



## The Corporation of the Township of King Report to Council

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**From:** Office of the CAO – Strategy and Transformation Division  
**Report Number:** OCAO-ST-2026-002  
**Date:** Monday, April 27, 2026  
**Title:** **2025 Service Performance Report**

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### Recommendation

1. That Council receive Report OCAO-ST-2026-002 for information.

### 1. Report Highlights

- King continues to be productive, accountable, and transparent in its ability to deliver services that meet or exceed defined service levels, evidenced through Headline Performance Measures (HPMs).
- This report includes 197 HPMs, across 6 departments and twenty-four service delivery portfolios (divisions).
- 84% of quality and value related measures have seen improvements since 2024. 73% of volume and demand related measures show 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 comprehensive, serviced-based way, and to produce an interactive online dashboard with year over year data and visual trends.

### 2. Purpose

This report provides a review of the Township's 2025 operational service performance from quality/value and volume/demand perspectives. The report also demonstrates that high productivity, accountability, and transparency in performance continue to be top priorities.

### 3. Background

The use of performance measures in local government is being driven by several factors including increased citizen demand for accountability, stakeholder interest in evaluating services, and the efforts of staff to use data to inform and strengthen decisions. Service performance measurement facilitates higher levels of accountability to defined service levels, improves the efficiency of municipal services, and helps to instill public trust.

The Township's Service Performance Framework ([ADM-CAO-2023-006](#)) was adopted during the September 25, 2023, Council meeting. Since this time external publication of King's comprehensive Service Inventory has been publicly available at [www.king.ca/serviceprofiles](http://www.king.ca/serviceprofiles).

Each profile includes a set of **Headline Performance Measures (HPMs)**, which are intended to measure the performance of operational services.

To develop these performance measures, staff adopted the **Results Based Accountability Framework** (by Mark Friedan), which centers around three (3) critical questions:

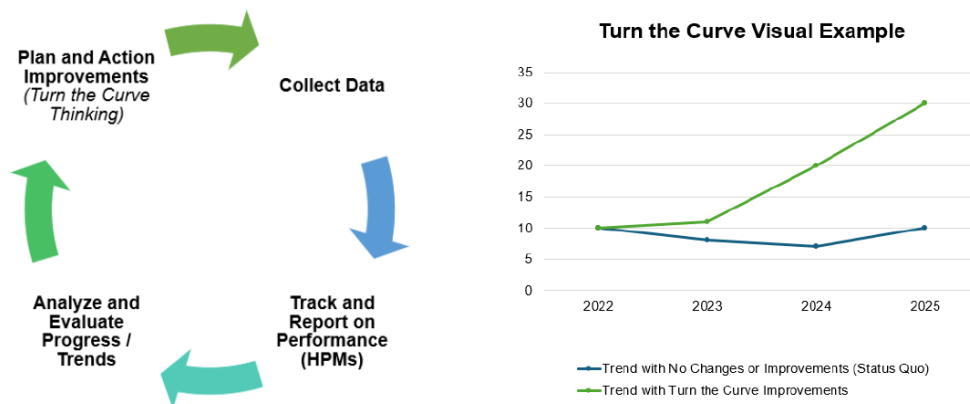
<b>How Much Did We Do?</b> <i>Volume of Service Provided / Demand for Service Delivery</i>	<b>How Well Did We Do It and Who Is Better Off?</b> <i>Quality of Service in Achieving its Objectives, Meeting Service Standards and the Value Citizens Receive</i>
<b>Examples:</b> <ul style="list-style-type: none"> <li># of permits issued</li> <li># of customer cases triaged &amp; actioned</li> </ul>	<b>Examples:</b> <ul style="list-style-type: none"> <li>(%) of permits processed within standard time</li> <li>(%) of customer cases resolved within standard time</li> </ul>

Adopting this framework has enabled staff to evaluate the performance of services by demonstrating;

- A. **volume/demand** of services delivered or outputs produced;
- B. the **quality of service** in meeting defined objectives and standards, and
- C. the **value citizens receive** from the service.

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 annual reporting, citizens can see how well improvement actions have “turned the curve” on associated performance measures.

Figure 1 – Turn the Curve Thinking Cycle and Visual Example



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. On

April 15th, 2024, Council received King’s first annual Service Performance Report [OCAO-STR-2024-001](#). This report included 136 HPMS and demonstrated that 87% of quality and value related measures confirmed improvements from the previous year; 70% of volume and demand related measures had increases in service delivery and outputs produced in the previous year as well.

On April 14, 2025, the second Service Performance Report was provided to Council ([ADM-OCAO-2025-001](#)) and included 158 HPMS. The results revealed that 82% of quality/value metrics were trending in the right direction; 77% of volume/demand related measures had increased outputs produced from the previous year.

