



# 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)

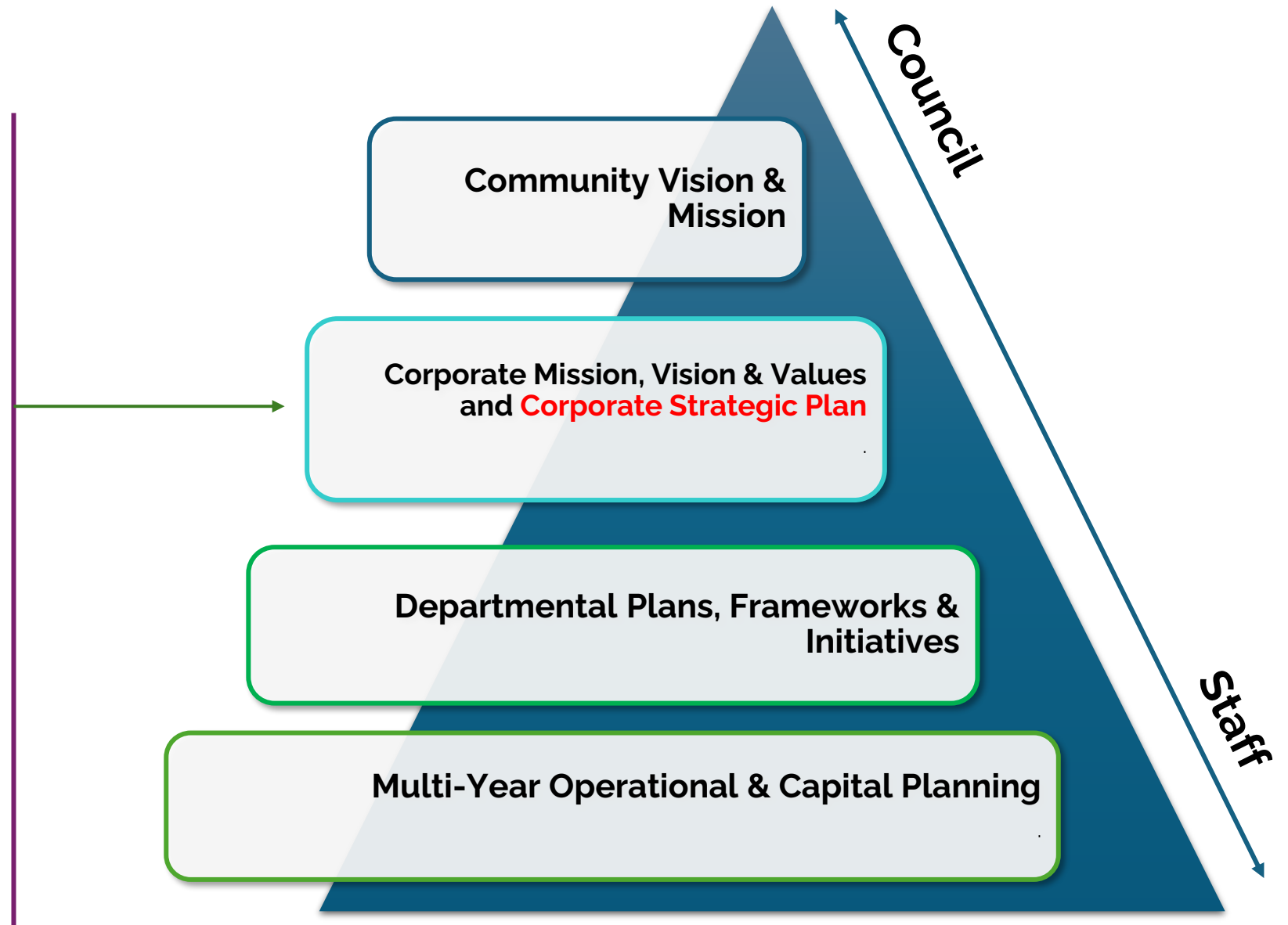
# Agenda

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

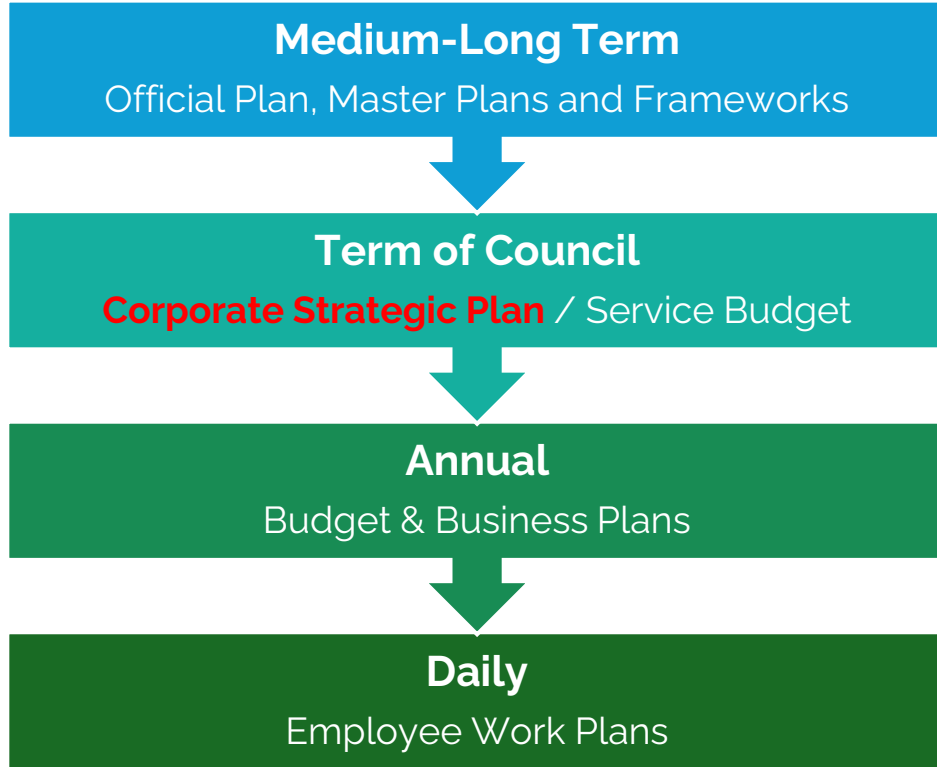


# Governance Framework





# 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



