



The Corporation of the Township of King Report to Council

From: Office of the CAO – Strategy and Transformation Division
Report Number: ADM-OCAO-2025-001
Date: Monday, April 14, 2025
Title: **2024 Service Performance Report**

Recommendation

1. That Report Number ADM-OCAO-2025-001 be received as information.

1. Report Highlights

- The Township continues to be productive, accountable, and transparent in its ability to deliver services that meet or exceed defined service levels and associated standards, evidenced through Headline Performance Measures (HPMs).
- The Township is presenting the annual Service Performance Report, inclusive of 158 HPMs (showcasing volume, quality and value of services delivered), across five departments and twenty-four service delivery portfolios (divisions).
- Overall, 82% of quality and value related measures have seen improvements from the previous year, while 77% of volume and demand related measures evidence increases in service delivery and outputs produced.
- The Township of King remains the first and only municipality in York Region to publish their service performance measures in this way, and produce an interactive online dashboard.

2. Purpose

The purpose of this report is to provide a review of the Township service performance in 2024, from quality/value and volume/demand perspectives. The purpose is also to demonstrate how high productivity, accountability to service levels, and transparency in performance continue to be top priorities in King.

3. Background

The use of performance measures in local government is being driven by several factors. These include increased citizen demand for government accountability, stakeholder interest in performance related information to evaluate services, and the efforts of the Township to become more results-oriented, using data to drive decision-making. The rationale for service performance measurement (and reporting) is to facilitate higher levels of accountability to our defined service levels and standards, show results being achieved, improve the efficiency and effectiveness of municipal services, and inspire the trust and confidence of Township citizens, customers, and stakeholders.

At the September 25th, 2023 Council meeting, the Strategy and Transformation Division brought forth [ADM-CAO-2023-006](#) for information, which highlighted the development and external publication the Township’s comprehensive [Service Inventory](#), inclusive of service profiles, which are available at www.king.ca/serviceprofiles. Each service profile includes a set of **Headline Performance Measures (HPMs)**. These performance measures were developed with citizens at the top of mind and are intended to measure the performance of operational services.

To develop these performance measures, the Strategy and Transformation Division adopted and trained staff on the *Results Based Accountability Framework* created by Mark Friedan. This framework helped the Township construct its performance measures around three critical questions:

<p><u>How Much Did We Do?</u></p> <p><i>Volume of service provided / citizen demand for service.</i></p>	<p><u>How Well Did We Do It and Who Is Better Off?</u></p> <p><i>Quality of service in achieving meeting objectives / standards, and the value citizens receive from service.</i></p>
<p>Examples:</p> <ul style="list-style-type: none"> • # of permits issued • # of customer cases triaged & actioned 	<p>Examples:</p> <ul style="list-style-type: none"> • (%) of permits processed within standard time • (%) of customer cases resolutions within standard time

Adopting this framework allowed King to evaluate the performance of its services by demonstrating **volume / demand** of services delivered or outputs produced by staff, the **quality of service** in meeting defined objectives and standards, and the **value citizens receive** as a result of delivering the service.

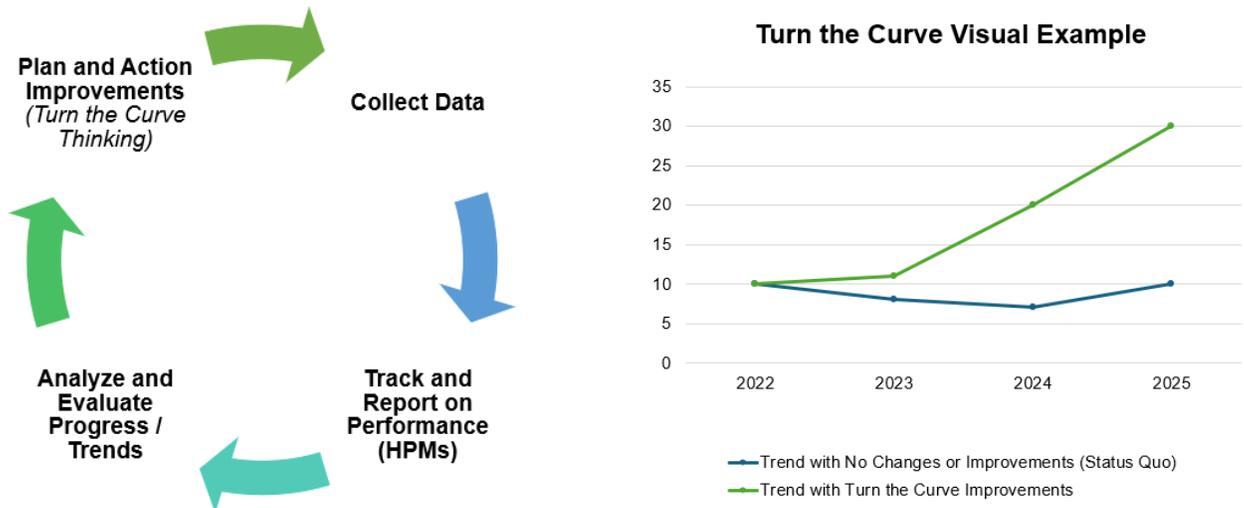
Therefore, the performance measures were also developed and selected based on their ability to meet the following criteria:

Clarity for Audience (Communication Power)	Clarity of Citizen Value (Proxy Power)	Quality Data Sets (Data Power)
Understandable to Council, the public and Township staff	Say something of central importance about the performance of Township operational services	Quality data can be collected, tracked, and reported, and used to inform evidence-based decision making

When reported, the information revealed through the HPMs enables Township leadership and staff to perform “*turn the curve thinking*” about actions and/or initiatives to make evidence-based decisions that would result in trend improvement. Through ongoing and

consistent annual reporting, the Township will be able to see how well improvement actions have *turned the curve* on associated performance measures

Figure 1 – Turn the Curve Thinking Cycle and Visual Example



It is important to note that for some volume/demand measures, volume is reactive and based on community needs and demand, such as the volume of permits received each year, for example. These types of metrics will not reflect whether we are meeting our defined objective. On the other hand, quality/value metrics more so represent the “curves we try to bend” as they are directly tied to quality of service. Quality/value metrics are measures where staff can more directly effect change by tracking key data and making evidence-based decisions using turn-the-curve thinking.

Once the HPMS were defined, the King team worked through 2023 to develop and track the data required to accurately report on the performance measures for the first time in 2024. At the April 15th, 2024 Council meeting, the Strategy & Transformation Division brought fourth King’s first annual Service Performance Report [OCAO-STR-2024-001](#), which reported on 136 of the Township’s *Headline Performance Measures* that were developed and had data collected in 2023 to evaluate the Townships operational performance. The results of the report revealed that 87% of quality and value related measures confirmed improvements from the previous year, while 70% of volume and demand related measures had increases in service delivery and outputs produced in the previous year as well.

4. Analysis

2024 Service Performance Report

For the second time, the Township is presenting King’s annual Service Performance Report (for 2024) [**Appendix A**], inclusive of 158 HPMS reported (showcasing volume, quality and

value of services delivered), across five departments and twenty-four service delivery portfolios (divisions). The report is categorized by Township department and division, aligned with the [Service Inventory](#) and [Service Profiles](#).

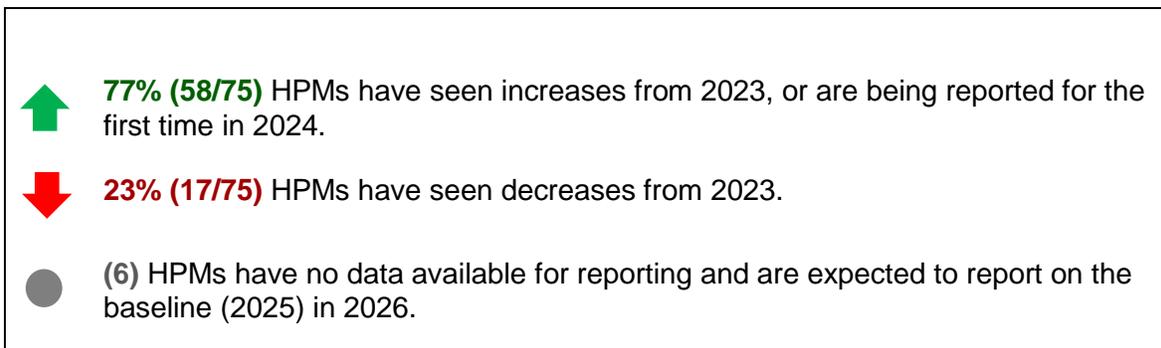
This report includes data for 2024, and where quality data was available, reports data trends as far back as 2020. The report will continue to be published annually and will include up to four years' worth of historical data to show year over year trends and changes. The report includes the annual metric for each headline performance measure, a visual trendline to easily see multi-year trend changes, as well as a color-coded arrow indicator showing the difference from the previous year only. It is important to be mindful that some HPMs have a downward trend that is positive (the summary below captures these considerations). Additionally, the report includes a Notes and Context section providing supplementary information on the metric for that year.

