



The Corporation of the Township of King Report to Council

From: Office of the Chief Administrative Officer - Strategy & Transformation Division

Report Number: OCAO-STR-2025-002

Date: Tuesday, April 29, 2025

Title: **Year Two (2024) Corporate Strategic Plan Annual Progress Report**

Recommendation

1. That Council Report Number OCAO-STR-2025-002 be received as information.
2. That the Companion Presentation to Council on April 29 also be received as information.

1. Report Highlights

- This report provides Council with an overview of progress made against the 2023-2026 term of Council Corporate Strategic Plan (CSP) in Year Two (2024).
- 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 Two (2024) Annual Progress Report includes quantitative (% complete) and qualitative (actions completed) progress updates made on all 29 Key Results included in the plan.
- Overall, (4) Key Results (14%) are complete, (20) Key Results (69%) are proceeding as planned, (4) Key Results (14%) are being monitored and (1) Key Result (3%) is not scheduled to start until 2026.
- Progress made against the Corporate Strategic Plan in its second 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 2 (2024)** 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.

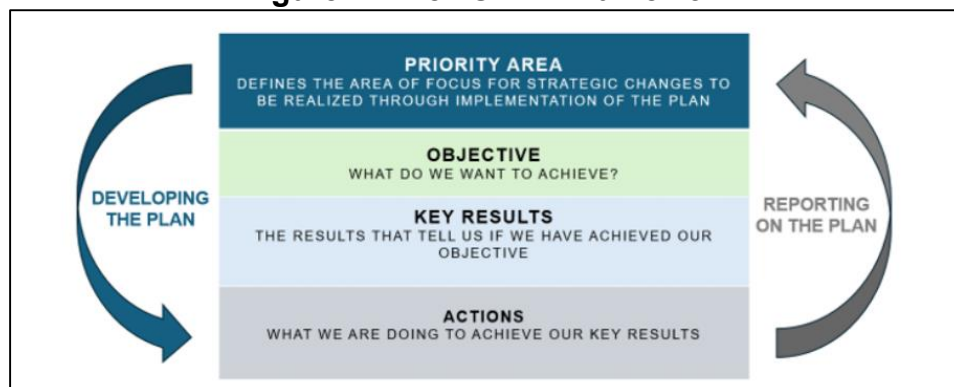
Figure 1: Priority Areas



Corporate Strategic Plan Framework – Objectives & Key Results

Strategic performance accountability is measured using the “Objectives and Key Results” (OKR) framework. The OKR framework has allowed the Township to set and track measurable goals and their outcomes by pairing the objectives to be achieved with the key results used to measure progress of that objective.

