



2023-2026 Corporate Strategic Plan Year 2 (2024) Annual Progress Report

Presented To: Township Council

Presented On: Tuesday April 29, 2025

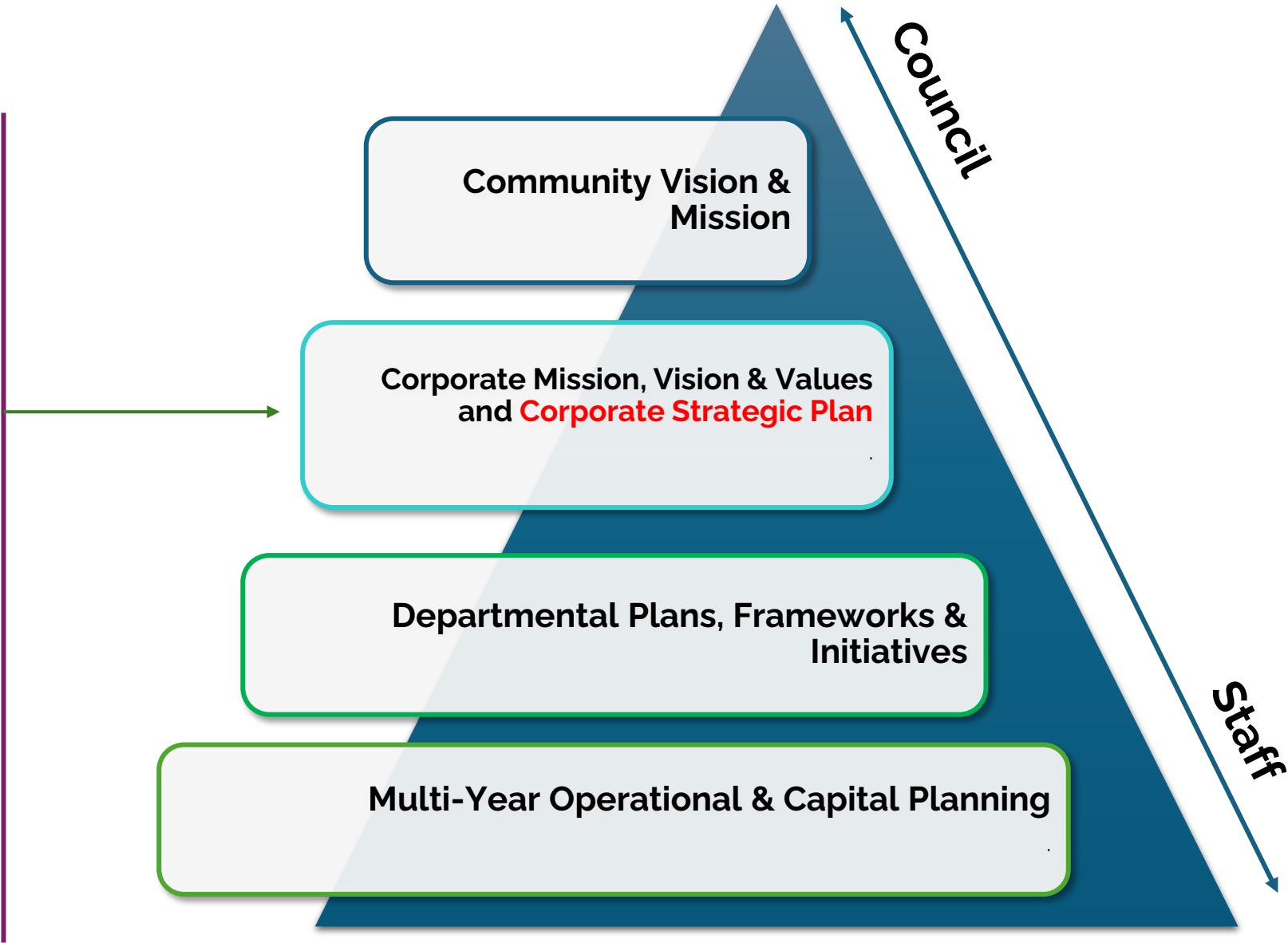
Presented By: Cara Santoro, Supervisor of Strategy & Transformation (A)

Agenda

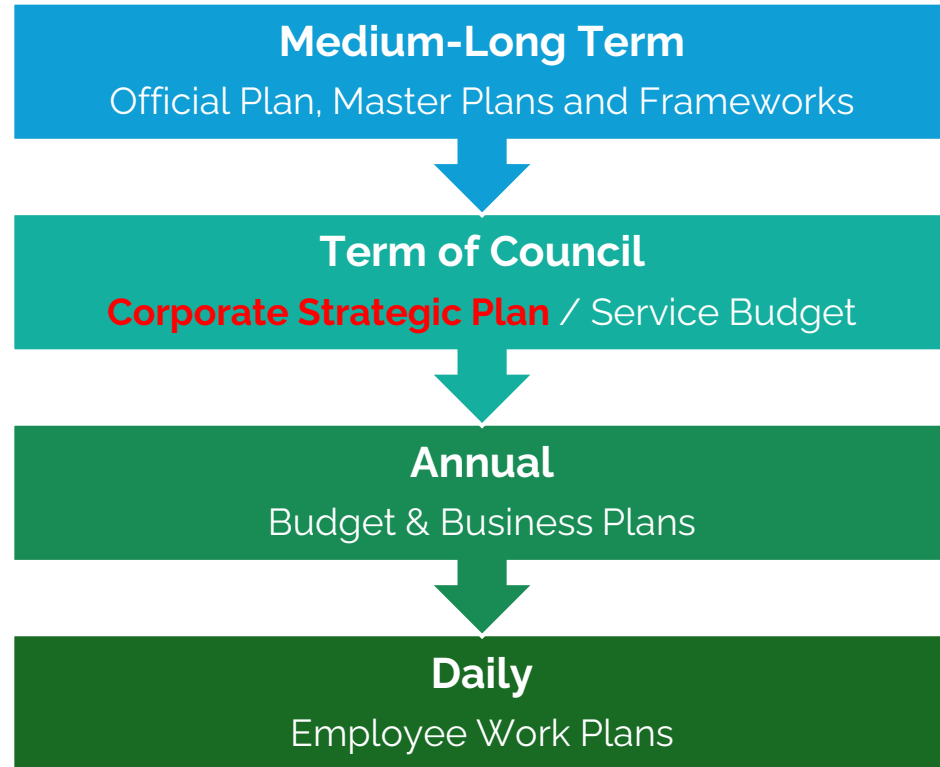
- Governance Framework
- Performance Accountability in King
- Framework for Evaluating Strategic Progress: *Objectives & Key Results*
- Strategic Performance Summary
- Strategic Performance Highlights
- Communications Plan
- 2024 CSP Progress Dashboard



