



# 2024 Service Performance Report

**Presented To:** Township Council

**Presented On:** April 14<sup>th</sup>, 2025

**Presented By:** Cara Santoro, Supervisor of Strategy & Transformation (A), *Office of the CAO*

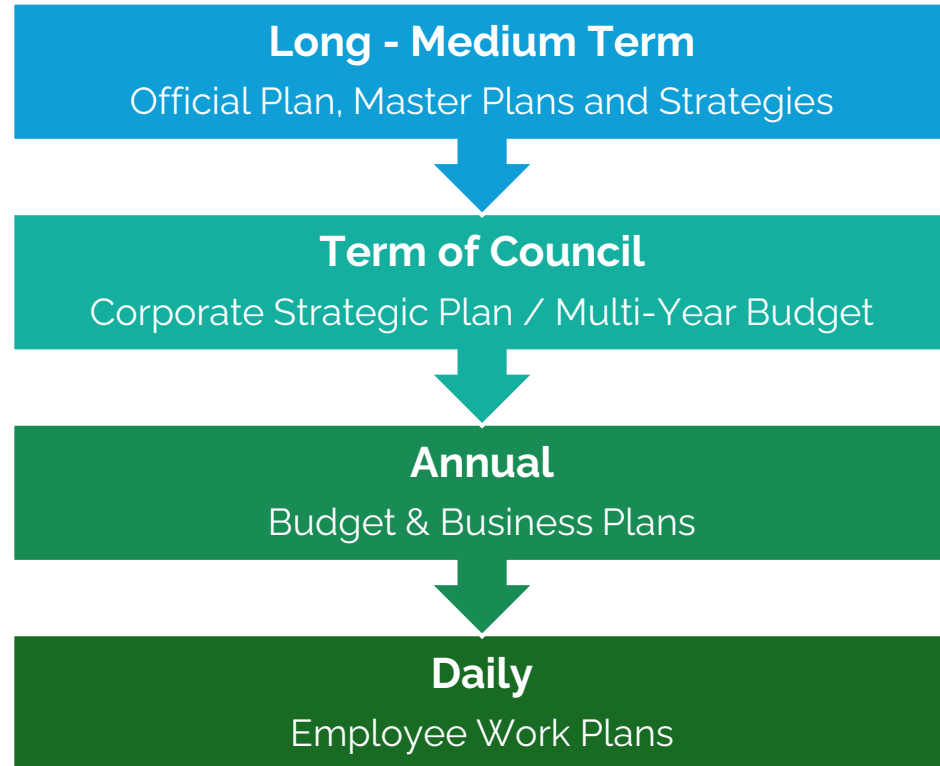
# Agenda

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- Performance Accountability in King
- Framework for Evaluating the Performance of Services: *Results Based Accountability*
- Key Considerations
- The 2024 Service Performance Report
  - Reading the Headline Performance Measures Report
- 2024 Service Performance Summary
- 2024 Service Performance Highlights by Service Area
- Communications Plan
- Interactive Online Dashboard



# Corporate Planning Frameworks and Performance Accountability



## Strategic Performance

- Objectives and Key Results (OKR)

## Operational Service Performance

- Results Based Accountability and Headline Performance Measures



# **Framework for Measuring & Evaluating Service Performance**

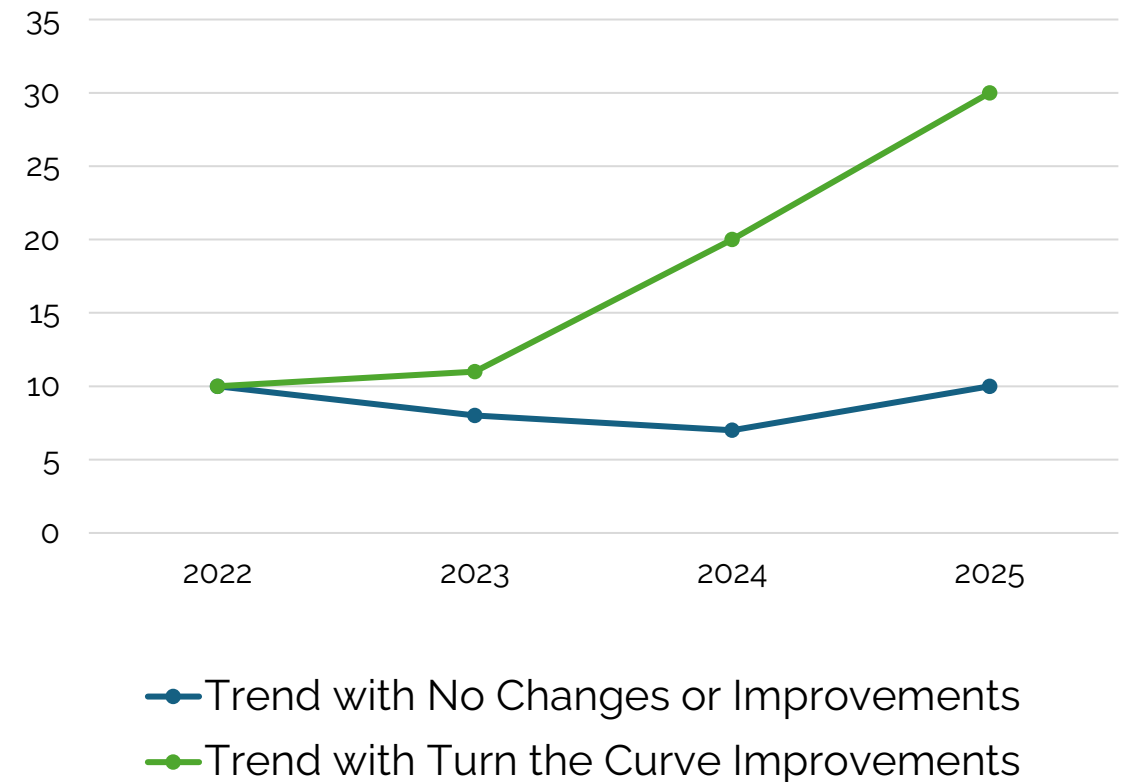
## Results Based Accountability Framework