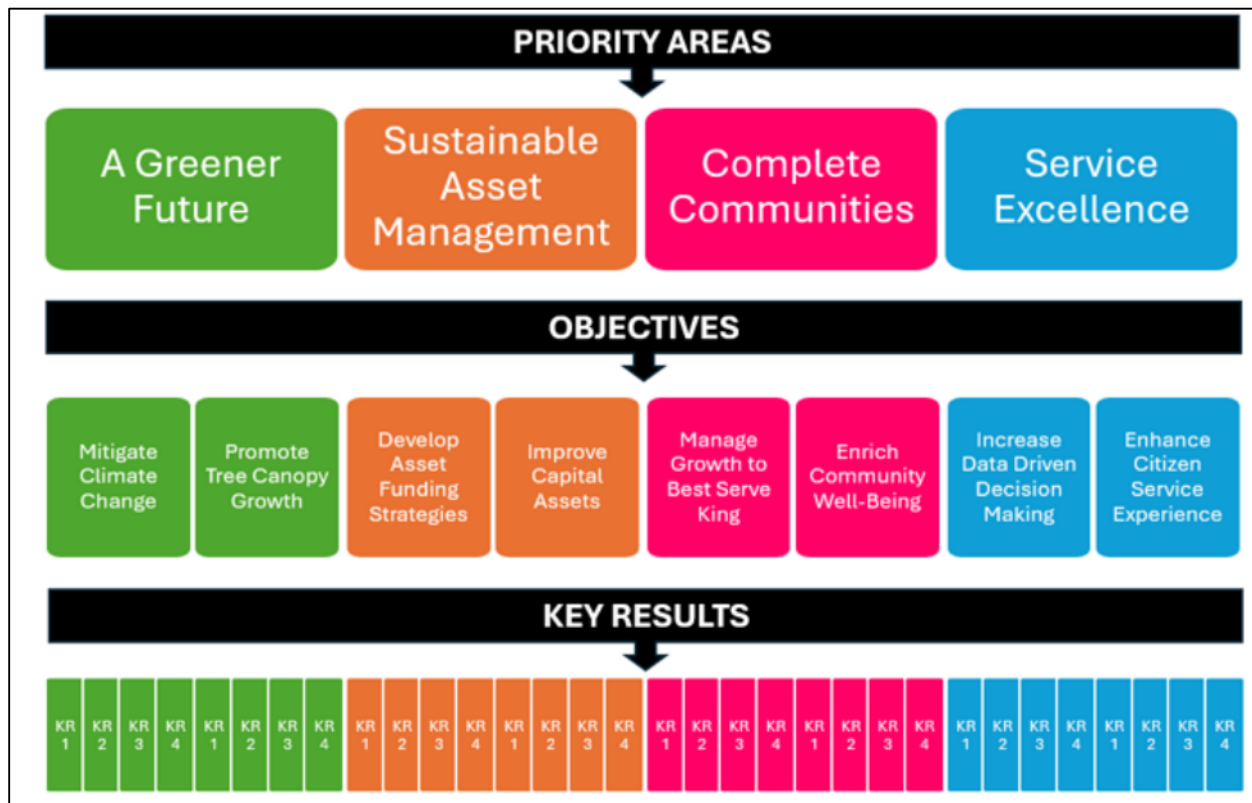
Figure 2: The “OKR” Framework



Under this framework, intentional actions lead to the achievement of Key Results, evidencing progress towards achieving an objective. This in turn, drives King forward on the priorities it has been asked to deliver on.

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 2: King Corporate Strategic Plan Diagram (OKR Format)



On May 13, 2024, the Township presented the first annual progress report for the 2023-2026 Corporate Strategic Plan, providing council with an overview of progress made against the plan throughout 2023 ([OCAO-SRT-2024-003](#)). It was reported that in 2023, 67% of all Key Results were proceeding as planned, 3% were complete, 10% being monitored. 20% of the plan’s Key Results were not scheduled to start until 2024.

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 Two (2024) Annual Progress Report

The Year Two (2024) Annual Progress Report conveys the progress made on all (29) Key Results in the second year of the plans implementation, both qualitatively through a list of actions, and quantitatively through a percentage towards completion.

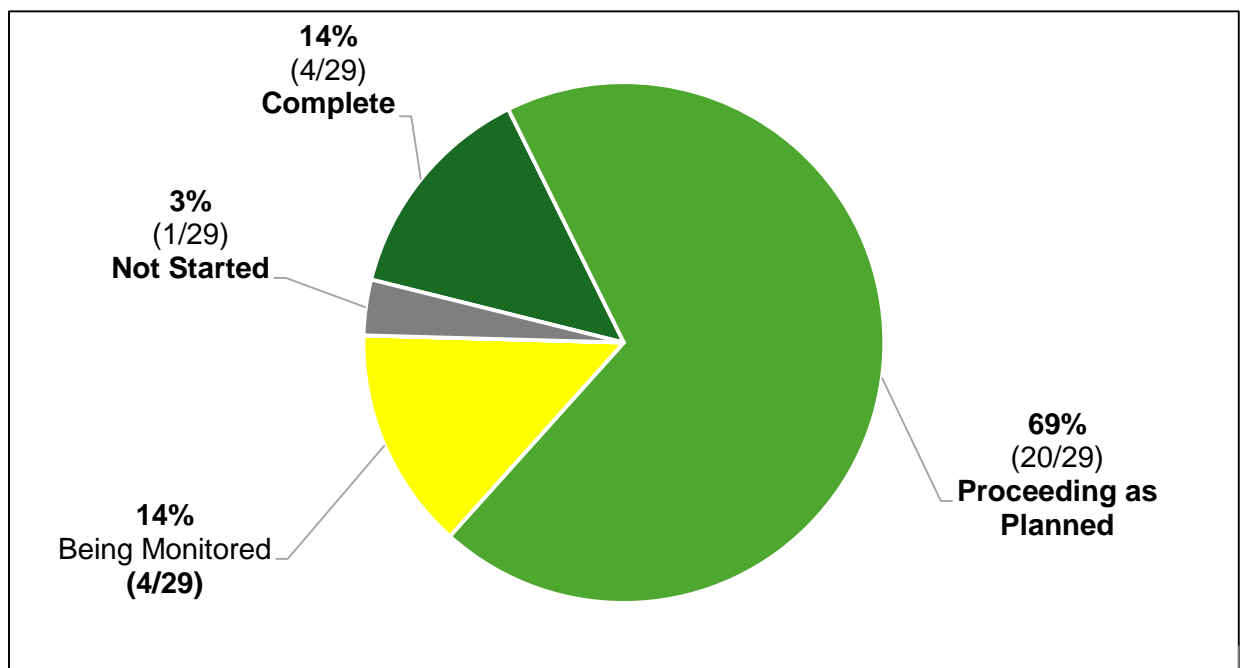
The CSP Year Two Annual Progress Report will be published in two ways: through an online PDF booklet and an interactive live GIS dashboard.