## 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]*

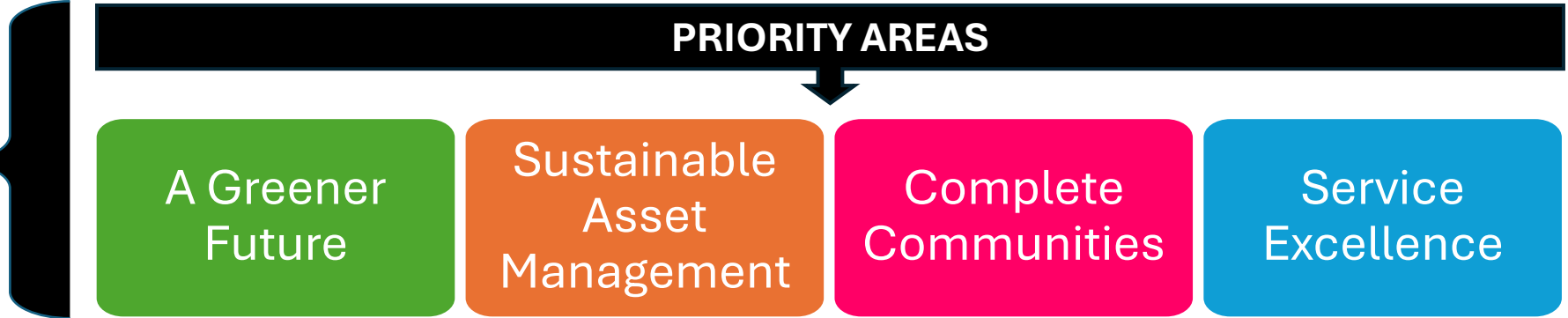
# Objectives & Key Results (OKR) - Example





# Objectives & Key Results (OKR)

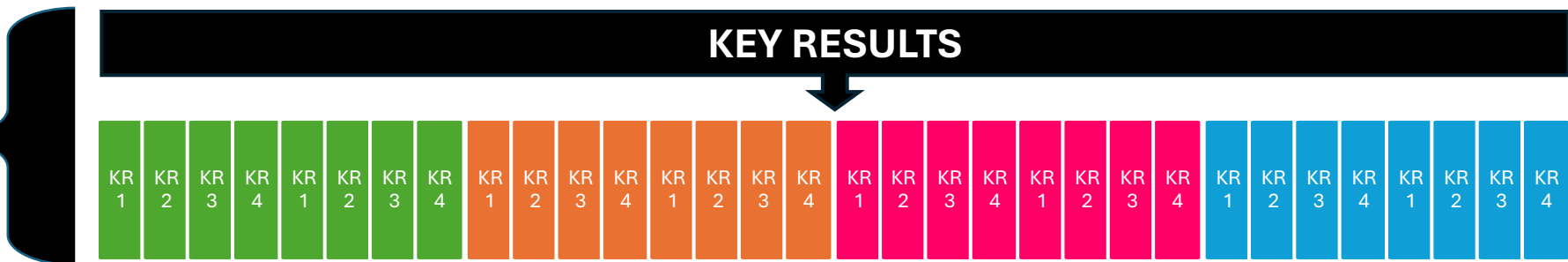
**THE TOP STRATEGIC  
PRIORITIES IDENTIFIED  
BY COUNCIL**



