projects, including GO Train service expansion in King City, and significant regional road, water and wastewater construction to improve service levels and mitigate impacts for citizens, align delivery with Council priorities and support responsible growth in the Township.
- Targeted advocacy initiatives to enhance municipal tools and funding supports. This includes engagement with the Province of Ontario on potential solutions to address illegal land use, expanding eligibility of the Building Faster Fund to municipalities without housing targets and advocating for increased climate-resilient infrastructure funding to support agricultural areas.
- Engaged 51 new and existing business owners interested in expanding or developing in King.
- Launched the “Safe Streets Start Here” traffic safety education campaign in September, delivering a month-long initiative that included a dedicated road safety webpage (king.ca/safestreets), neighbourhood outreach through lawn sign distribution, safety sticker design contest, and a hands-on e-bike and e-scooter safety education event delivered in partnership with York Regional Police and Municipal By-law Services, reinforced through coordinated media releases and multi-channel communications effort.

Key Result Amendment

- The Key Result “Update the Official Plan to 2051” is now considered “Proceeding as Planned” following Council approval of a revised completion timeline extended to 2027 to allow for additional technical studies, policy integration, public and Council engagement.
- The Key Result “Update the Urban Area Zoning By-law within one (1) year of the Official Plan” is currently not started, as initiation is dependent on the completion and approval of the updated Official Plan.

Service Excellence

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

Objective 2: Enhance citizen service experience.

- Established King's Corporate Performance Accountability Program, which sets a consistent, organization-wide framework for corporate performance accountability across the organization.
- Developed foundational performance reporting procedures, both strategic and operational, to support standardized, comparable performance measurement across the organization and position the program for approval and implementation.
- Strengthened performance accountability by formalizing Divisional Service Profiles and refining Headline Performance Measure (HPM) reporting, ensuring services are clearly defined, performance measures are aligned to service objectives, and operational results are reported consistently and transparently to Council and the public through the Annual Service Performance Report.
- Finalized the Cyber Security and Risk Management Playbook to ensure the Township is prepared to adopt digital tools responsibly, protect sensitive information, manage emerging cyber risks, and establish clear safeguards as digital services and data use continue to expand.
- Developed and launched the Digital Transformation Framework and Data Masterplan, informed by stakeholder engagement, to provide a clear roadmap for modernizing service delivery, strengthening data-driven decision-making, and guiding coordinated, secure, and resident-focused digital transformation across the organization
- Completed development of a comprehensive Customer Experience (CX) Strategy, supported by an evidence-based Action Plan and Road Map, which was informed by best practices, extensive internal engagement, and over 100 mystery shop evaluations across 13 service areas, which positions the organization to advance customer-focused service improvements across all departments and offerings.
- Successfully launched two new ServiceKING locations in 2025, expanding community access to in-person municipal services beyond Town Hall and confirming full operational readiness at both sites.
- Enhanced customer service request categorization and data validation to improve how service requests are categorized and tracked, providing a more accurate baseline to and clearer insight into customer demand, which informs future planning activities.
- Expanded digital communications, self-service tools and online resources, such as enhanced e-news, data-informed communications, improved CRM and GIS access, expanded CityView and Ask King services, and an enriched Kingsley AI knowledge base, to proactively answer common questions, improve citizen access to information, and reduce information-only service requests.

Interactive Online Dashboard

Staff continues to enhance viewer experience and make the findings within the Annual Progress Reports as accessible and easily consumable as possible by publishing the Year Three results to the CSP Progress online digital dashboard on king.ca. The Corporate Strategic Plan Progress dashboard enables viewers to navigate into any priority area and review actions undertaken, the 2025 year-end status and percentage complete for each Key

Result. Conveying the data in this way translates information into visual, consumable, and interactive content, making it easier for citizens to better access, understand and engage with the information, while deriving insights. The dashboard will be available at king.ca/strategicplan.