- *Trying Hard Is Not Good Enough* – Mark Friedan
- Performance Measurement of Operational Services in Local Government
- **Turn the Curve** Improvements

## Accountability and Transparency of Service Performance

- Quantitative (vs. Qualitative) Report
- Reported Annually in Q2

## Turn the Curve Visual Example





# Framework for Measuring and Evaluating Service Performance

- **Developing** Headline Performance Measures (HPMs) by asking...

## How Much Did We Do?

*Volume of Service Provided / Demand for Service Delivery*

### Examples:

- # of permits issued
- # of customer cases triaged & actioned

## How Well Did We Do It and Who Is Better Off?

*Quality of Service in Achieving its Objectives, Meeting Service Standards and the Value Citizens Receive*

### Examples:

- (%) of permits processed within standard time
- (%) of customer cases resolutions within standard time

**Volume & Demand**

**Quality & Value**



## 2024 Service Performance Reporting

- Historical Data vs. Baseline

## Analysis and Insights

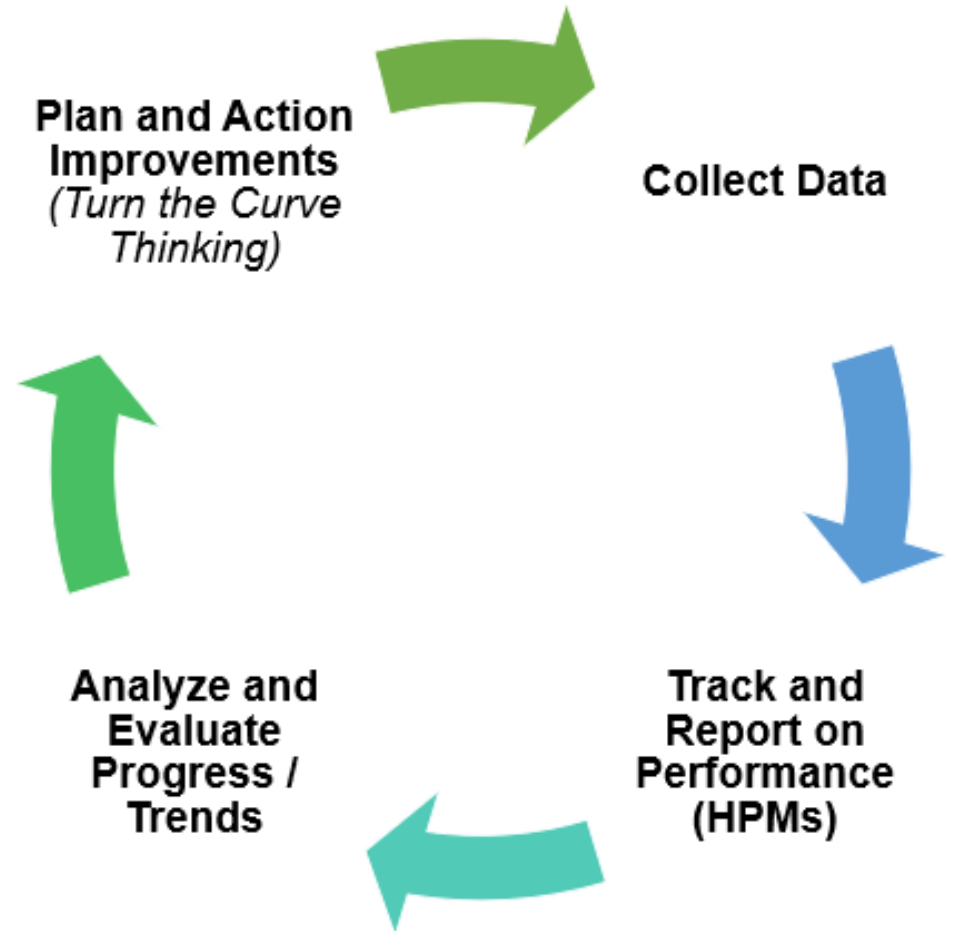
- Performance Evaluation
- Service Delivery Enhancements
- Business Planning