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



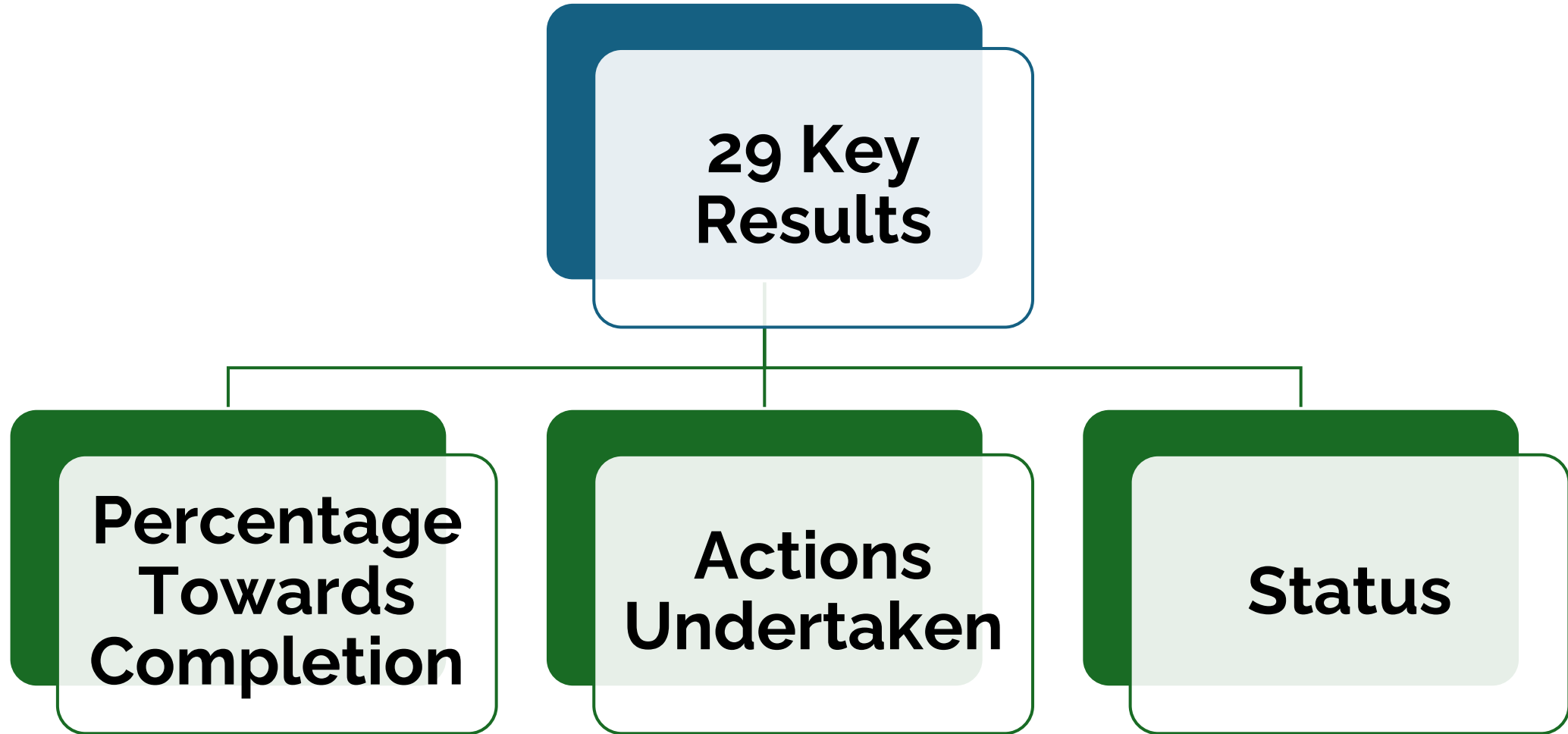
**A RESULT THAT  
MEASURES THE  
PROGRESS OF  
EACH GOAL**