Governance Framework



Corporate Planning Frameworks and Performance Accountability

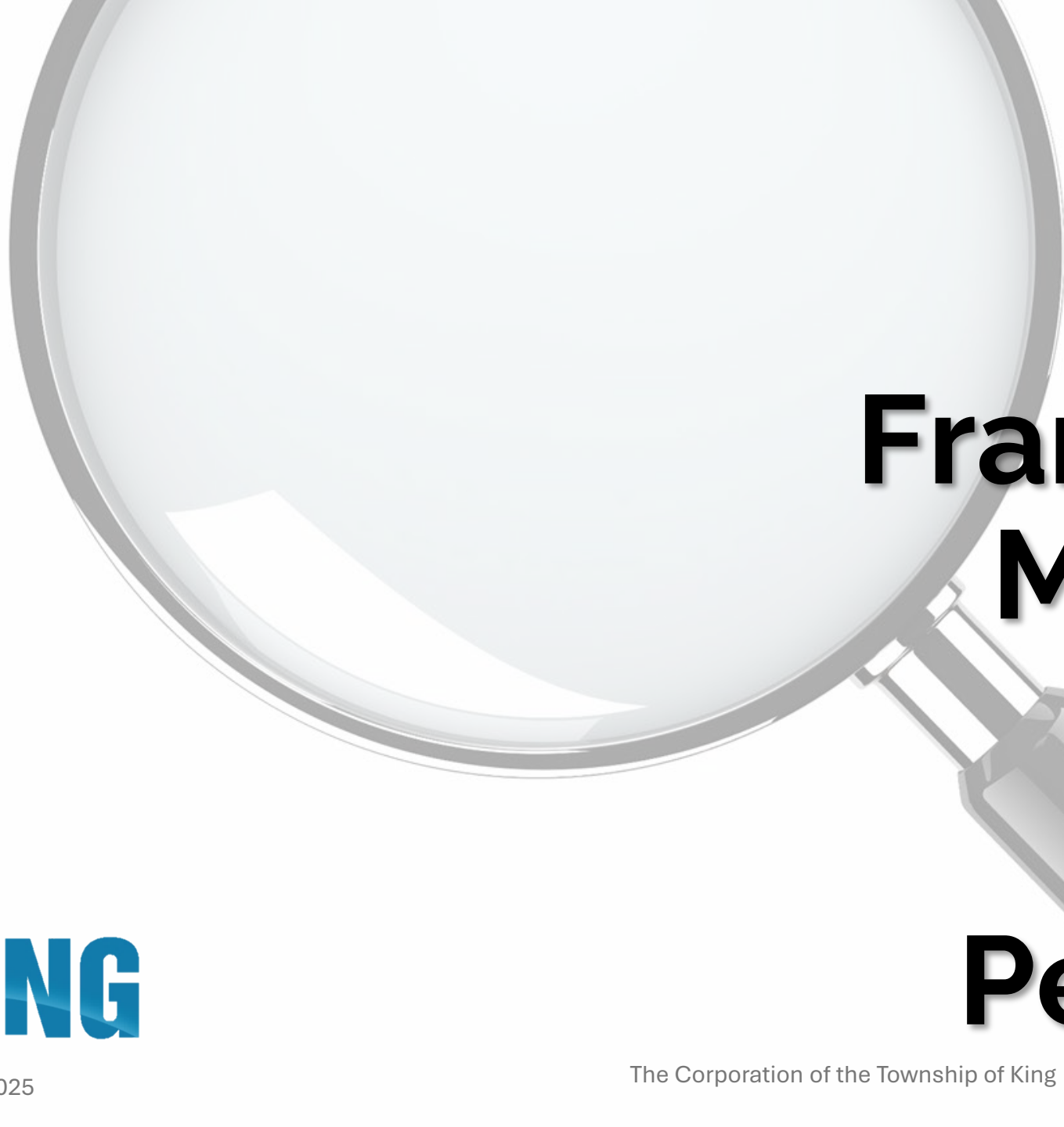


Strategic Performance

- Objectives and Key Results (OKR)

Operational Service Performance

- Results Based Accountability (RBA)



Framework for Measuring & Evaluating Strategic Performance



Objectives & Key Results (OKR)