## Interpreting *Trends*

- Volume / Demand
- Quality / Value

## Areas for Improvement in Quality and Value HPMS

- *Turn the Curve Thinking*

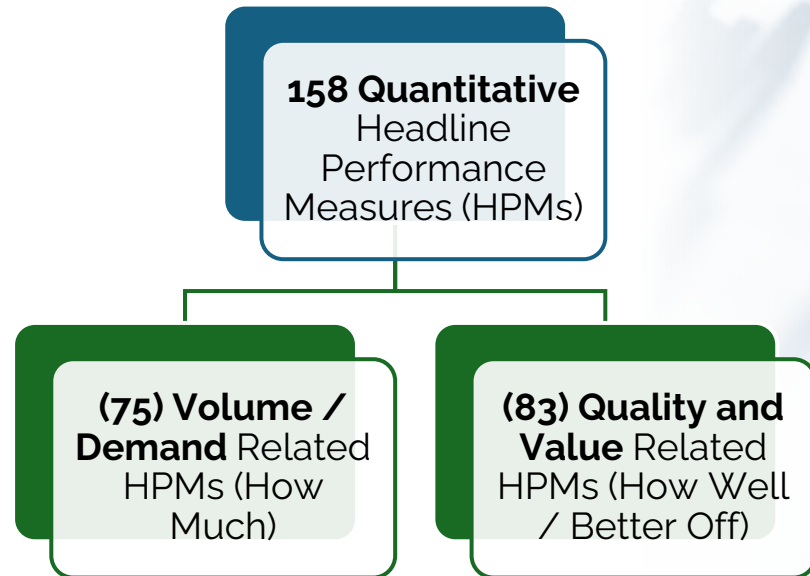


A young girl is shown in the foreground, focused on her archery. She is wearing a light-colored t-shirt with the "KING" logo and the name "Zoe" on it, a blue visor, and a blue sash. She is holding a bow and arrow, ready to shoot. In the background, another person is partially visible, also wearing a "KING" t-shirt. The setting is an outdoor field with green grass and yellow wildflowers.