Figure 5: Online Interactive Dashboard Landing Page

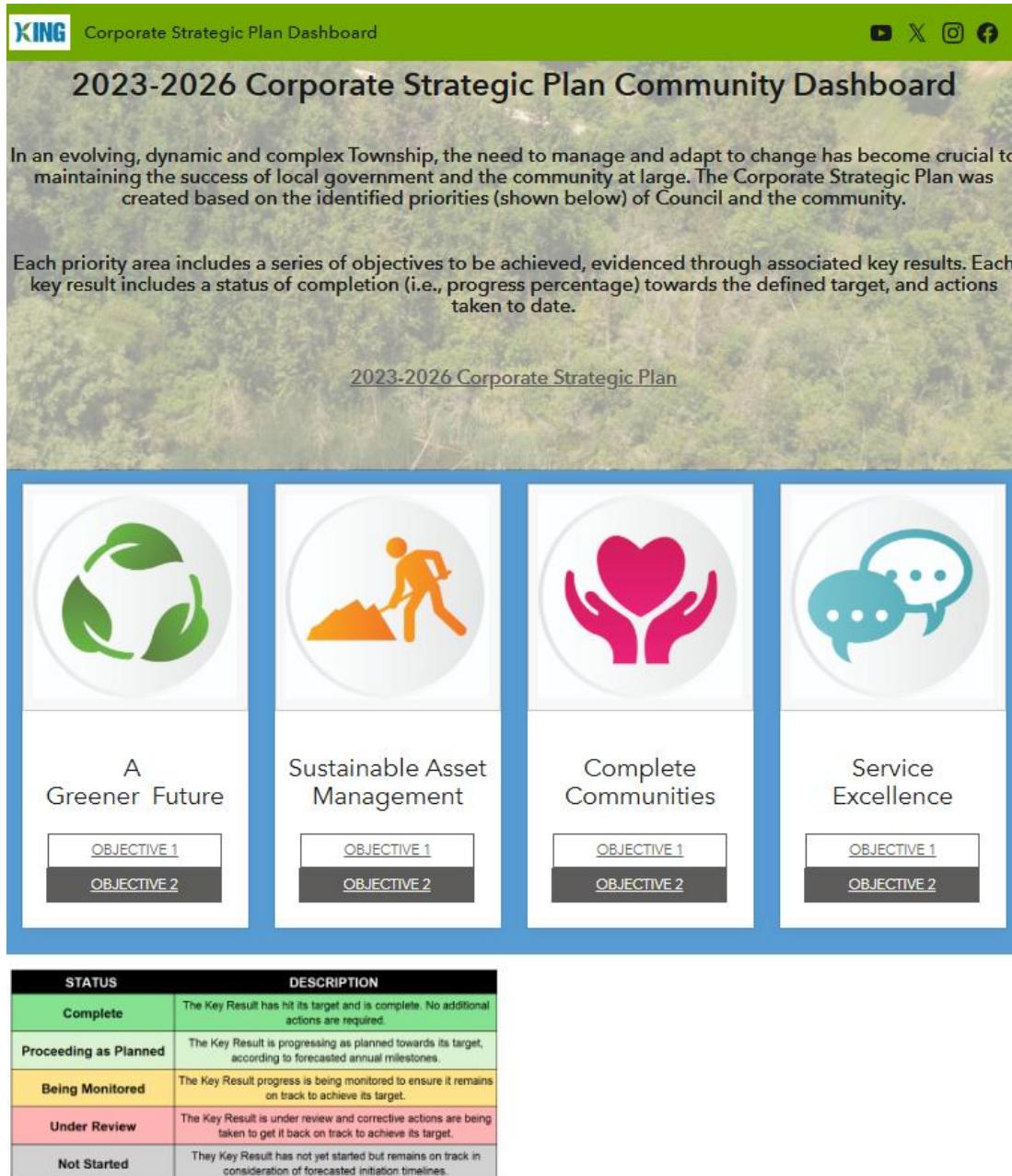


Figure 6: Online Interactive Dashboard Objectives & Key Result Reporting Sample



5. Financial Considerations

All costs associated with delivery of strategic services are included in within the approved annual Township Operating and Capital budgets, therefore have no immediate financial impacts associated with this report.

6. Alignment to Strategic Plan

The 2023-2026 Corporate Strategic Plan (CSP) was adopted by Council on June 12, 2023. The CSP reflects the priorities of upmost importance to the community and defines the obligations and commitments of the Township of King to its citizens and to the public. The CSP is aligned with the Townships long-term vision defined in the “Our King” Official Plan. The CSP also aims to ensure that staff initiatives focus on and work towards supporting King’s Vision, Mission and Values.

This report is in alignment with the CSP’s Priority Area(s), and/or associated Objective(s) and/or Key Results(s):

Priority Area: Service Excellence

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

Key Result: Develop and evolve a Corporate Performance Accountability Program by 2026.

7. Conclusion

The Township of King has made significant progress in Year Three (2025) of its Corporate Strategic Plan. Progress reports provide Council and the public with an update as to how the Township is progressing towards fulfilling King's priorities over the Council term. Monitoring implementation of the plan will continue to drive desired strategic improvements in the King Community.

8. Attachments

Attachment 1 – 2023-2026 Corporate Strategic Plan Year 3 Annual Progress Report (PDF Booklet)

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