Objective Key Results (OKR) Framework

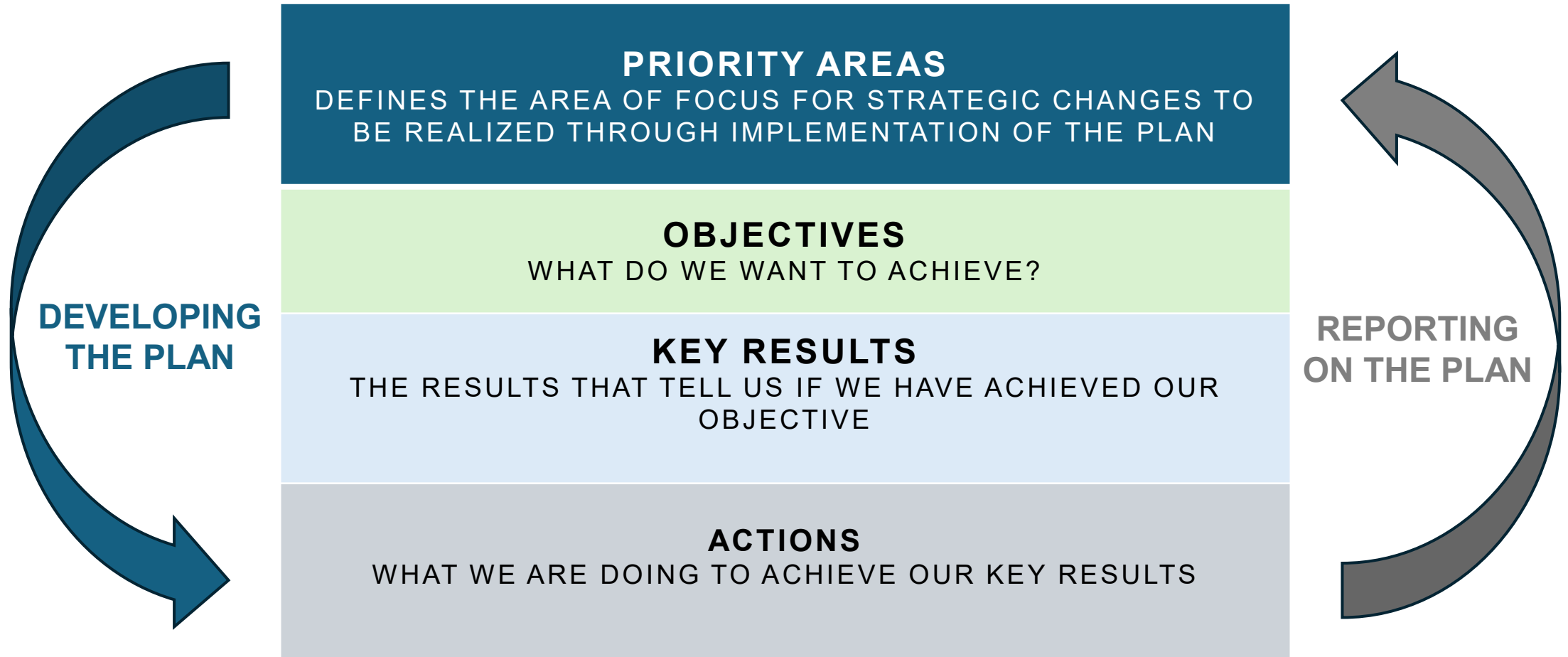
- Performance Measurement of Strategic Plans in Local Government
- *Measure What Matters* – John Doerr

Accountability and Transparency of Strategic Performance

- Qualitative & Quantitative Reporting
- Reported Annually in Q2



Objectives & Key Results (OKR)



We will *[objective]* as measured by *[key results]*

Objectives & Key Results (OKR) - Example



Objectives & Key Results (OKR)

