



2023-2026 Corporate Strategic Plan

Year 1 Annual Progress Report

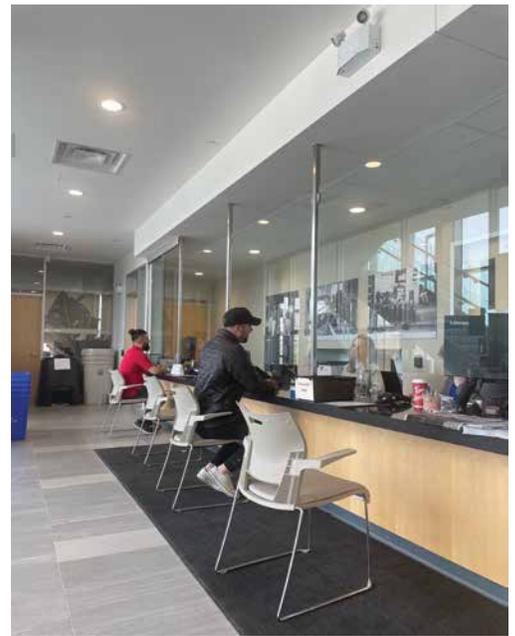


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Township Priorities



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

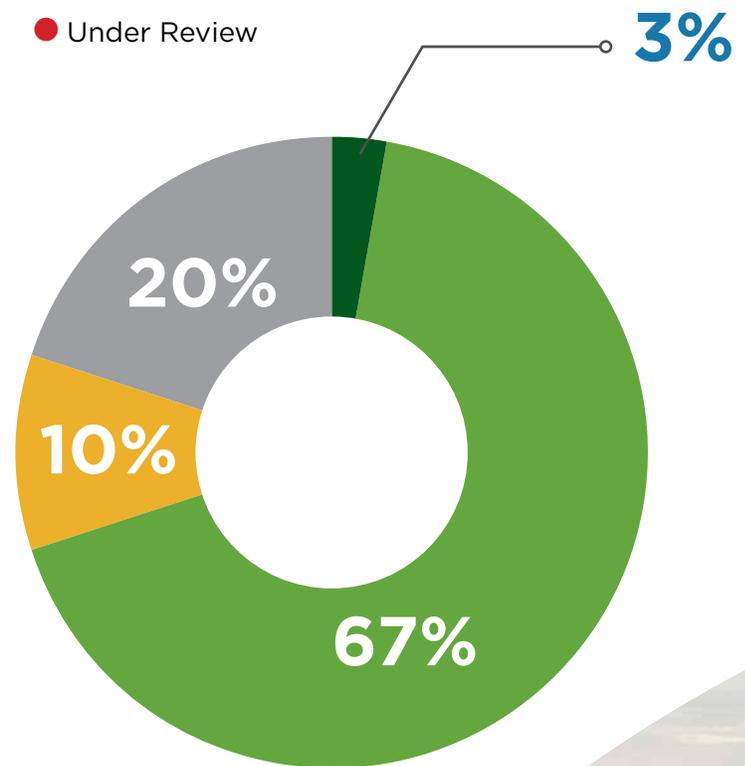
Planning and preparing for the future through the strategic planning process puts the Township in a position to effectively respond and address various challenges and opportunities relating to climate change and the natural environment, municipal asset management, infrastructure and funding, regulatory 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 One (2023). The **Year One (2023) Annual Progress Report** evidences quantitative (% complete) and qualitative (actions completed) progress made on all 29 Key Results included in the plan. Overall, (19) Key Results (67%) are proceeding as planned, (6) Key Results (20%) are not scheduled to start until 2024, (3) Key Results (10%) are being monitored, and (1) Key Result (3%) 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 ▲ Being Monitored ● Not Started

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
▲	10%	<ul style="list-style-type: none"> Created a stakeholder register to determine stakeholders. Undertook a stakeholder analysis and developed a plan for the management of internal and external stakeholders, including methods and frequency of communication. Performed research, including a jurisdictional scan of neighbouring municipalities. Development of draft plan. 	<ul style="list-style-type: none"> Minor schedule variance in 2023 from forecasted timelines for finalizing the Draft Action Plan.