# 2024 Service Performance Report

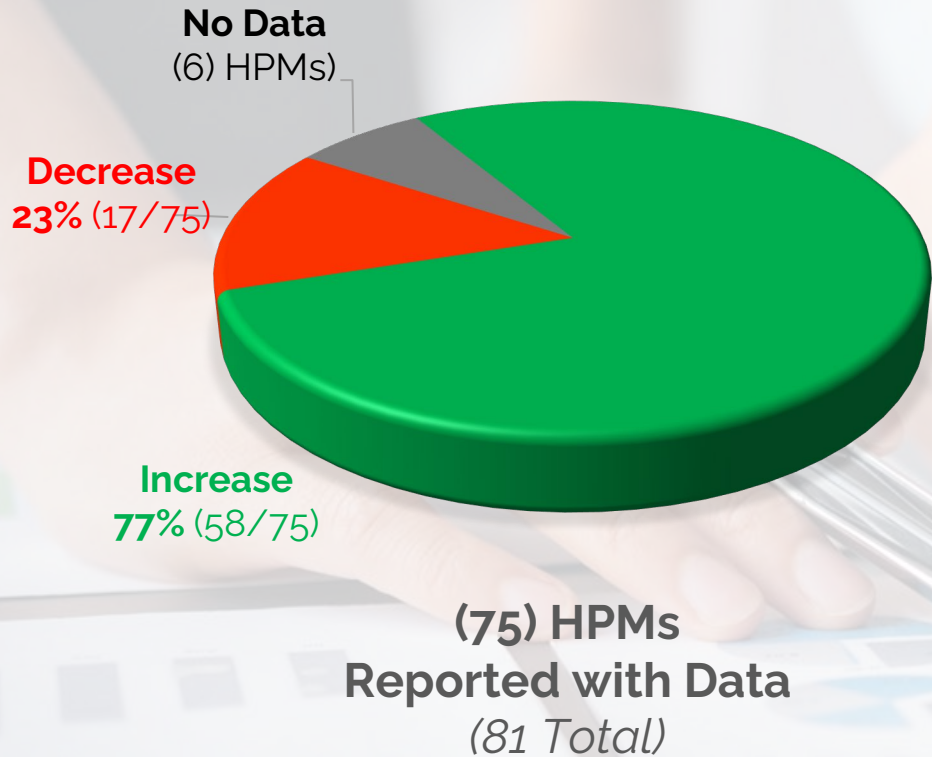


# Service Performance Report Summary



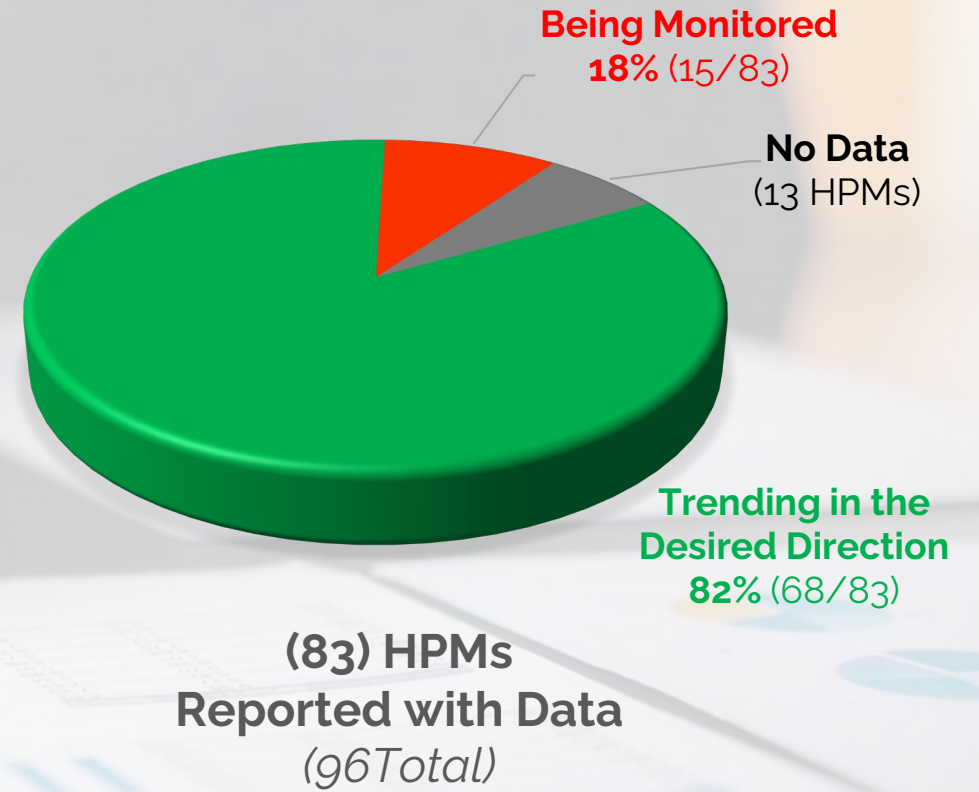
# Service Performance Report Summary

## Volume / Demand (How Much)



**158  
Performance  
Measures  
Reported with  
Data  
(177 Total)**

## Quality and Value (How Well and Better Off)





The background of the slide is a photograph of a landscape. In the foreground, there is a grassy field with some trees and a metal guardrail. In the middle ground, there is a paved road with a sidewalk and some utility poles. In the background, there is a large, dense forest of green trees. A modern building is visible on the left side of the image, partially obscured by the trees.

# Highlights by Service Area





# PLANNING & GROWING KING

# Planning & Growing **KING**

## Land-Use & Policy Planning

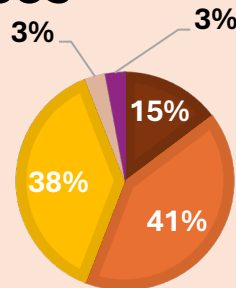
- **Policy Planning** Projects Started, Progressed or Completed in 2024:
  - Green Development Standards
  - Highway 11 Corridor Study
  - Neighbourhood Block Plans
  - Employment Lands Strategy
  - Official Plan Review
  - Growth Management Strategy
- **100%** of all policy planning projects **exceeded** statutory public engagement standards!



## Development Services

### Developments by Stage (year-end)

- Draft Plan
- Design
- Construction
- Maintenance



**\*100%** of development permits were processed to standard! (Site Alteration, Entrance, and Pool Permits)

## Building Standards

**+3,250** Building Inspections Completed, a **21% increase** from 2023!



**81%** of septic program inspections passed, an **increase of 25%** from the previous year!



**100%** of small and large building permits processed within defined standards

## Capital & Economic Development Highlights



- **70% increase** in the number of new businesses in King
- **33% increase** in the number of successful Community Improvement Plan grant applications.
- **88%** of all active capital infrastructure projects began implementation on schedule in 2024.
- **91%** of capital projects were on budget at year end.