Key Result Status Progress Summary

It is important to note that the work done to advance the CSP is completed above and beyond daily operational tasks. As a result, some Key Results were scheduled to began in Year One, others in Year Two, and some may not start until Year Three. To ensure a successful implementation of the CSP, strategic actions are intentionally scheduled to be implemented over the four-year lifecycle of the plan.

Overall, at the end of Year Two (2024), 4 Key Results (14%) are complete, 20 Key Results (69%) are proceeding as planned, 4 Key Results (14%) are being monitored, and 1 Key Result (3%) is not scheduled to start until 2026.

Figure 3: Year Two (2024) Overall Progress Summary



Key Result Highlights by Priority Area

The Annual Progress Report (Appendix A) and the interactive online dashboard contains in-depth details of each Key Result, including actions taken, percentage complete, and overall progress status in the 2024 reporting year. Below are highlights of some of the noteworthy strategic accomplishments and actions undertaken in the 2024 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.

- Finalized and began implementation of the Climate Action Plan in September 2024, which incorporates public feedback gained through various public engagement methods, ensuring the Plan is truly reflective of community needs and desires.
- Completed a draft update for King's Corporate Energy Management and Conservation Plan (CEMCP) and engaged the Senior Leadership Team in an insightful feedback session to refine and enhance the strategy, with the intention to bring it to Council in 2025.
- Completed a jurisdictional review of incentive opportunities in other local municipalities and held consultations with stakeholders in the development industry to gather valuable insights and expertise to help shape the Township's Green Standards Incentive Program.
- Completed a Benchmark Analysis of Natural Asset Inventories (NAI) and Invasive Species Management Strategies (ISMS) from other local municipalities, leveraging best practices to inform King's approach while also identifying funding opportunities.
- Planted 9,045 trees, shrubs and potted wildflowers, in addition to planting 6400sq feet of wildflower seeds while proactively identifying 2025 priority planting locations, quantities and dates.
- Conducted community outreach and education sessions to encourage stakeholders to plant trees and pollinator gardens, as well as began to develop an internal Community Tree Planting and Maintenance Procedure, to encourage proper care and maintenance, helping trees thrive and grow into lasting contributions to the environment
- Collaborated with the Toronto Region Conservation Authority to finalize and present the King Forest Study to Senior Leadership, with plans for Council review in early 2025.

Key Result Improvement Actions

- The Key Result "Reduce Corporate Emissions by 140 tc02e" is considered "Being Monitored" due to the fact that accurate corporate emissions data at this time remains unavailable for the 2024 reporting year. The Federal government of Canada has yet to publish their emissions factors by the time of the release of this annual progress report. It is important to note that using these factors released by the federal

government in our emissions calculations are critical for accurate reporting of corporate emissions as they consider things like climate change trends. Therefore, this Key Result remains at 97% complete (the same as the previous reporting year), until the federal factors are made available and proper emissions calculations can be determined.

- The Key Result “Plant 50,000 trees, shrubs, and wildflowers” is considered “Being Monitored” as a total of 15,843 trees have been planted to date, with the 2023 & 2024 planting volume below the forecasted mid-term target of 25,000. However, plans for the second half of the term (2025-2026) are expected to compensate for variances from the first half of the term (2023-2024).

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.