# 2024 Annual Progress Report

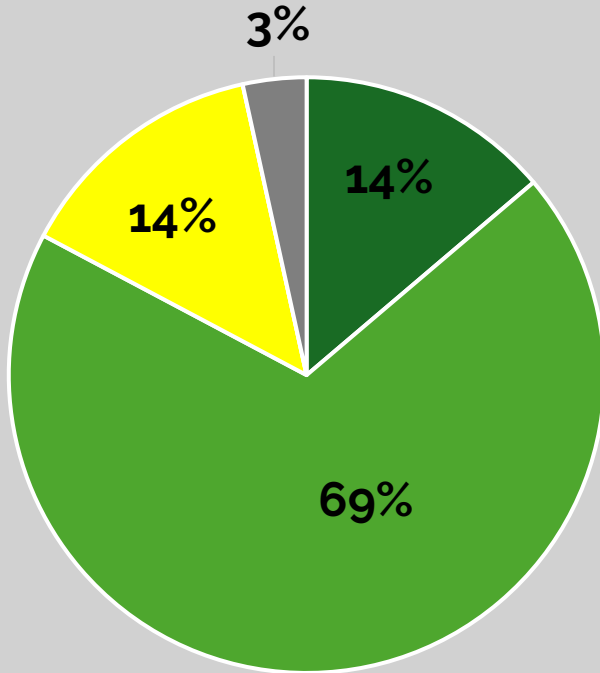
# **KING** Strategic Performance Report Summary



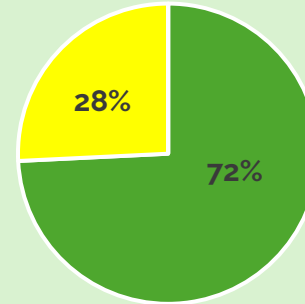
## Legend

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

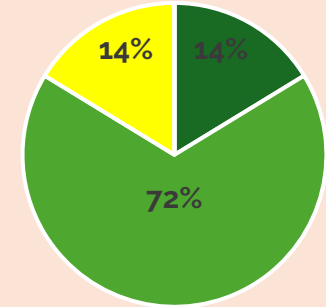
## Key Results Status Summary



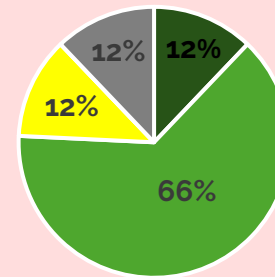
## A Greener Future



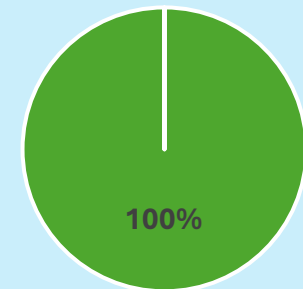
## Sustainable Asset Management



## Complete Communities



## Service Excellence





# Highlights by Priority Area

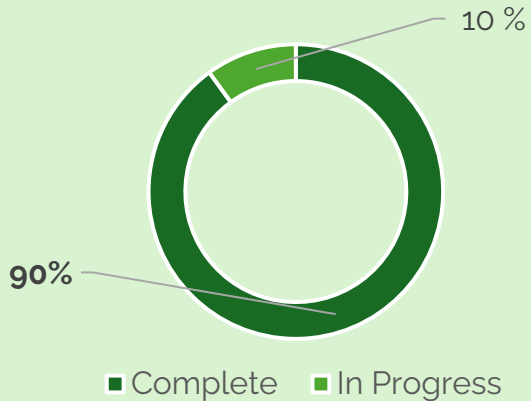


# A GREENER FUTURE

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

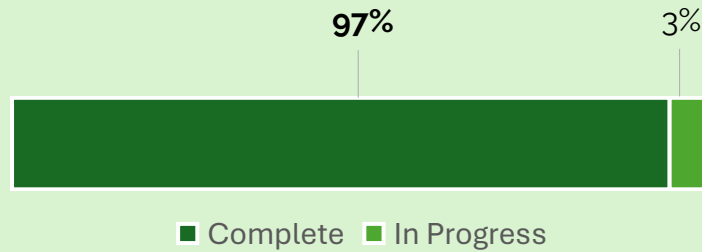
## Adopt and Begin the Implementation of the Community Climate Change Action Plan **2026**.

- ✓ 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).

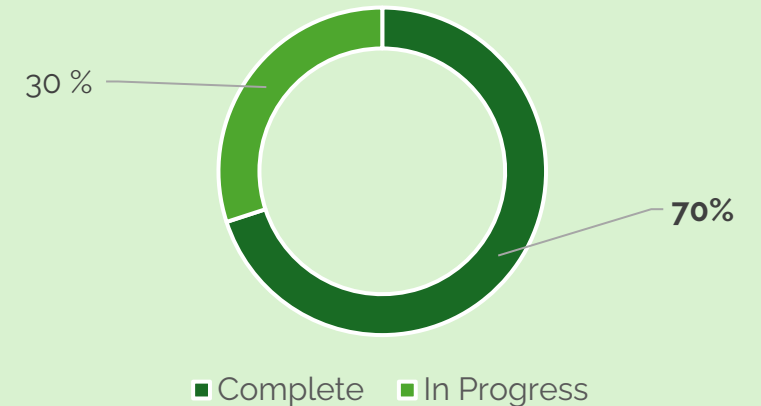


- ✓ **Update** of Corporate Emissions Energy Management and Conservation Plan (CEMCP)
- ✓ Brought Draft Update to Senior Leadership Team for comment & feedback