## Areas of Improvement

- ❖ ASK Planning Service
- ❖ CIP grants



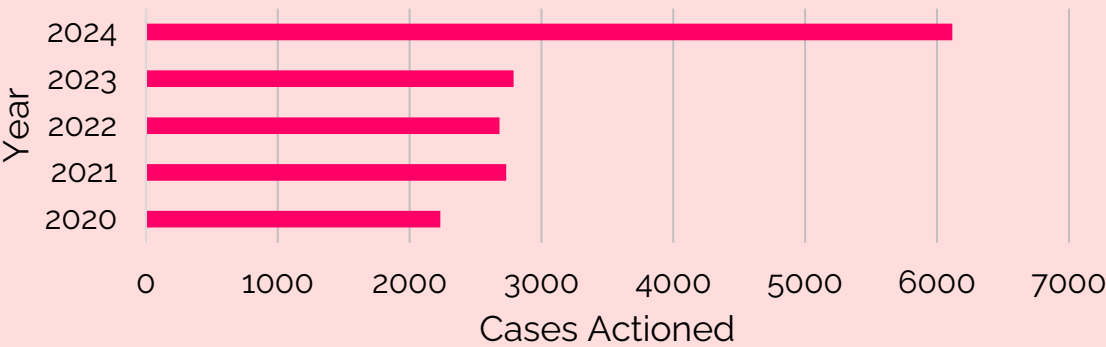


# KEEPING KING SAFE

# Keeping KING Safe

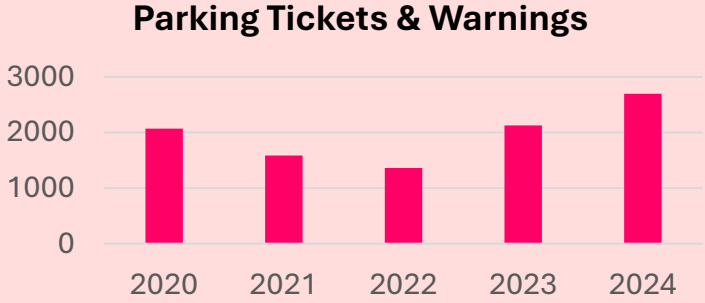

## By-law Services

- **+6115** By-law cases actioned and mitigated, a **119%** increase



- ▲ **+55** non-parking Administrative Monetary Penalties issued, and **+530** bag signs removed

**+2700** Parking Tickets & Warnings Issued

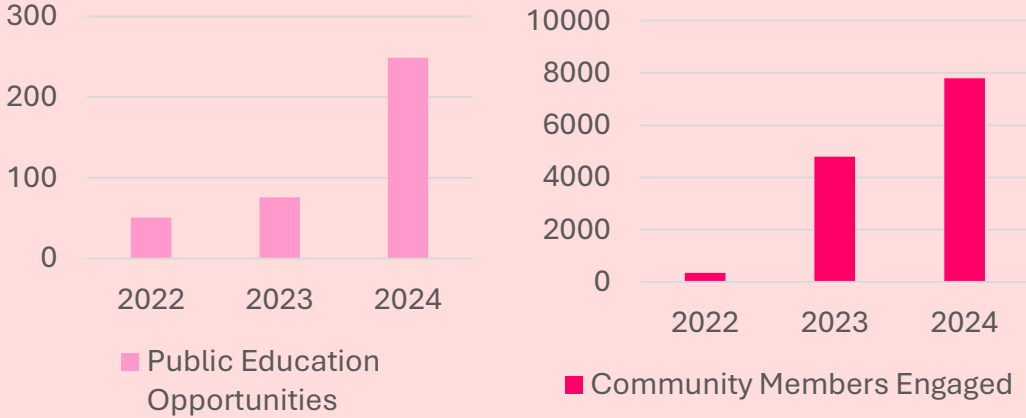


## Fire and Emergency Services

- Responded to over **1550** Emergencies
- **+700** Inspections & Investigations Completed



- **+250** Public Education Opportunities Engaging Over **7800** Community Members, a **63%** increase from the previous reporting year.



A snowplow is shown clearing a snowy road. The scene is set during the "golden hour" of a winter day, with a soft orange and yellow glow on the horizon. The snowplow, which has "CRAIG" written on its side, is moving from left to right, leaving a clean path in the snow. Bare trees and utility poles are visible in the background. Overlaid on the right side of the image is the title "MAINTAINING KING" in a large, bold, blue sans-serif font. The letter "K" in "KING" is stylized, featuring a green leaf-like shape integrated into its structure.