- Updated the Corporate Asset Management Policy, continued King’s Asset Inventory, Condition Assessments and the Level of Service 10-year Forecast, including expenditures and revenues, to help develop a fully funded comprehensive Asset Management Program and Asset Management Funding Strategy, both intended to come to Council in summer of 2025.
- Finalized the lifecycle management strategy, expanding on the existing 2021 Asset Management Plan for core assets, getting us closer to establishing levels of service for ALL capital assets.
- Completed staff training on stormwater infrastructure and initiated a draft of the Operations and Maintenance Manual for the Township, which is expected to be presented to Council in Q4 of 2025.
- Held internal Technical Advisory Committee meetings to gain cross-functional inputs from relevant divisions for the Parks & Trails Masterplan, the Facilities Master Plan, the Water/Wastewater Master Plan, the Transportation Master Plan & the Active Transportation Strategy.
- Offered multiple opportunities for public engagement and input, such as SpeaKING pages, surveys and open houses, which allowed King to gather public opinion and feedback to help inform the draft Parks & Trails Master Plan, the Facilities Master Plan, the Transportation Master Plan & the Active Transportation Strategy.
- Initiated a Draft Inventory of Lands and began development of a GIS layer map of all available properties to inform the development of the Asset Disposition Strategy

Key Result Improvement Actions

- The Key Result “Develop an Asset Disposition Strategy by 2025” is “Being Monitored” and only 25% complete due to delays in Master Plan development, impacting the critical path for this Key Result, as well as due to conflicting information over municipal parcel assets. Though, the project team has now identified accurate information on all

available properties and the Key Result is being evaluated to determine if its target requires any adjustment.

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.

- Held multiple public engagement opportunities such as virtual and in-person public open houses, as well as conducted stakeholder interviews to gain public input for the development of the Official Plan update and also advanced the Growth Management and Employment Lands Strategies.
- Continued to conduct the blue box transition by determining which sites were not eligible for the transition and consequently established a recycling option for these ineligible sites so that they can continue receiving recycling services post-transition, which are fully cost recoverable.
- Reviewed and assessed current business license model/tools in King and developed options for a commercial licensing framework in partnership with experienced consultants, leveraging their expertise.
- Launched the NEW Program Intake Streams & Eligibility Criteria, the NEW funding and grant program, and the NEW In-Kind request component to the [Enrich King Portal](#), streamlining all funding, grants, donations and contribution requests through the EnrichKING program.
- Established the Age Friendly Community (AFC) steering committee and initiated community engagement, gaining insights and making steps towards the development of the AFC Plan.
- Represented King's interests in major external developments by continuing to monitor the development of highway 413, advocating for the Townships needs throughout, by maintaining touchpoints with Ministry of Transportation Staff and also by collaborating with the Ministry of Agriculture, Farming and Rural affairs to help identify opportunities for farming in King, among many other active efforts.
- Created and Launched the [Safe Streets Campaign](#), which ran for 4 consecutive weeks and included collaboration with York Regional Police to host school events and educate students on and promote traffic safety in King.

Key Result Improvement Actions

- The Key Result "Develop an Action Plan and begin implementation to become an 'Age-Friendly Community' by 2026" is "being monitored" as the project schedule is slightly behind its forecasted plan for the 2024 year, due to consultant delays experienced with the completion of a background report to initiate the Township needs assessment, which is an essential first step in becoming an AFC.

Service Excellence

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

Objective 2: Enhance citizen service experience.

- Began drafting the Performance Accountability Program policy and established monthly internal reporting requirements for tracking Corporate Strategic Plan progress, reinforcing Kings commitment to providing a high level of transparency that is unique among Ontario municipalities.
- Developed and launched the Digital Transportation Framework, published over 10 internal dashboards, and completed the first drafts of the Data Governance Policy, the Data Privacy Policy, the Data Cleansing Procedure and the Data Forms procedure, providing a solid foundation for the responsible use of AI at King.
- Launched Microsoft Co-Pilot for staff use internally and for public use through the online virtual assistant “Kingsley” on King.ca, offering round-the-clock accessibility, ease of use, and faster solutions to enhance staff productivity as well as citizen satisfaction.
- Published (4) open data sets on King.ca for: planning applications, building permits, fire responses and bylaw inspections, demonstrating King’s commitment to accountability and transparency to the citizen even further.
- Procured IPSOS, leveraging their expertise as public opinion specialists to help inform development of the township’s Citizen Experience Strategy, which began with identifying customer experience focus areas and scheduling internal stakeholder interviews.
- Advanced the implementation of both Service King Lite sites at the Zancor Center and Trisan Center by successfully installing software, providing Service King training to facility staff and initiated the development of a strategic communications plan for the launch of Service King at both facility locations.
- Published newspaper ads, social media posts, and Instagram reels based on the weekly Top 5 ServiceKING inquiries, enabled online bookings for marriage licensing and conducted research, a jurisdictional scan and a current state analysis to inform Kings public engagement guideline, exhibiting that improving the citizen experience was at the top of mind throughout the 2024 reporting year.
- Transitioned various external facing forms to be fully automated for the public where feasible, such as: online commissioner of oath appointments, Pre-Authorized Debit Program Enrollment and Cancellation requests, Economic Development Support service requests, and Water meter inspection, installation and repair requests.