**THE TOP STRATEGIC
PRIORITIES IDENTIFIED
BY COUNCIL**

PRIORITY AREAS

A Greener
Future

Sustainable
Asset
Management

Complete
Communities

Service
Excellence

**THE GOALS WE WANT
TO ACHIEVE RELATED
TO EACH PRIORITY**

OBJECTIVES

Mitigate
Climate
Change

Promote
Tree Canopy
Growth

Develop
Asset
Funding
Strategies

Improve
Capital
Assets

Manage
Growth to
Best Serve
King

Enrich
Community
Well-Being

Increase
Data Driven
Decision
Making

Enhance
Citizen
Service
Experience

**A RESULT THAT
MEASURES THE
PROGRESS OF
EACH GOAL**

KEY RESULTS

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3

KR 4

KR 1

KR 2

KR 3


KR 4

KR 1

KR 2

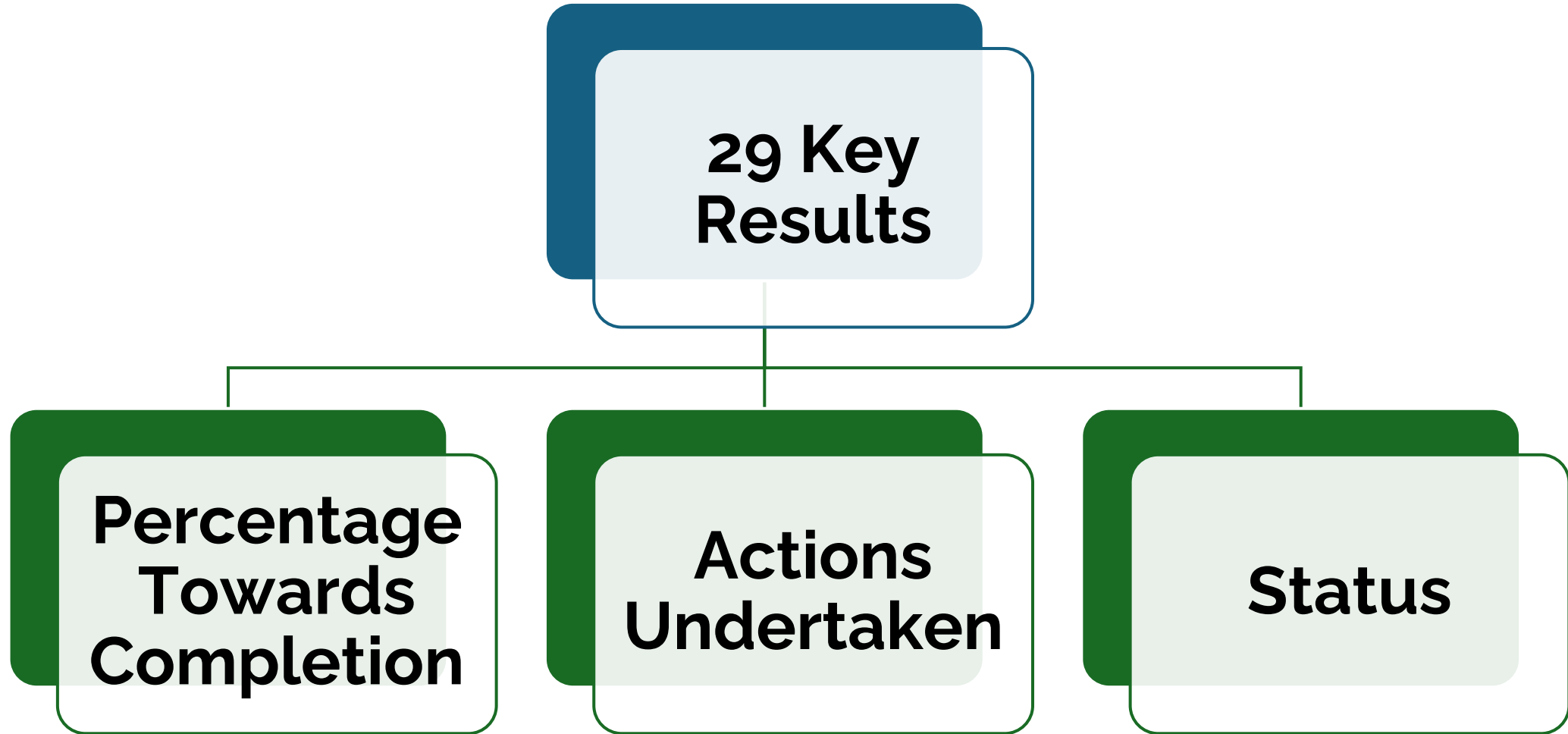
KR 3

KR 4

A young person wearing a light blue t-shirt and a black baseball cap is shown from the side, aiming a bow. The background is a lush green field with tall grass and some yellow wildflowers. The image is slightly faded to allow the text to be prominent.

2024 Annual Progress Report

KING Strategic Performance Report Summary

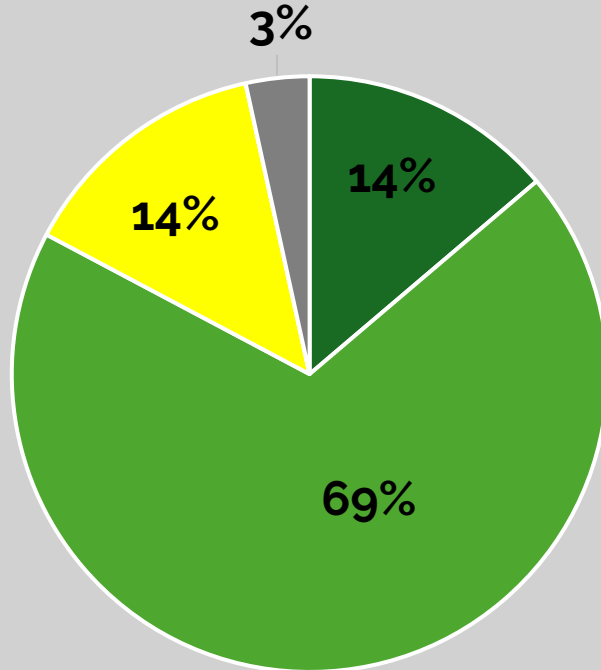


Strategic Performance Report Summary

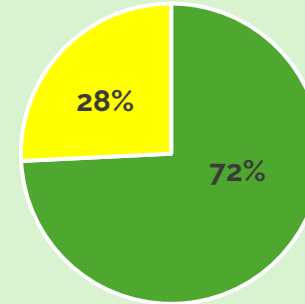
Legend

- Complete
- Proceeding as Planned
- Being Monitored
- Under Review
- Not Scheduled to Start in 2024

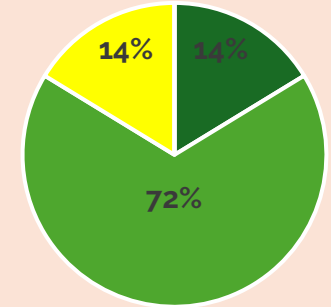
Key Results Status Summary



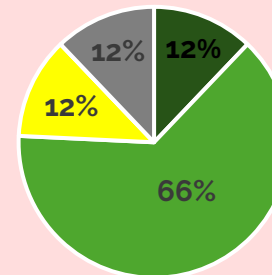
A Greener Future



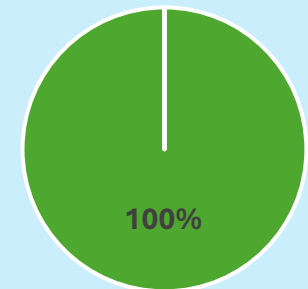
Sustainable Asset Management



Complete Communities



Service Excellence





Highlights by Priority Area

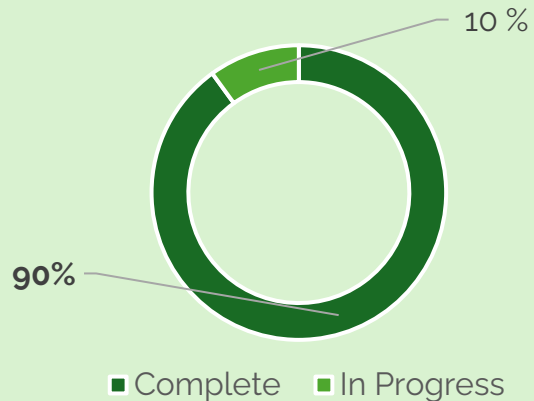


A GREENER FUTURE

Develop environmentally sustainable solutions to reduce King's footprint and mitigate against the impacts of climate change.