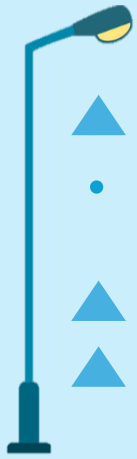
# MAINTAINING KING

## Transportation

- **100%** of **potholes** repaired within standard.
- **Snow** cleared within service level standards **100%** of the time
- All **Senior Snow Removal** properties cleared within standard
- All Township-operated roads street-swept and dust suppressed by **Q2**
- **98%** of Public Works Permit Applications Processed to Standard (Including Road Occupancy, Municipal Consent and Water / Sanitary Connections)



## Utilities (Streetlights and Locates)

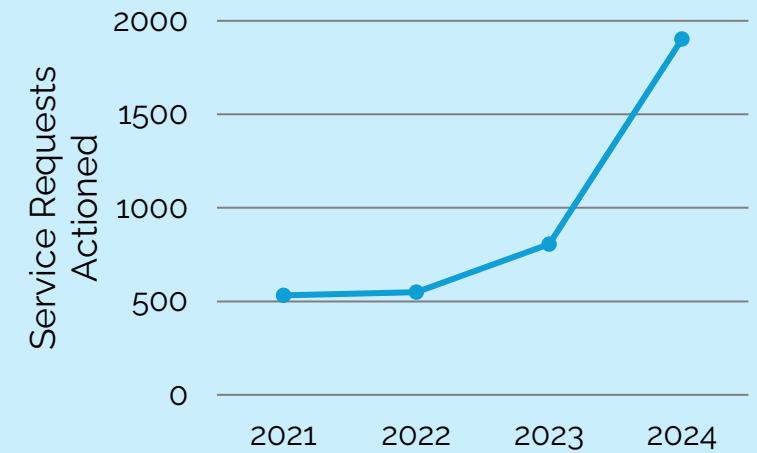


- ▲ **+70** **streetlight** customer requests actioned and closed
  - **100%** of **streetlight** service requests coordinated for repair within provincial standards.
- ▲ **+2600** **utility locates** requests received and actioned
- ▲ **100%** of **utility locates** completed within standard time.



## Facility & Business Services

- ▲ **+1900** facility service requests actioned, a **136%** increase in 2024



- **100%** of municipal facilities underwent health & safety inspections

## Areas for Improvement

- ❖ Facility & Booking Rental Hours



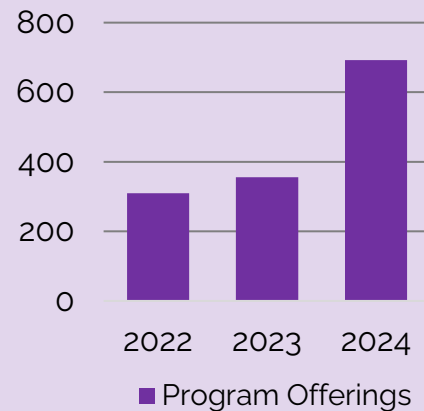
SERVICE KING

**SERVING**  
**KING**



## Recreation & Active Living

- ▲ **94%** increase in program offerings
- ▲ **10,966** program participants
- ▲ **35%** increase in Township sports league participants
- ▲ **12%** increase in active fitness memberships

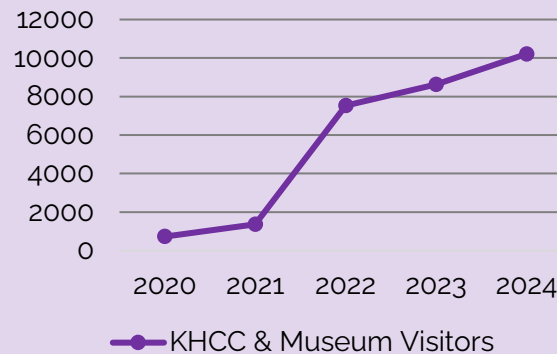


## Heritage, Culture & Events



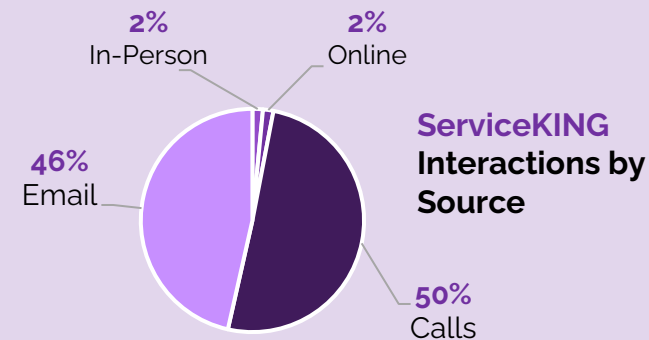
- ▲ **7%** increase in museum **exhibits**
- ▲ **11%** increase in **indigenous initiatives**
- ▲ **+10,200** people **engaged** through KHCC programs, events and outreach.
- ▲ **\$92,000** in sponsorship moneys raised for events
- **90%** of event attendees satisfied with events

Citizens Engaged with the KHCC & Museum



## ServiceKING

- **80%** of customer cases met service level standards in 2024
- Opened **+18,000** customer cases and closed **94%** of them.
- **+71,595** ServiceKING community interactions.