**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

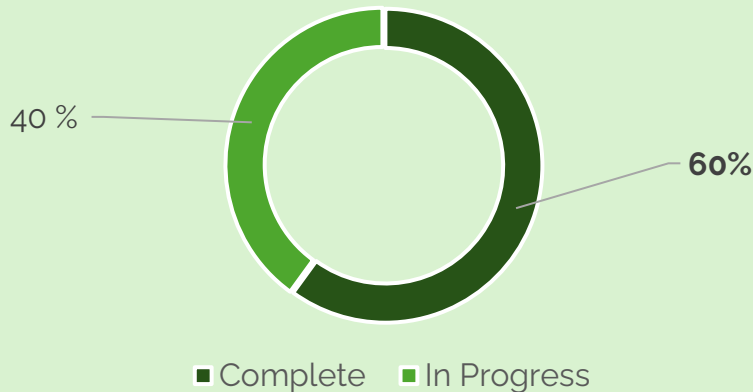


**PROCEEDING AS PLANNED**

# Promote Tree Canopy Growth and Enhance Natural Lands

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

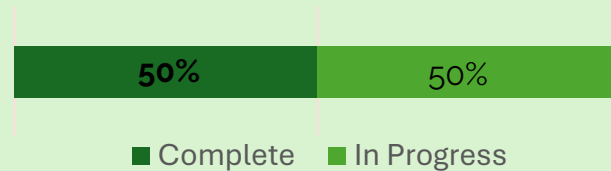
- ☑ Completed a **Benchmark analysis** of municipal Natural Asset Inventories
- ☑ Applied & Secured external **Funding** from Greenbelt
- ☑ Completed Natural Asset **Current State Analysis**



**PROCEEDING AS PLANNED**

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

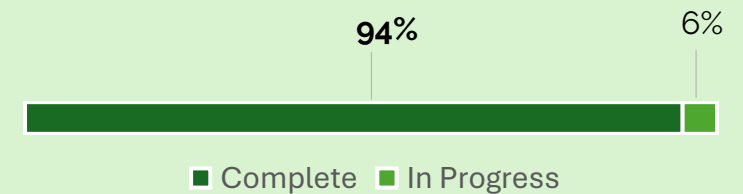
- ☑ Completed a **Benchmark analysis** of municipal Invasive Species Management Strategies (ISMS)
- ☑ Obtained a Consultant from the **Invasive Species Management Center**
- ☑ Planned external and internal **stakeholder** consultations



**PROCEEDING AS PLANNED**

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

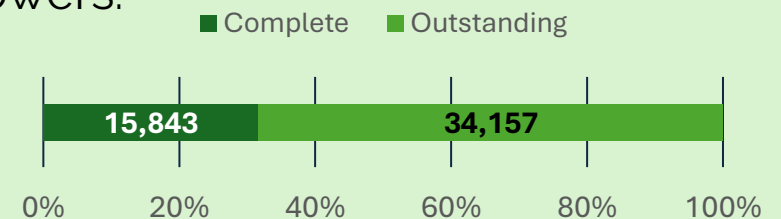
- ☑ Presented the **King Forest Study**
- ☑ Identified new **restoration locations** for plantings in 2025
- ☑ Developed a **Process** for Environmental Impact Reviews on new developments



**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 center, an orange excavator is positioned over a large hole in the ground. To the left, a yellow wheel loader is parked. Various construction materials, including bags of cement and pipes, are scattered around the site. A white truck is visible on the left side. The background shows a paved area and some greenery. The text 'SUSTAINABLE ASSET MANAGEMENT' is overlaid in large, bold, orange letters across the center of the image.