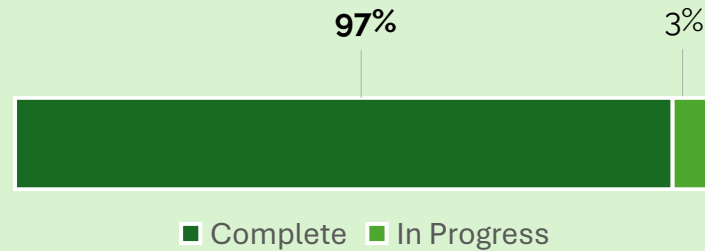
Adopt and Begin the Implementation of the Community Climate Change Action Plan **2026**.

- ✓ Finalized the **Draft Action Plan** and Presented it to Council for **Approval**
- ✓ Published the Plan to King.ca
- ✓ Began first steps of implementing the **Plan's Short-Term Actions**



PROCEEDING AS PLANNED

Reduce Corporate Emissions by **140 Tco2E** (tonnes of carbon dioxide).

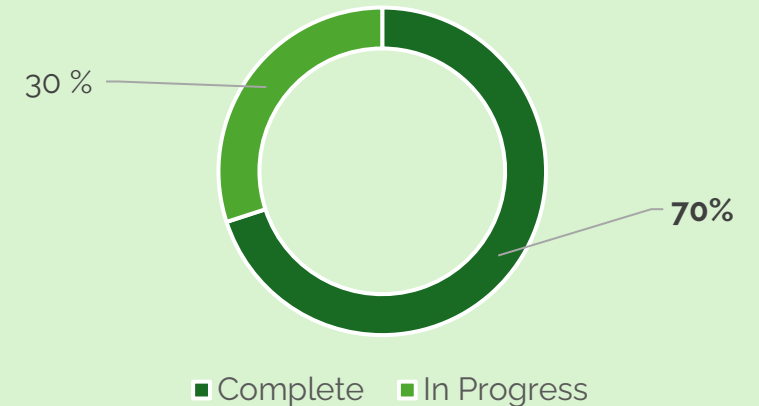


- ✓ **Update** of Corporate Emissions Energy Management and Conservation Plan (CEMCP)
- ✓ Brought Draft Update to Senior Leadership Team for comment & feedback

BEING MONITORED

Develop a Green Development Standards Incentive Program by **2026**.

- ✓ Received Council Endorsement of **ThinKING Green Program**
- ✓ Completed a **Jurisdictional Scan** of Incentives in other Local Municipalities
- ✓ Scheduled **Consultations** with External Stakeholders in the Development world

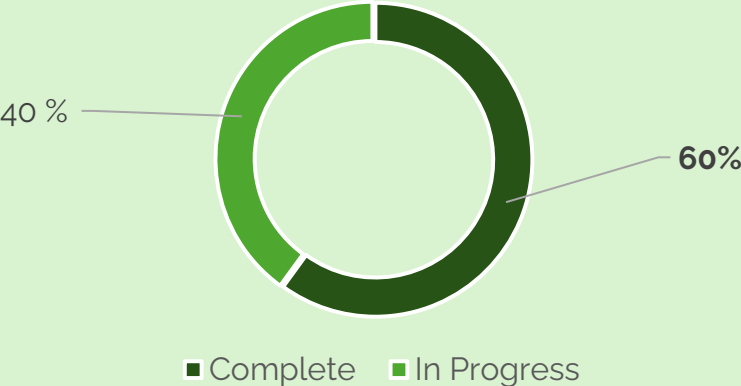


PROCEEDING AS PLANNED

Promote Tree Canopy Growth and Enhance Natural Lands

Inventory all Township Natural Assets by **2026**.

- ✓ Completed a **Benchmark analysis** of municipal Natural Asset Inventories
- ✓ Applied & Secured external **Funding** from Greenbelt
- ✓ Completed Natural Asset **Current State Analysis**



PROCEEDING AS PLANNED

Develop an Invasive Species Management Strategy by **2026**.

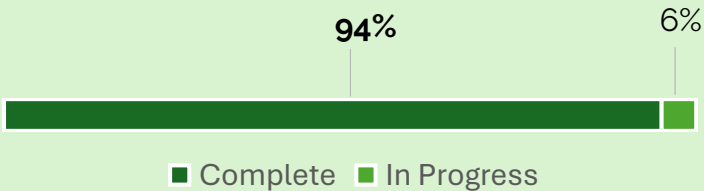
- ✓ Completed a **Benchmark analysis** of municipal Invasive Species Management Strategies (ISMS)
- ✓ Obtained a Consultant from the **Invasive Species Management Center**
- ✓ Planned external and internal **stakeholder** consultations



PROCEEDING AS PLANNED

Achieve the York Region minimum canopy cover recommendation for King of **36%**

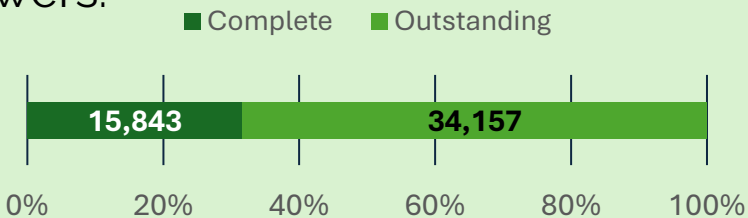
- ✓ Presented the **King Forest Study**
- ✓ Identified new **restoration locations** for plantings in 2025
- ✓ Developed a **Process** for Environmental Impact Reviews on new developments



PROCEEDING AS PLANNED

Plant **50,000** trees, shrubs and wildflowers.

- ✓ 9,045 plantings in 2024
- ✓ Developed Community Tree Planting and Maintenance **Procedure**.



BEING MONITORED

An aerial photograph of a construction site. In the top left, a yellow backhoe loader is parked. In the center, an orange excavator is working. To the right, a large white truck with a crane arm is visible. The ground is a mix of dirt, gravel, and concrete. There are some green trees and grass at the bottom of the frame. The text "SUSTAINABLE ASSET MANAGEMENT" is overlaid in large, bold, orange letters.

SUSTAINABLE ASSET MANAGEMENT

Develop asset funding strategies which ensure long term fiscal sustainability.