Interactive Online Dashboard

We are continuing to enhance the viewer experience and make the findings within the Annual Progress Reports as accessible and easily consumable as possible by publishing the Year Two results to the CSP Progress [online digital dashboard](#) on king.ca. The Corporate Strategic Plan Progress dashboard allows viewers to navigate into any priority area and review all actions undertaken, the 2024 year-end status and percentage complete for each Key Result. Conveying the data in this way translates information into visual, consumable, and interactive content. It makes 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 4: Online Interactive Dashboard Landing Page

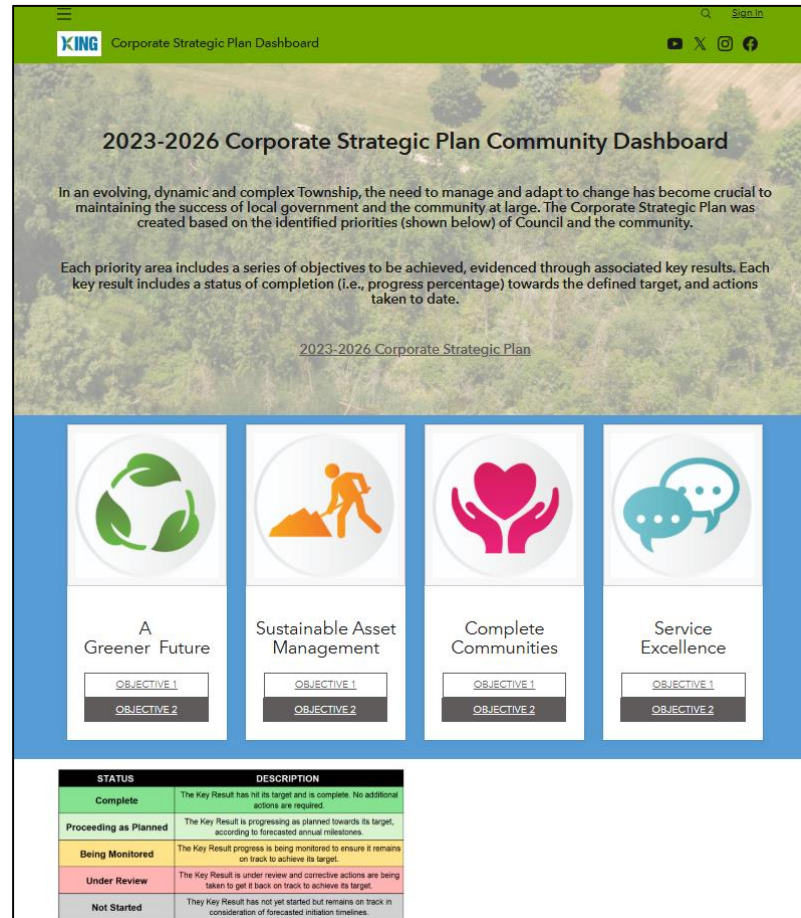


Figure 5: Online Interactive Dashboard Objective & Key Result Reporting Sample



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 Two (2024) of its four-year 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. The Year Two (2024) Annual Progress Report is the second of four annual progress reports

associated with the 2023-2026 Corporate Strategic Plan. Monitoring the implementation of the plan will continue to drive desired strategic improvements in the King Community.

8. Attachments

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

Prepared by:

Cara Santoro

Supervisor of Strategy and Transformation (A)

Recommended by:

Meghan Ditta

Manager of Strategy and Transformation

Approved for submission by:

Daniel Kostopoulos

Chief Administrative Officer