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	97%	<ul style="list-style-type: none"> Transition of two Township facilities offline Implementation of ReallCE at the Trisan center, leveraging cold water for arena ice maintenance. Transition two Township fleet vehicles to electric. Initiation the re-optimization process for emission management at the Trisan Center Initiation of the building automation system in Nobleton to enable operator access of connected building systems from a centralized interface to better control heating, cooling, lighting and appliance. 	<ul style="list-style-type: none"> Net reduction of 133 tonnes of cO2 as a corporation, from Township Facilities and Fleet

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

Status	Progress	Key Actions	Status Comments
●	5%	<ul style="list-style-type: none"> Conduct background research Engagement and input discussions held with the Clean Air Partnership on green development standard incentive options. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.



PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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
●	10%	<ul style="list-style-type: none"> Identify all internal and external stakeholders and analyze /plan for levels of engagement and communication. Performed a jurisdictional scan to research Natural Asset Inventories in other municipal jurisdictions in Canada. Attended a Natural Asset Inventory Workshop. Engage with the Toronto Region Conservation Authority to discuss the project scope and potential partnership opportunities. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.





PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	15%	<ul style="list-style-type: none"> Performed a jurisdictional scan to research Invasive Species Management Strategies in other municipal jurisdictions across Canada. Identify all internal and external stakeholders and analyze /plan for levels of engagement and communication. Coordination of engagement sessions with conservation partners (including Toronto and Lake Simcoe Region Conservation Authorities and Nature Conservancy of Canada) and other municipalities to help define the project scope, and understand key considerations to factor into King's approach Acquired GIS data from partners (TRCA, LSRCA) on invasive species in King Initiate the Invasive Species Management Plan outline and format. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.



PRIORITY AREA: A GREENER FUTURE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
▲	14%	<ul style="list-style-type: none"> Planted (6,800) trees, shrubs (6220), and wildflowers (579) Identified and secured funding opportunities for plantings. Identified 2024 priority planting locations, quantities, and dates. 	<ul style="list-style-type: none"> Volume of tree plantings in 2023 slightly below forecasted target. Expected planting in 2024 – 2026 to account for variances in 2023.

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

Status	Progress	Key Actions	Status Comments
●	94%	<ul style="list-style-type: none"> Planted (~6,900) trees, shrubs (6220), and wildflowers (579) Identified and secured funding opportunities for planning in 2023. Ongoing York Region Forest Study (expected completion in 2024) Identified 2024 priority planning locations, quantities, and dates. 	<ul style="list-style-type: none"> Canopy cover currently at 34% at the end of 2023.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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"> • Consider funding (levy) options for stormwater infrastructure renewal and maintenance. • Evaluate funding proposals and reports. • Developed stormwater rate to generate annual funding requirements. • Updated tax billing forms and systems to accommodate the new levy. • Hosted a public consultation meeting to ensure community understanding of all new levy considerations. • Communicate and engage with citizens to educate taxpayers about the new levy 	<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: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	15%	<ul style="list-style-type: none"> Define the current state of Township assets including Fleet and Fire Equipment, Sidewalks, Parks, and Facilities through internal data collection workshops. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.

KEY RESULT 3: Create and Implement an Asset-Funding strategy by 2025

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> Not Applicable. 	<ul style="list-style-type: none"> Key Result forecasted for initiation in 2024.





PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

OBJECTIVE 2: Improve our 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
●	25%	<ul style="list-style-type: none"> • Initiate and complete background and industry research • Perform a jurisdictional scan to understand approaches in other municipalities. • Identify all internal and external stakeholders and analyze /plan for levels of engagement and communication. • Obtain approval of Stormwater Charge (maintenance and monitoring funding source) • Completion of a Stormwater asset inventory. • Initiate the Stormwater asset and maintenance forecast • Develop maintenance schedule and initiate maintenance operations. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> • Not Applicable 	<ul style="list-style-type: none"> • Key Result forecasted for initiation in 2024

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

Status	Progress	Key Actions	Status Comments
●	5%	<ul style="list-style-type: none"> • Initiate and complete background and industry research, and perform a jurisdictional scan to understand approaches in other municipalities for the following: <ul style="list-style-type: none"> • Water / Wastewater Master Plan (WWMP) • Transportation Master Plan (TMP) • Active Transportation Strategy (ATS) • Draft Request for Proposal for our TMP and ATS • Drafted and went to market for a Request for Proposal for the WWMP 	<ul style="list-style-type: none"> • WWMP, TMP and ATS all proceeding according to forecasted schedules. • Parks Master Plan not scheduled to start in 2023. • Facilities Master Plan note scheduled to start in 2023.



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none">Not Applicable	<ul style="list-style-type: none">Key Result forecasted for initiation in 2024





PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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



KEY RESULT 1: Complete the Official Plan review and update (to 2051) by **2025**.

Status	Progress	Key Actions	Status Comments
●	15%	<ul style="list-style-type: none"> Held a Public Meeting to gain initial input into the Official Plan process. Defined the project scope and drafted a Request for Proposal to procure a consultant to support the update process. Assembling background information and data to inform the process moving forward. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.

KEY RESULT 2: Update Urban Zoning By-law **within 1 year** of the OP update.

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Key Result forecasted for initiation upon completion of the Official Plan review and update.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	35%	<ul style="list-style-type: none"> • Defined the project scope and procure consultant to assist King in the transition. • Initiate the development of a funding strategy to support the transition. • Completion of the Resource Productivity and Recovery Authority identification report, and submission of the transition report. • Bring forward a Blue Box Transition Update report to Township Council • Presented a Blue Box Transition Update Report to Council (PW-2023-004) • Extended the Township's solid waste contract (in partnership with Northern Six Municipalities) with Green for Life (GFL) into 2026. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed
 ● Proceeding as Planned
 ▲ Being Monitored
 ● Not Started

KEY RESULT 4: Explore Opportunities for Commercial Licensing and If Approved, Implement Programs by **2026**

Status	Progress	Key Actions	Status Comments
●	5%	<ul style="list-style-type: none"> Hosted two internal stakeholder consultation meetings to explore the scope of commercial licensing options. Performed a jurisdictional scan of other municipalities to understand and explore business licensing programs. Evaluate business licensing program benchmarks to help inform the scope of potential opportunities in King. 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.





PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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 existing municipal funding, grant programs, donations, and in-kind contribution requests by **2024**.

Status	Progress	Key Actions	Status Comments
●	90%	<ul style="list-style-type: none"> Initiate, plan, and execute the development of the EnrichKING program. Modernize the intake process and centralize the administration for municipal fundings, grant programs, donations and in-kind contributions. Present the EnrichKING program to Council (Staff Presentation) Launch the new EnrichKING website portal 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.

KEY RESULT 2: Develop an Action Plan and begin implementation to become an “Age-Friendly Community” by **2026**.

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Key Result forecasted for initiation in 2024.



PRIORITY AREA: COMPLETE COMMUNITIES

✓ Completed
 ● Proceeding as Planned
 ▲ Being Monitored
 ● Not Started

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

Status	Progress	Key Actions	Status Comments
▲	Not Applicable for this Key Result	<ul style="list-style-type: none"> Monitor and advocate for King's interests in external stakeholder engagement opportunities for the GTA West Bradford By-pass Highway and the GO Train two-way service. 	<ul style="list-style-type: none"> Expected to see additional engagements with external developments (upper government, private etc.) through 2024-2026 with the restructuring of the Economic Development division.