# 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

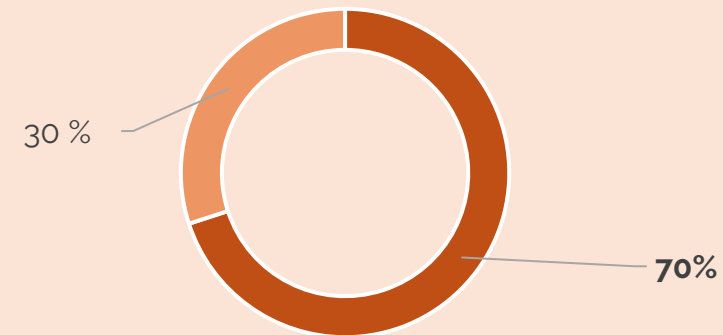


■ Complete ■ In Progress

**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**



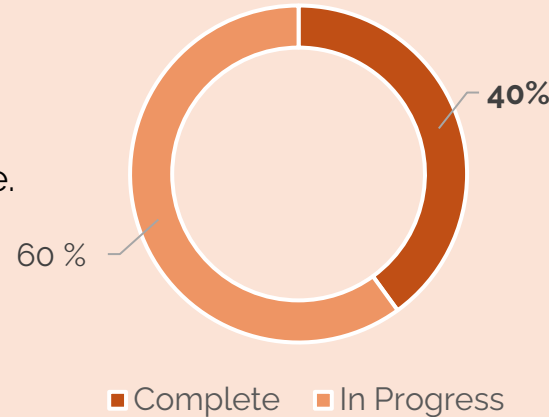
■ Complete ■ In Progress

**PROCEEDING AS PLANNED**

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

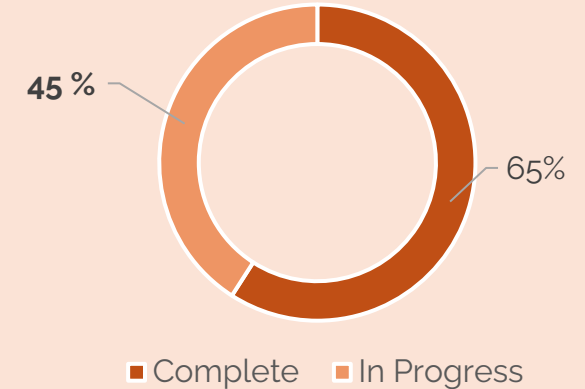
**Develop and Implement a Stormwater Monitoring and Maintenance Strategy by 2026.**

- ☑ 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/WWMP)
- 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**

A photograph of a street scene in a town. On the left, a building has large windows and a balcony overflowing with yellow and purple flowers. A red sign with the numbers 2, 4, and 5 is visible on the wall. The street is lined with parked cars, including a blue SUV and a dark sedan. In the background, there are more buildings, including a white one with a porch and a sign that says "act online booking tower.com". The sky is blue with some clouds.

# COMPLETE COMMUNITIES

April 29, 2025

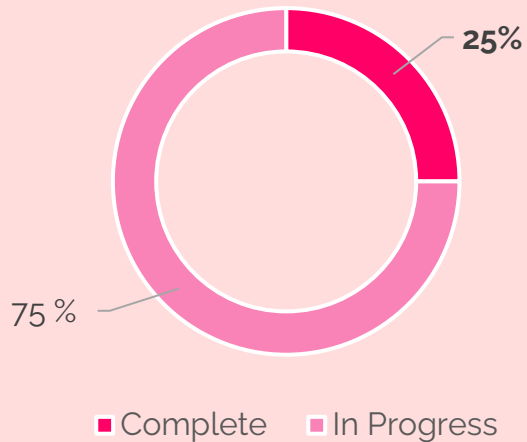
The Corporation of the Township of King

20

# 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.

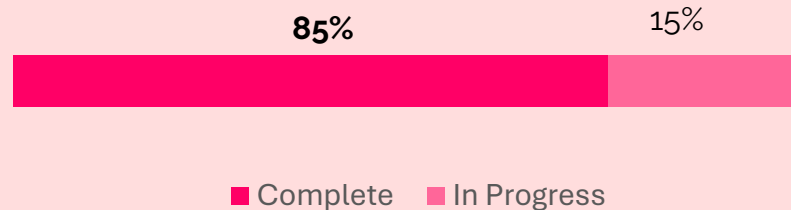


*SCHEDULED TO START IN 2026*

**NOT STARTED**

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

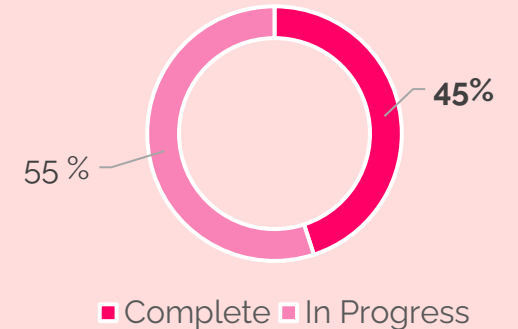
- ✓ Determined **non-eligible site** locations
- ✓ Created other recycling **options** for ineligible sites
- ✓ Obtained **pricing** for alternative options



**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

100



**COMPLETE**

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

- ✓ Created the AFC Steering Committee

25%

75%

■ Complete ■ In Progress

**BEING MONITORED**

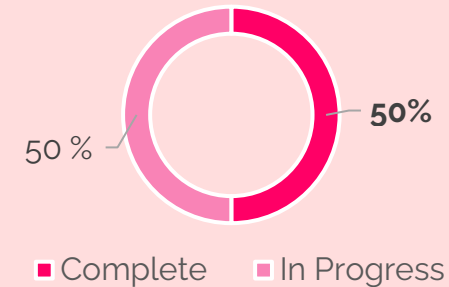
Develop and implement an annual Traffic-Safety campaign that runs for **(1) month annually**.