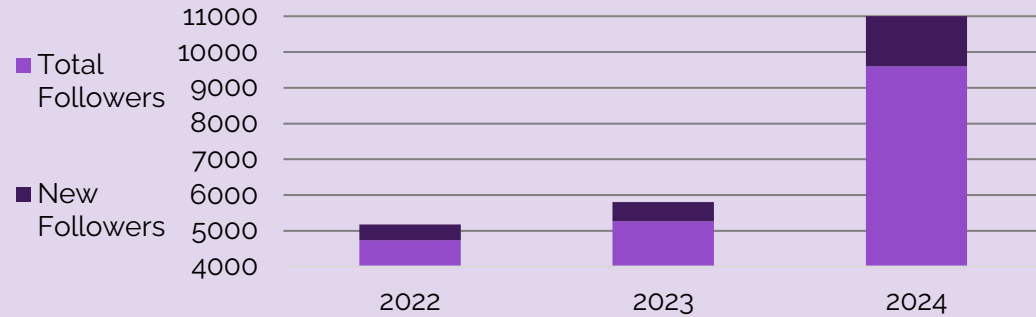
## Areas for Improvement

- ❖ Township League Satisfaction
- ❖ KHCC & Museum Visitors

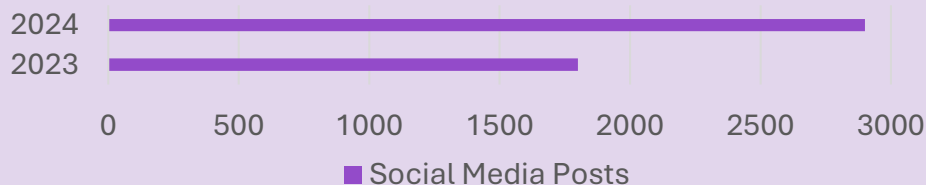


# SERVING **KING** *Continued*

## Communications & Public Engagement



- ▲ **201%** increase in **new** social media followers
- ▲ **+700,000** website visits to King.ca
- ▲ **+83,700** social media engagements
- ▲ **186%** increase in media releases
- ▲ **2.4 million** social media impressions
- ▲ **+265,000** social media video views
- ▲ **58%** increase in social media posts published



## Permits & Licensing

- **87%** of Legislative Permit & License Applications Processed to Standard (Including Film, Lottery, Doggie Daycare, Noise Exemptions)
- **61%** decrease in the number of permit inspections that resulted in Minor Variance or Hard Landscaping Exemptions

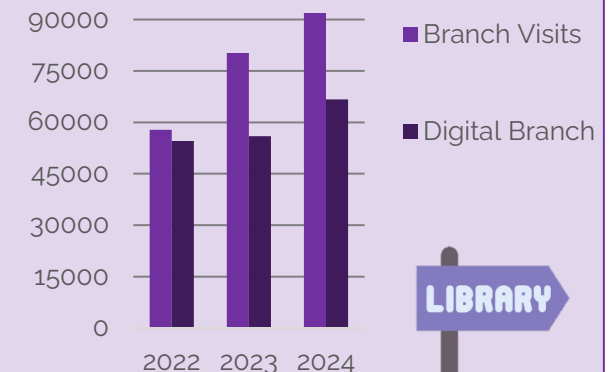


## Areas for Improvement

- ❖ King Bulletin Click-Through Rate
- ❖ KTPL Physical Collections Borrowed
- ❖ KTPL Social Media Engagements

## King Township Public Library

- ▲ **46,912** digital items borrowed and **81,553** physical items borrowed
- ▲ **+11,260** program participants
- ▲ **20%** increase of digital branch visits & **15%** increase of in person branch visits.



LIBRARY





# GREENING KING

## Sustainability and Environmental Outreach

- ▲ **2050%** increase of invasive species removed
- ▲ **49** Township & co-community led **greening** initiatives
  - **+14,740** cold creek visitors



## Garbage and Recycling

- ▲ **29%** increase in Recycle Coach application users
- ▲ **+111,225 lbs.** of textiles and batteries diverted from landfills
  - **+8200 tonnes** of waste collected and disposed