KEY RESULT 4: Develop and implement an annual Traffic-Safety campaign that runs for **(1) month annually.**

Status	Progress	Key Actions	Status Comments
●	0%	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Key Result forecasted for initiation in 2024.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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
●	30%	<ul style="list-style-type: none"> • Deliver and report to Council on the results of the 2023 Citizen Survey (ADM-CAO-2023-003) • Initiate, plan, execute and bring forward the NEW 2023-2026 Corporate Strategic Plan for Council adoption (ADM-CAO-005) • Bring forward the Township's Corporate Service Inventory and associated Service Profiles (for all operational services) for Council adoption (ADM-CAO-2023-006) • Publish the Service Inventory and Profiles online • Internal data development actioning on all headline performance measures associated with operational services, in preparation of 2024 reporting. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	10%	<ul style="list-style-type: none"> • Current state assessment of Township digital and/or automated processes. • Digital process gap analysis and areas of priority focus. • Internal workshops and inventory of service-related data sources and collection methods. • Develop internal governance standards for data in King. • Active recruitment of a Supervisor of Digital Transformation. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.

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

Status	Progress	Key Actions	Status Comments
●	85%	<ul style="list-style-type: none"> • Publish the By-law Enforcement Map (background data available for download / export) • Collection, mining, and cleaning of the following service data sets to prepare for publishing in 2024: <ul style="list-style-type: none"> • Planning Applications • Building Permits • Fire Response and Inspections 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

OBJECTIVE 2: Enhance citizen service experience.



KEY RESULT 1: Develop and implement Customer Experience (CX) Framework and Action Plan 2025.

Status	Progress	Key Actions	Status Comments
●	15%	<ul style="list-style-type: none"> Initiate and complete background and industry research Perform a jurisdictional scan to understand approaches in other municipalities Engage in benchmark meetings with neighbouring municipalities to help define the project scope Develop options on how to approach the development of the CX Plan 	<ul style="list-style-type: none"> Key Result proceeding according to forecasted schedule.





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	50%	<ul style="list-style-type: none"> • Publish the By-law Enforcement Performed research & analysis of after-hours metrics to gauge appropriate level of staffing • Development of internal service level agreements with all departments to define and clarify lines of responsibility in service delivery • Development of a ServiceKING Information Guide. • Implement a customer case escalation process to ensure citizen needs are addressed to defined service levels and standards • Initiate the transition of Trisan Service Desk staff to ServiceKING Associates, adopting all policies, procedures, business systems and functions. 	<ul style="list-style-type: none"> • Key Result proceeding according to forecasted schedule.





PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	75%	<ul style="list-style-type: none"> • Publish the Service Inventory and Profiles online • Developed three informational Tax Bill inserts: <ul style="list-style-type: none"> • Where Tax Dollars Go • Water Portal • Stormwater Charge • Implemented “Ask KING Planning” for self-serve planning application inquiries • Launch By-law Investigations GIS map • Created 3 information videos to raise awareness on the topics of: <ul style="list-style-type: none"> • Where Do Your Tax Dollars Go? • Parks Services • Water Rates • Service Inventory and Profiles • Official Plan Update Kick Off • Onboarding of the new Manager of Communications • Initiate the development of a corporate communications plan to guide King in its re-branding, communication, and public engagement efforts. 	<ul style="list-style-type: none"> • Decrease of 22.44% from 2022 in Information Only Customer Cases • We are 75% of the way to achieving the net reduction target of 30%



PRIORITY AREA: SERVICE EXCELLENCE

✓ Completed ● Proceeding as Planned ▲ Being Monitored ● Not Started

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

Status	Progress	Key Actions	Status Comments
●	86%	<ul style="list-style-type: none">• Current state inventory and analysis of all external facing application, requests, and inquiry forms• Initiate a proactive internal engagement plan to work across various service units and facilitate the digitizing and automations of service requests, forms, and applications.	<ul style="list-style-type: none">• 11% increase from 2022 to 2023 in the (%) of total forms, requests and applications that are digitally automated• At the end of 2023, 76% of all external forms, applications and requests are automated.







2023-2026 Corporate Strategic Plan

Year 1 Annual Progress Report

Contact Information

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KingTownship   