Implement a Stormwater Charge by **2023**

- ☑ Stormwater Charge Implemented and Key Result **completed in 2023 reporting year**

COMPLETE



Create and Implement an Asset-Funding strategy by **2025**.

- ☑ Conducted workshops for the Asset Management Program **Financial Data Review**
- ☑ Initiated a **financial strategy** for current, medium, and high Levels of Service
- ☑ Initiated the Development Charges Study

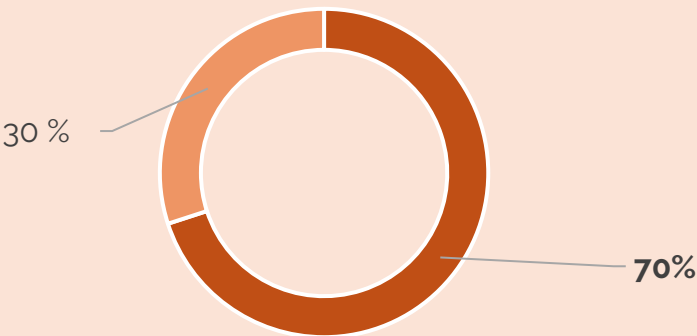


Complete In Progress

PROCEEDING AS PLANNED

Finalize and Implement the Asset Management Program by **2025**.

- ☑ Updated the **Corporate Asset Management Policy**
- ☑ Completed Phase 1 of the **non-core Asset Management Program**
- ☑ Continued our Asset Inventory and **Condition Assessments**
- ☑ Began the development of the **10-year expenditure and revenue forecast**



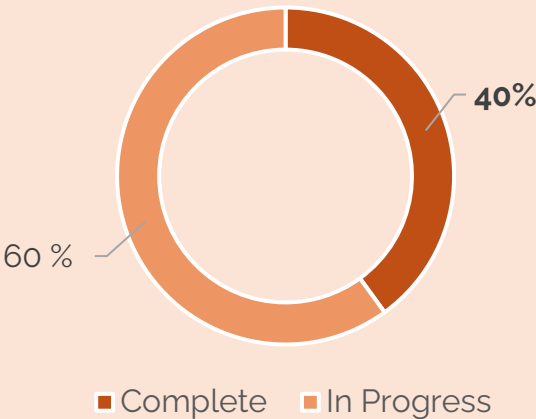
Complete In Progress

PROCEEDING AS PLANNED

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

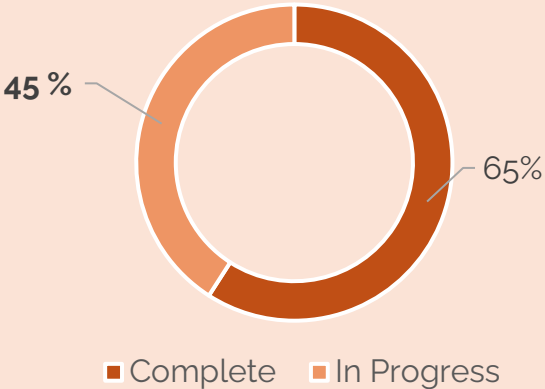
Develop and Implement a Stormwater Monitoring and Maintenance Strategy by **2026**.

- ☑ Completed the stormwater asset draft inspection, maintenance, and prioritization **internal report**
- ☑ Completed **staff training** on stormwater infrastructure.
- ☑ Completed stormwater modelling
- ☑ Initiated the first draft of the **Operations and Maintenance Manual**



PROCEEDING AS PLANNED

Update (5) asset-related Master Plans & Strategies by **2025**.



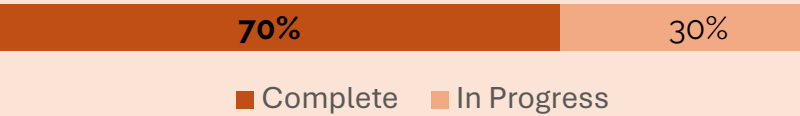
- ☑ Held Internal Technical Advisory Meetings and/or offered multiple public engagement opportunities for the development of the:

- Transportation Master Plan (TMP)
- Active Transportation Strategy (ATS)
- Water/Wastewater Master Plan (W/WMP)
- Parks & Trails Master Plan
- Facilities Master Plan

PROCEEDING AS PLANNED

Establish the levels of service for all capital assets by **2025**.

- ☑ Finalized the **Lifecycle Management Strategy**



PROCEEDING AS PLANNED

Develop an Asset Disposition Strategy by **2025**.

- ☑ Initiated a **Draft Inventory** of Lands in King



BEING MONITORED

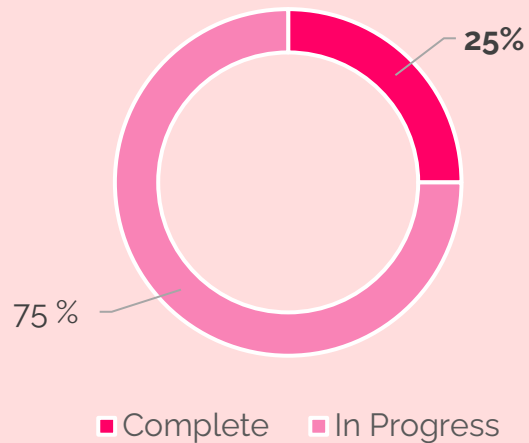


COMPLETE COMMUNITIES

Implement regulatory changes to manage growth which best serves King's unique landscape.

Complete the Official Plan review and update (to 2051) by **2025**.

- ✓ Advanced the **Growth Management and Employment Lands** Strategies
- ✓ Held multiple types of **Public Engagement** Opportunities
- ✓ Held **Council Education Sessions**



PROCEEDING AS PLANNED

Update Urban Zoning By-law **within 1 year** of the OP update.