- ✓ 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**

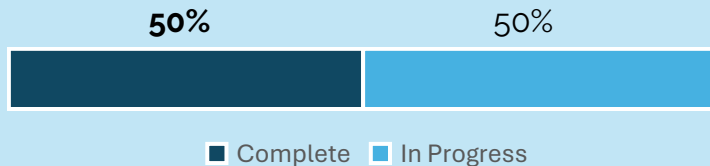


# SERVICE EXCELLENCE

# Increase data-driven decision making to improve organizational performance

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

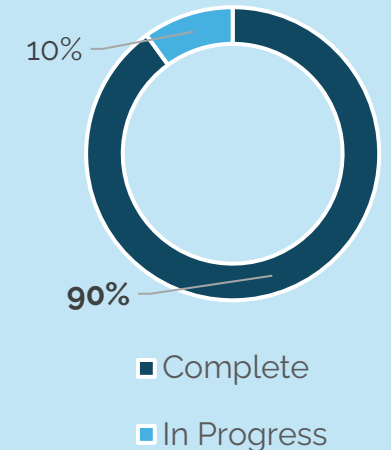
- ☑ Presented the 2023 [Operational Service Performance Report](#) in Q2 2024
- ☑ Launched Divisional [Service Profiles](#)
- ☑ Presented the 2023 [CSP Annual Progress Report](#) in Q2 2024
- ☑ Rolled out monthly Internal CSP Status and Milestone Updates
- ☑ Began Draft 1 of the Corporate Accountability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



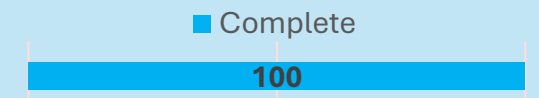
**PROCEEDING AS PLANNED**

## 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**



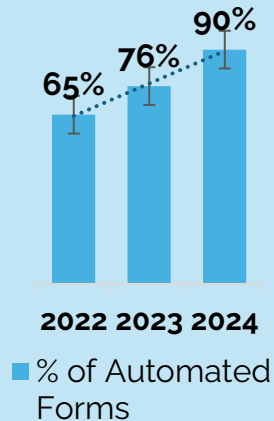
**PROCEEDING AS PLANNED**

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

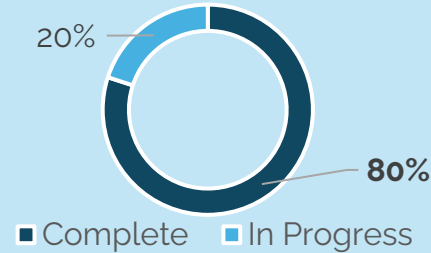
- ✓ Clerks Marriage Appointments
- ✓ Commissioner of Oath
- ✓ EcDev Support Services
- ✓ Water meter Installation Requests



**COMPLETE**



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



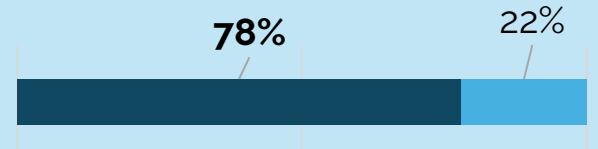
- ✓ Developed **training and staff manual for ServiceKING**
- ✓ Purchased ServiceKING software licenses and **trained** Trisan and Zancor staff on software.
- ✓ Initiated a **communications plan** for the launch of ServiceKing at the Trisan and Zancor centers.