Headline Performance Measures (HPMs) Summary for 2024

Overall, 82% of quality and value related measures have seen improvements from the previous year, while 77% of volume and demand related measures evidence increases in service delivery and outputs produced.

Figure 2: Volume / Demand (How Much) HPM Summary and Chart

How much of a service was provided or output produced?



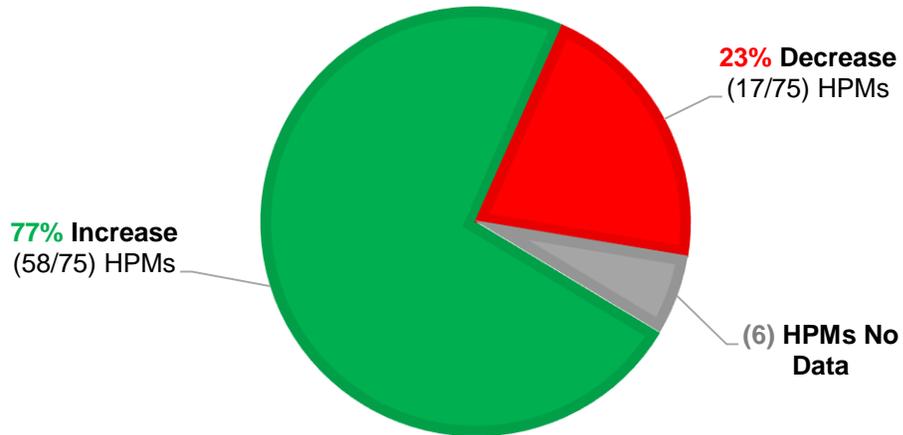
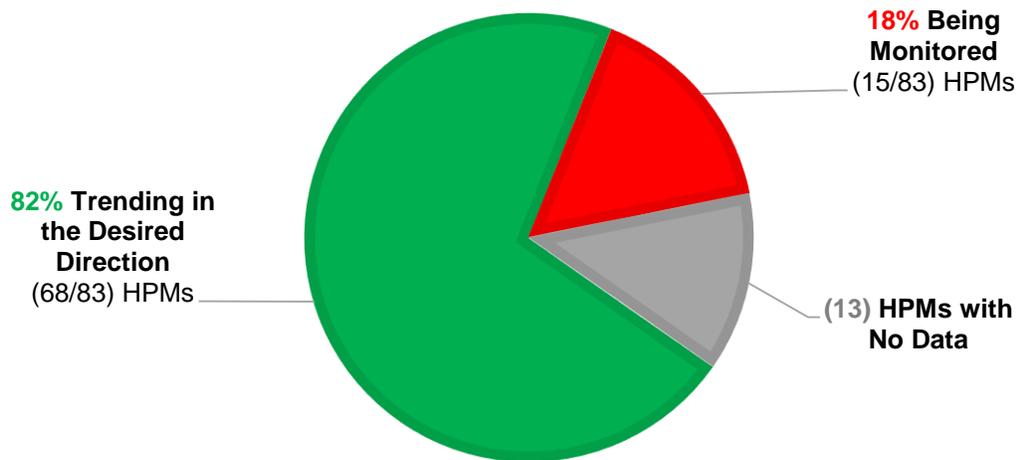


Figure 3: Quality and Value (How Well and Better Off) HPM Summary

How well did we provide our services to meet service objectives and standards?

- **82% (68/83)** HPMs are trending in the desired direction from 2023 or are being reported for the first time in 2024.
- **18% (15/83)** HPMs are being monitored in 2024.
- **(13)** HPMs have no data available for reporting and are expected to report on the baseline (2025) in 2026.



Note: Teams with metrics that have no data to report in 2024 are actively providing progress updates on data collection methods and are working towards reporting a baseline for these metrics in 2025.