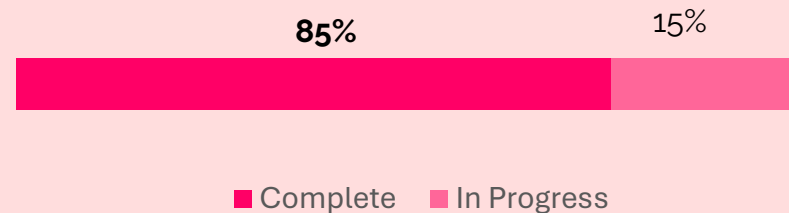


SCHEDULED TO START IN **2026**

NOT STARTED

Conduct the Blue Box Transition by **2025**.

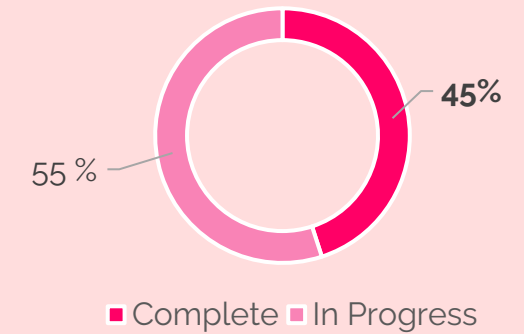
- ✓ Determined **non-eligible site** locations
- ✓ Created other recycling **options** for ineligible sites
- ✓ Obtained **pricing** for alternative options



PROCEEDING AS PLANNED

Explore opportunities for Commercial Licensing and if approved, implement programs by **2026**.

- ✓ Reviewed **Current Business License Model**
- ✓ Conducted a **Business Licensing Inventory**
- ✓ Procured Consulting Services to develop **options for licensing framework**

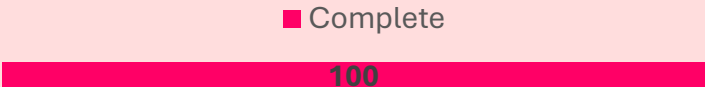


PROCEEDING AS PLANNED

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

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

- ☑ Launched the New **Program Intake Streams and Eligibility Criteria**
- ☑ Launched new **funding and grant programs**
- ☑ Launched the In-Kind request component of the EnrichKING portal



COMPLETE

Develop an Action Plan and begin implementation to become an “Age-Friendly Community” by **2026**.

- ☑ Created the AFC Steering Committee



BEING MONITORED

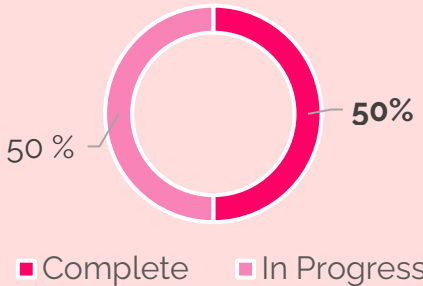
Develop and implement an annual Traffic-Safety campaign that runs for **(1) month annually**.

- ☑ Created the “**Safe Streets Campaign**” and **Launched** the Campaign for 4 weeks
- ☑ Collaborated with **York Region Police**
- ☑ Began **plan** for 2025 annual campaign

PROCEEDING AS PLANNED

Represent King's interest in major external developments within the Township.

- ☑ **Monitored and advocated** for King in the development of:
 - Highway 413
 - Bradford by-pass
 - Go-Train (2) way service
- ☑ Collaborated with the **Ministry of Agriculture, Farming and Rural Affairs** to identify farming opportunities
- ☑ Implemented a **new concierge service** for business moving to King



PROCEEDING AS PLANNED

SERVICE EXCELLENCE



Increase data-driven decision making to improve organizational performance

Develop and evolve a Corporate Performance Accountability Program by **2026**

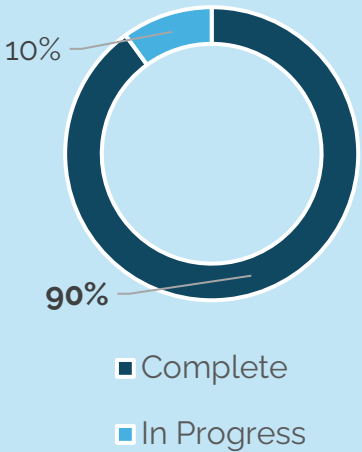
- ☑ Presented the 2023 [Operational Service Performance Report](#) in Q2 2024
- ☑ Launched Divisional [Service Profiles](#)
- ☑ Presented the 2023 [CSP Annual Progress Report](#) in Q2 2024
- ☑ Rolled out monthly Internal CSP Status and Milestone Updates
- ☑ Began Draft 1 of the Corporate Accountability Program [Policy & Procedure](#)



PROCEEDING AS PLANNED

Develop a Digital Transformation Framework and implement Phase 1 by **2025**.

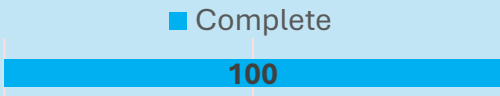
- ☑ Developed and launched the [Digital Transformation Framework](#) and drafted the [Responsible AI Roadmap](#)
- ☑ Launched [Co-pilot](#) for staff use internally & for public use externally with "[Kingsley](#)" at king.ca
- ☑ Created [dynamic appointment booking](#) for marriage licensing and commissioner of Oaths
- ☑ Completed (5) [draft Policies and procedures](#) for responsible AI use: the Privacy Policy, Data Steward List, Data Cleansing Procedure, Data Forms Procedure & Data Governance Policy



PROCEEDING AS PLANNED

Publish **(4)** new open-data sets

- ☑ Published open data-sets to King.ca:
 - Planning Applications
 - Building Permits
 - Fire Response
 - Bylaw Inspections



COMPLETE

Enhance citizen service experience.