**PROCEEDING AS PLANNED**

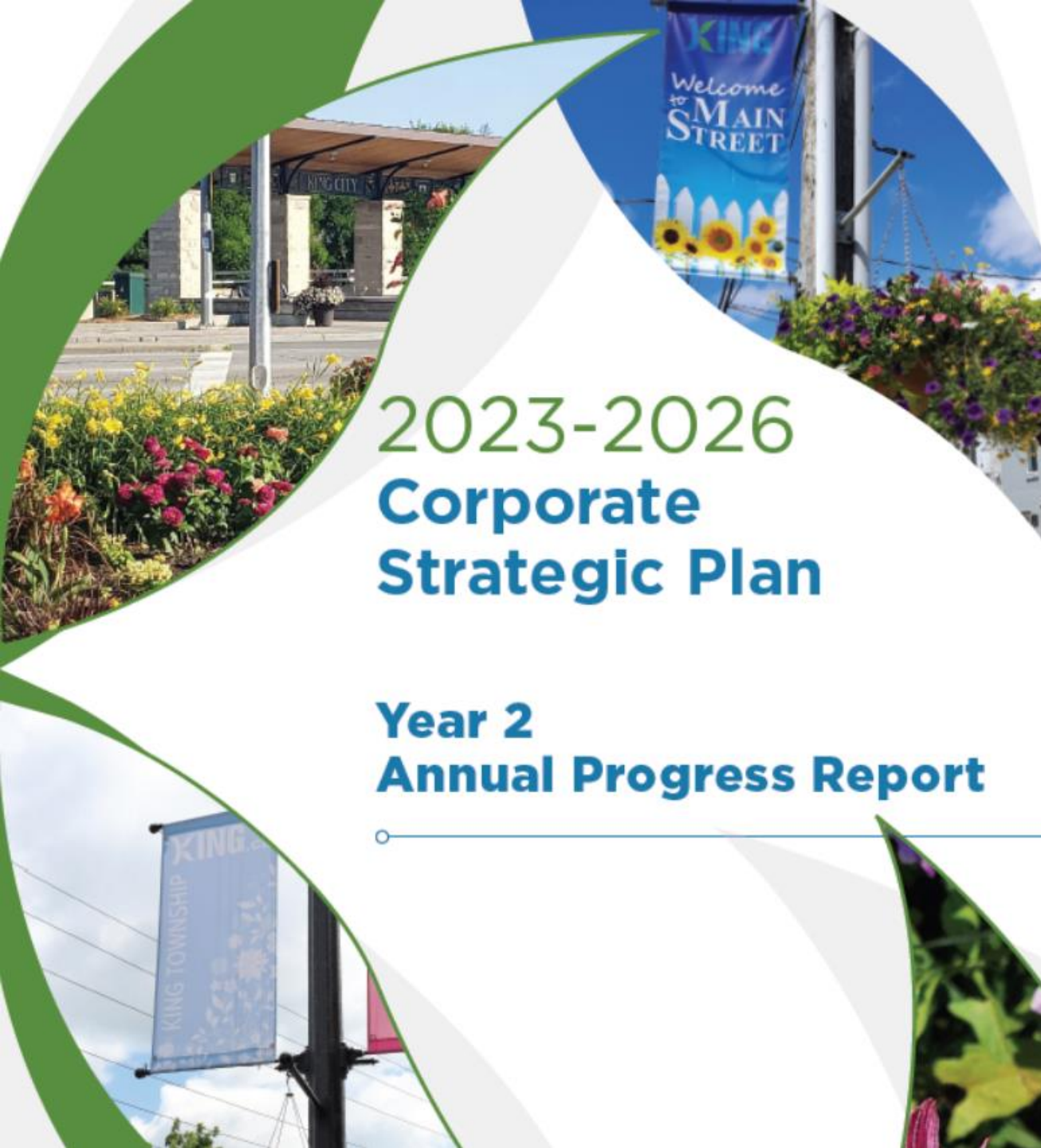
Reduce “Information Only” Citizen Cases by **30%**.

- ✓ 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**

■ Complete ■ In Progress



**PROCEEDING AS PLANNED**



# 2023-2026 Corporate Strategic Plan

## Year 2 Annual Progress Report

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# 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

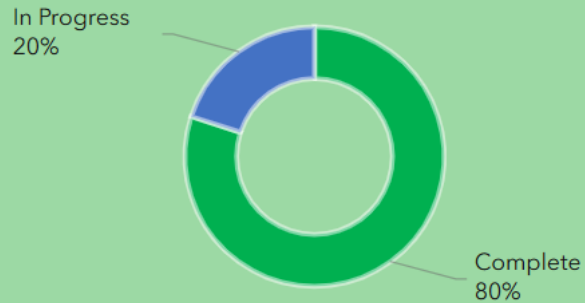
## OBJECTIVE #1

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



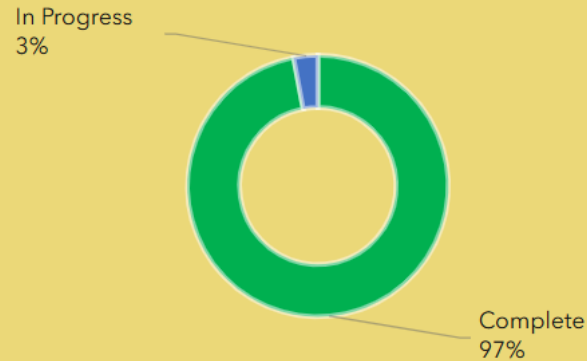
Proceeding as Planned

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