Service Performance Highlights by Area

While the Service Performance Report appended to this Council report is broken out by the department and division responsible for delivering the service, the highlights detailed in the subsequent sections of this Council report showcase insights with a service-first lens. These highlights come from various service delivery departments / divisions and tell a more fulsome story about how the Township is continuously striving to make life better in King by enriching the lives of all those who live, work, and visit the municipality.

Planning and Growing KING

Divisional Services: *Land Use & Policy Planning, Development, Building Inspections, Capital Projects, Economic Development*

Service Delivery Departments: *Growth Management Services, Public Works, Office of the CAO*

- (6) Core Policy Planning Projects Started, Progressed or Completed in 2024.
- 100% of all annual policy planning projects met statutory public engagement standards
- +3250 building inspections completed, an increase of 21% from 2023.
- 100% of all complete small building permit and large building permit applications were processed within their respective defined standards.
- 95% of house permit applications were processed within their defined standard.
- 81% of septic program inspections passed, a 25% increase seen in 2024.
- 88% of capital infrastructure projects began implementation on schedule
- 91% of capital infrastructure projects were on budget at year end.
- 75% of capital infrastructure projects were progressing on schedule in 2024.
- 33% increase in the number of successful Community Improvement Plan Grant applications.
- +17 net new businesses in King, a 70% increase from 2023.

Trends Being Monitored and Turn the Curve Improvements

- There has been a small decrease in the percentage of ASK Planning users satisfied with the service they received. However, it is important to consider that not all ASK Planning users take the feedback the survey. These surveys often attract responses predominantly from individuals who are less satisfied, as they are more motivated to share their feedback. Conversely, customers who are content with the service are typically less inclined to participate in such surveys. As a result, the data may not fully capture the positive experiences of the majority.
- It is important to highlight that 2024 saw a notable increase in successful Community Improvement Plan (CIP) grant applications, with approximately \$64,000 in grant money approved—exceeding the total approved amount from the previous year

(\$55,000). While the amount of CIP grant funding *received* by successful applicants in 2024 was approximately \$30,000, resulting in a decrease from 2023, this reflects the timing of fund disbursement rather than a decline in program success, since over \$64,000 was approved. The increase in approved grants demonstrates growing community participation and engagement with the CIP program, a positive indicator of its expanding impact and accessibility.

Keeping KING Safe

Divisional Services: *By-law Enforcement and Fire & Emergency Services*

Service Delivery Departments: *Growth Management Services, Community Services*

- +6115 by-law cases actioned and mitigated, a 119% increase from 2023
- 2700 parking tickets and warnings issued, up 27% in 2024.
- +55 Administrative Monetary Penalties issued for non-parking offenses
- +530 bag signs removed
- 217 sign permit applications processed, 75% of which met defined standards, an increase of 7% from the previous reporting year.
- Responded to over 1550 emergencies, including fire, medical, alarm and rescue, an increase of 4% from 2023.
- 704 investigations and inspections were completed in 2024.
- Held 249 public education opportunities with Fire and Emergency Services, reaching over 7800 people in our community, a 228% increase and 63% increase from 2023.

Maintaining KING

Divisional Services: *Transportation, Streetlights and Locates (Utilities), Facilities*

Service Delivery Departments: *Public Works, Community Services*

- 100% of pothole repairs completed within standard time
- 100% of Township-operated roads and sidewalks, and senior snow removal properties cleared from snow within their respective standard.
- All road street-swept and dust suppressant applied by the end of Q2
- +2600 utility locate stakeout requests completed, a 20% increase from 2023.
- 100% of utility locates met provincial standards, a 1% increase in 2024.
- Over 1,900 facility services requests received, a 136% increase from 2023.
- 100% of staffed facilities underwent monthly health & safety inspections
- +70 streetlight customer requests were actioned and closed in 2024 and 100% were coordinated for repair within provincial standards, a 270% increase from the previous year.

Trends Being Monitored and *Turn the Curve* Improvements

- While there appears to be a noticeable decline in the total number of Township facility rental and booking hours from 2023 to 2024, a closer analysis reveals a more encouraging picture. When lease hours are excluded, the decrease in booked hours is

a modest 2%, demonstrating a steady demand for our facilities. Expecting this demand to increase with the opening of the Zancor center in 2025, this highlights opportunities to further promote our rental offerings in the coming year.