Develop and implement a Customer Experience Strategy by **2025**

- ✓ Procured IPSOS as **Consultants**
- ✓ Determined Customer Experience **Focus Areas**
- ✓ Developed an Internal **Stakeholder Interview Schedule**



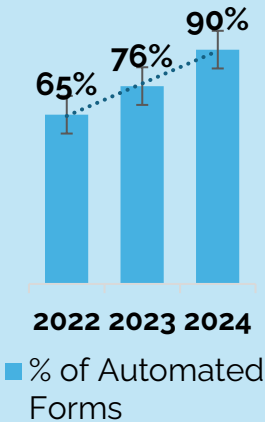
PROCEEDING AS PLANNED

90% of all Township application, requests and forms can be submitted in an automated form.

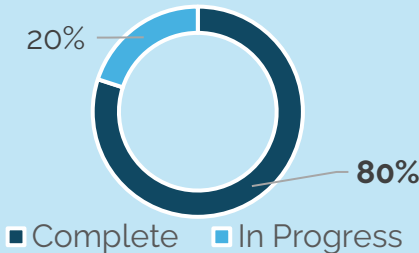
- ✓ Clerks Marriage Appointments
- ✓ Commissioner of Oath
- ✓ EcDev Support Services
- ✓ Water meter Installation Requests



COMPLETE



Launch **(2)** new ServiceKING locations for expanded community use and access.

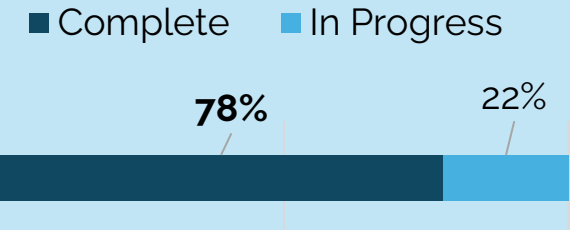


- ✓ Developed **training and staff manual for ServiceKING**
- ✓ Purchased ServieKING software licenses and **trained** Trisan and Zancor staff on software.
- ✓ Initiated a **communications plan** for the launch of ServiceKing at the Trisan and Zancor centers.

PROCEEDING AS PLANNED

Reduce "Information Only" Citizen Cases by **30%**.

- ✓ Published ads, posts and reels based on **weekly top 5** ServiceKING inquiries
- ✓ Executed over 50 **communications campaigns**
- ✓ Conducted research for the **Public Engagement Policy** and Communications Policy
- ✓ Launched Building **Self-Serve Appointments**



PROCEEDING AS PLANNED



2023-2026 Corporate Strategic Plan

Year 2 Annual Progress Report

Communications Plan

NEWSPAPER HALF
PAGE AD

SOCIAL MEDIA

MEDIA RELEASE

KING.CA



2024 (Year 2) Annual Progress Report

Online GIS Dashboard



April 29, 2025

The Corporation of the Township of King





Online GIS Progress Dashboard



[Sign In](#)



Corporate Strategic Plan Dashboard



2023-2026 Corporate Strategic Plan



A
Greener Future

[OBJECTIVE 1](#)

[OBJECTIVE 2](#)



Sustainable Asset
Management

[OBJECTIVE 1](#)

[OBJECTIVE 2](#)



Complete
Communities

[OBJECTIVE 1](#)

[OBJECTIVE 2](#)



Service
Excellence

[OBJECTIVE 1](#)

[OBJECTIVE 2](#)



Online GIS Progress Dashboard

2023 - 2026 Corporate Strategic Plan

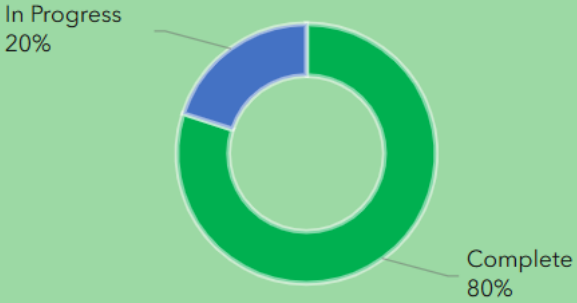
OBJECTIVE #1

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

A Greener Future

Key Result 1

Implement the Community Climate Change Action Plan and implement Phase 1 by 2026

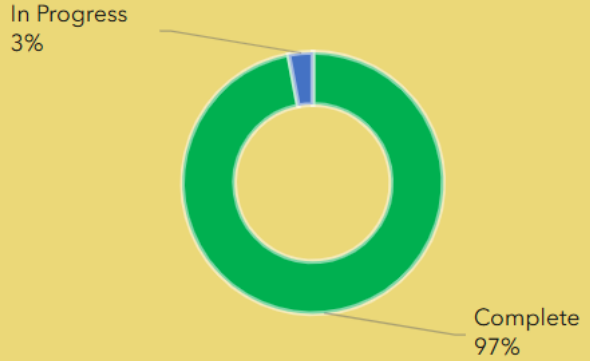


Proceeding as Planned

Status Action

Key Result 2

Reduce Corporate Emission by 140 TCo2E (tonnes of carbon dioxide)



Being Monitored

Status Action

Key Result 3

Develop a Green Development Standards Incentive Program by 2026



Proceeding as Planned

Status Action



Online GIS Progress Dashboard

2023 - 2026 Corporate Strategic Plan

OBJECTIVE #1

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

A Greener Future

Actions Completed

- Finalized the Draft Action Plan (including feedback received via public engagement).
- Presented the Draft Action Plan to Council.
- Final Action Plan Endorsed by Council.
- Published the King Community Climate Action Plan to King.ca in September 2024.
- Ongoing implementation of the Short-Term Action Plans.

Status

Action

Actions Completed

- Initiated the draft update for King's Corporate Energy Management and Conservation Plan (CEMCP).
- Presented the updated CEMCP to the Senior Leadership Team for review and feedback, with the intention to bring it forward to Council in 2025.

Status

Action


Actions Completed

- Received council endorsement for the ThinkKING Green Program in May 2024.
- Launched the newly updated [ThinkKING Green Program](#) to King.ca in September 2024.
- Released the applicant information guide.
- Began a jurisdictional review of incentive opportunities in other local municipalities.
- Held consultations with stakeholders in the development industry.

Status

Action





Concluding Remarks



COUNCIL Q&A