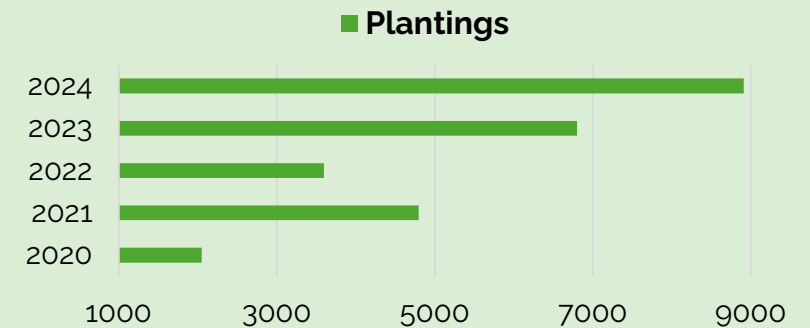
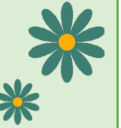
## Water & Wastewater Services

- ▲ **100%** of water and sanitary servicing requests processed within service standards, a **33%** increase from 2023.
- ▲ **51%** increase in water use portal users.
- ▲ **+2700** water locate stakeouts undertaken, **99%** of which were completed within standards.



## Parks, Forestry and Horticulture

- ▲ **+8,900** wildflower, trees & shrub plantings, up **31%** from 2023



- **100%** of playground inspections in compliance provincial standards.
- ▲ **740** parks, forestry & horticulture service requests actioned & closed, a **51%** increase from 2023.

## Areas for Improvement

- ❖ Waste-Related Complaints

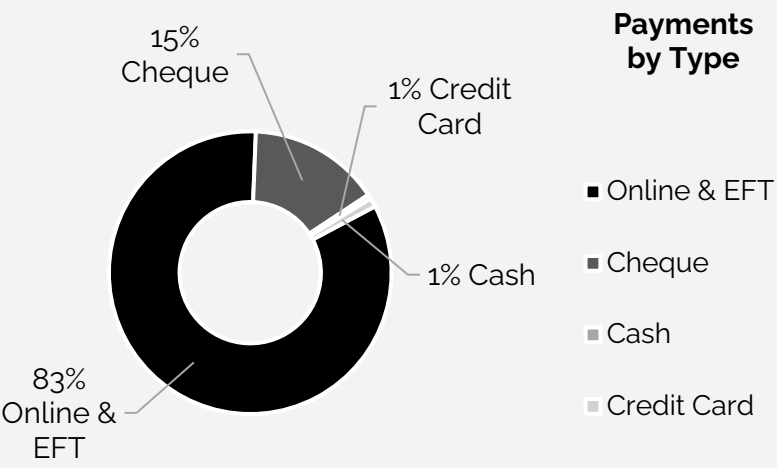


A photograph of a council meeting in progress. Several council members are seated at a long wooden table. In the background, a large wall features the 'KING TOWNSHIP' logo and several framed portraits. The scene is set in a modern, well-lit room with brick walls and flags.

# GOVERNING KING

## Revenue

- **51%** increase in water portal users
- **33%** decrease in water use meters with “no-read” errors
- **+660** e-billing users
- **83%** of all customer payments made online



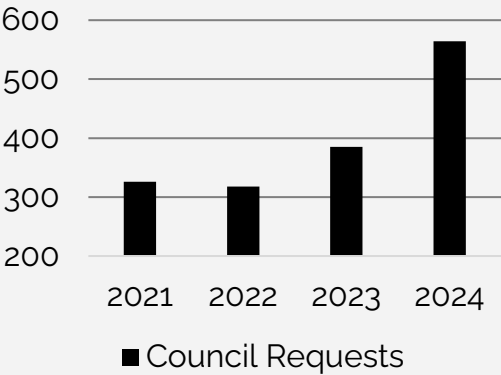
## Council & Legislative Services

- **100%** of council meeting agendas published in accordance with Procedural By-law
- **+75** deputations
- **+85** regulatory requests received
- **+555** households received planning circulations
- **100%** of all regulatory requests and public planning circulations meeting and exceeding provincial standard timelines



## Council Liaison Services

- Over **560** Council requests triaged, actioned and resolved , a **46%** increase from 2023.



## Strategy & Transformation

- All performance accountability reports published by Q2
  - Corporate Strategic Plan Year 1 Annual Progress Report
  - First Annual Service Performance Report

## Areas for Improvement

- ❖ Tax arrears

# KING | Communications Plan

NEWSPAPER  
FULL PAGE AD

SOCIAL MEDIA

MEDIA RELEASE

KING.CA







# Service Performance Report by Service Area

## **NEW!** Online Interactive Dashboards




2025-04-14

The Corporation of the Township of King



27

A background image of a modern, multi-story building with a large glass facade and a brick upper section. The building has a prominent entrance with a glass canopy. A "KING" logo is visible on the brick wall. A "YORK REGIONAL POLICE" crest is also visible on the brick wall. In the foreground, there are wooden benches and a "NO PARKING" sign. The text "Concluding Remarks" is overlaid on the right side of the image in a large, bold, black font.

# Concluding Remarks