Serving KING

Divisional Services: Recreation, Active Living, Heritage and Culture, Township Events, ServiceKING, Communications, King Township Public Library, Permitting and Licensing

Service Delivery Departments: Community Services, Corporate Services, Public Works, Growth Management Services

- +83,700 social media engagements.
- 82% increase in total social media followers, and a 201% increase in NEW followers.
- +12,100 engagements on SpeakKING, up 16% from 2023
- +2,411,400 social media impressions, up 139% from the previous reporting year.
- Issued 100 media releases, an 186% increase from 2023
- +2,800 social media posts published, a 58% increase from 2023.
- 94% increase in recreational program offerings with over +10,950 total program participants
- Over 447 Township-run sports league participants, a 35% increase from 2024
- 16 King Heritage and Cultural Center exhibitions
- Engaged +10,200 citizens through the KHCC
- Attracted over 9,800 citizens and tourists to +15 official Township events with a 90% satisfaction rate
- +91,900 visits to the Township library branches
- +46,900 digital items borrowed from the King Township Public Library, a 19% increase from 2023
- 80% of 18,000 ServiceKING customer cases met the service level standard in 2024.
- +71,500 ServiceKING community interactions (in-person, phone, email and online).
- 100% of all building and development permit applications were processed within service level standards in 2024.
- Average of 87% of legislative permits, licenses and applications were processed within their defined standard.
- Average of 98% of all public works permit applications were processed to standard.
- 61% decrease in permit inspections that resulted in a Minor Variance or Hard Landscaping Exemption

Trends Being Monitored and *Turn the Curve* Improvements

- A slight decline in the King Bulletin click through rate was seen in 2024, though the number of subscribers has increased by 8%. With the Corporate Communications team moving to implement a new e-mail marketing software in May 2025 that will increase the frequency of distribution of the Bulletin from monthly to bi-weekly, we hope to see this trend improve in 2025.

- While there has been a slight decrease in the percentage of Township league participants satisfied with King's programming in 2024, Community Services successfully offered more than double the number of programs compared to 2023, showcasing strong commitment to expanding recreational options for our residents. As staff gather valuable feedback and refine new program offerings, there is optimism that 2025 will bring an opportunity to increase league participant satisfaction.
- The King Heritage and Cultural Center experienced a notable decline in visitors in 2024. This reduction can be attributed to factors such as unforeseen closures, construction and/or emergency repairs to Laskay Hall and the KHCC/Museum site. However, despite the decrease of in-person visits to the physical site due to this unforeseen construction, the number of citizens engaged through KHCC outreach initiatives, programs, partnered events, and social media increased by an impressive 18%. This growth highlights staff's ongoing commitment to expanding King's reach and connecting with the community through diverse and innovative channels. These efforts position the Township for future success as work to revitalize in-person visitation progresses while continuing to foster meaningful engagement across multiple platforms.
- The year-over-year percentage increase in physical collection borrowed from the municipality's available library collections decreased in 2024. The impressive growth rate in 2023 (which saw the KTPL re-open after the pandemic) set a high benchmark, making this year's performance appear comparatively subdued. Despite the decrease, library staff continue to prioritize accessibility and engagement, leveraging feedback and trends to optimize both physical and digital offerings.
- Library services experienced a decline in social media engagement from 2023 to 2024. Despite this, staff are committed to addressing the decline in social media engagement and will prioritize strategies in 2025 to enhance online presence and increase levels of engagement.

Greening KING

Divisional Services: Sustainability and Environmental Outreach, Parks, Forestry and Horticulture, Waste Management, Water and Wastewater Services,

Service Delivery Departments: Public Works, Community Services, Finance

- +8,900 trees, shrubs and wildflowers planted, up 31% from 2023.
- Removed 27,809 m² of invasive species, a +2000% increase from the previous reporting year.
- 23% increase in Township greening initiatives.
- 14,740 visitors to Cold Creek Conservation Centre.
- 51% increase in water-use portal users.
- +2700 water locate stakeouts completed, a 161% increase from 2023.
- 99% of water locate stakeouts completed within standards

- 100% of water, storm and sanitary connection service requests processed within the service level standard, an increase of 33% from the previous year.
- +745 parks, forestry and horticulture service requests actioned and closed.
- 100% of playground inspections in compliance with provincial standards.
- 29% increase in Recycle Coach application users (+850).
- 29% increase in textiles and batteries collected and disposed, diverting over 111,225 lbs. from our landfills
- 100% of active space and passive space rotations and maintenance completed within defined standards.

***Note:** The Township is currently awaiting the release of the 2024 GHG emission factors from the federal government, anticipated in May 2025. As a result, we are unable to provide calculations for the Corporate GHG Emissions Rate (in kilograms of CO₂e) and the Community GHG Emissions Rate for 2024 at this time. Once the 2024 emission factors are made available by the Government of Canada, the corresponding data will be retroactively incorporated into this report and its appendix.

Trends Being Monitored and *Turn the Curve* Improvements

- In 2024, King saw a small increase in the number of waste-related GFL complaints from residents. However, efficient and reliable waste collection remains a top priority for King. This commitment is reflected in the fact that, for over three years, King has consistently maintained the lowest number of waste-related complaints among the N6 municipalities, by a significant margin and continues to in 2024.

Governing KING

Services: Council and Legislative Services, Finance, Strategy & Transformation, Government Relations

Service Delivery Departments: Corporate Services, Finance, Office of the CAO

- 100% of all Council agendas were published in accordance with the Procedural By-law.
- 100% of regulatory requests were processed in compliance or exceeding provincial standard timelines.
- 100% of public planning notices were issued within legislated standards.
- +105 bylaws executed by the Clerk, an increase of 14% from 2023.
- 33% decrease in water use meters with “no read” errors.
- +660 e-billing users
- 83% of all customer payments made online
- 100% of performance accountability reports published in Q2
- +560 Council Requests triaged and actioned, a 46% increase from 2023.

Trends Being Monitored and *Turn the Curve* Improvements

- King continues to provide various channels and automation options to make it as easy as possible for residents to make payments. There was a slight 3% increase in tax receivables in arrears in 2024. Staff continue to follow the service level of triggering investigations, payment plans and mortgage search initiations when accounts are two years in arrears, while also initiating a tax registration process on January 1st of the second year in arrears.
- King strives to continue to provide residents with and maintain quality public services, facilities, programs and infrastructure. 2024 saw a very slight 1% *rate* of increase on property taxes for the 2024 year, which is a necessary measure to ensure the continued sustainability and growth of our municipality and its service offerings. It is important to note that this metric reflects the *rate of increase* from one year to the next, and not the actual numbered increase or decrease in tax rates. This modest increase from 2023 to 2024 will provide essential funding for maintaining and improving critical infrastructure, delivering high-quality public services, and addressing the growing community needs in King.

Interactive Online Dashboard 2.0 – Relunched by Service Area

To enhance the viewer experience and make the findings within the Service Performance Report as easily accessible and digestible as possible, the Township has created and will launch a new service performance dashboard that will be viewable by service area, which is set to publish online digitally to king.ca. The new interactive dashboard allows viewers to navigate into any service area and review all associated performance measures for 2024. Visualizing the data in this way translates information into more consumable content for the public. It makes it easier for a viewer to understand / engage with the information on the dashboard, while identifying patterns and deriving insights as well. The dashboard will be available by April 18th, 2025 at king.ca/serviceperformancedashboard.

5. Financial Considerations

All costs associated with the delivery of operational services are included in the approved Township Capital and Operating budgets each fiscal year and there are no 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 utmost 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.

This report is in direct alignment and supports the development of the Corporate Performance Accountability Program in King. This report is the cumulation of Township leadership and staff effort to create clarity and transparency around King's service levels, that enabled the development, and now reporting, of headline performance measures which evaluate the performance of municipal service in meeting their defined objectives and standards at a level that meets or exceeds citizen expectations. The Service Performance Report will continue to be reported annually to keep the Township accountable for its service commitments. Further, the information contained within the report will drive evidence-based decision-making when it comes to resource allocations, business planning and strategic initiatives / projects.

7. Conclusion

Transparency and accountability are cornerstones for effective municipal governance and service delivery, and Township leadership and staff continue to champion the latter and former. With the development and annual updates of King's corporate service inventory, the Township has been able to provide clarity around Township service levels and standards. From there, the Township was able to focus on measuring its ability to meet service objectives and adhere to defined standards by created Headline Performance Measures. After considerable effort, the Township is proud to present the second annual Service Performance Report that evaluates the performance of municipal services, using these metrics, to better understand how we are performing, identify areas for improvement driven by data, and continue to remain accountable to Council, the community, and other key stakeholders. This report is just a part of the Township's continued journey in service excellence and driving data driven decision making that ultimately improves the lives of our citizens!

8. Attachments

1. 2024 Service Performance Report

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