#### 4. Analysis

##### 2025 Service Performance Report

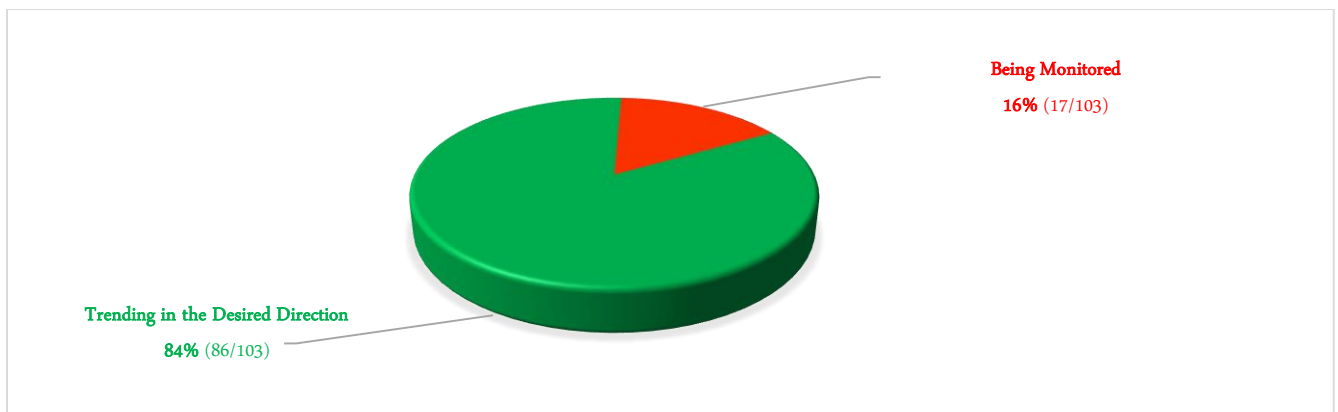
The Township’s third Service Performance Report (Appendix A) and includes 197 HPMS, across five 5 Departments and twenty-four service delivery portfolios (Divisions). The report is categorized by Department and Division, aligned with the Service Inventory and Service Profiles.

This report includes data for 2025, and where quality data was available, reports 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. The report includes the annual metric for each HPM, a visual trendline to easily see multi-year changes and a color-coded arrow indicator showing the difference from the previous year. It is important to highlight that some HPMS have a downward trend that is positive (the summary below captures these considerations). The report includes a Notes and Context section providing supplementary information on the metric for that year.

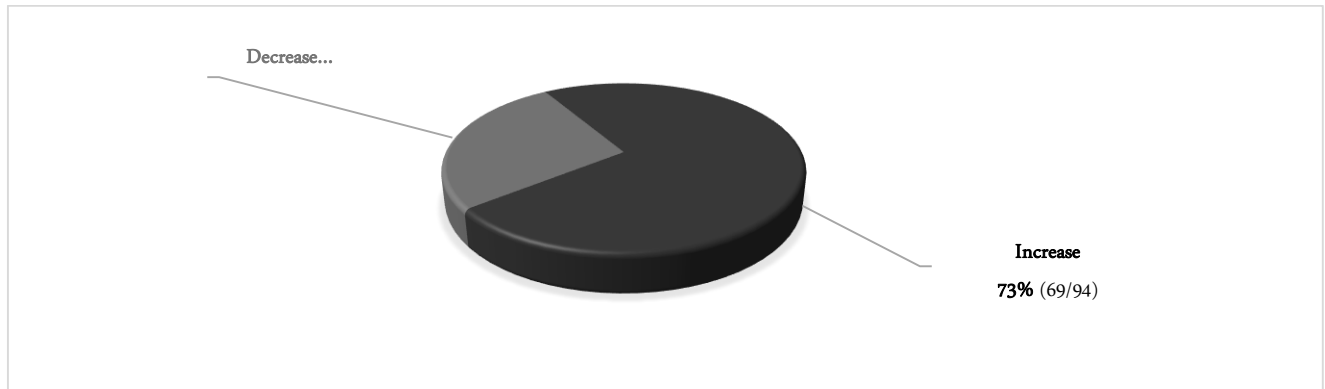
##### Headline Performance Measures (HPMS) Summary for 2025

Overall, **84% (86/103) of quality and value** related measures have seen improvements from the previous year, while **73% (69/94) of volume and demand** related measures evidence increases in service delivery and outputs produced.

**Figure 2 – Quality/Value (How Well) HPM Summary**



**Figure 3 – Volume/Demand (How Much) HPM Summary**



\*In nearly all cases **volume/demand** trends simply reflect community need as they are representative of the volume of work produced by staff in response to public demand of a service. For example, the number of pool permits produced each year would be in response to community demand/need. These types of metrics will not reflect whether we are meeting our defined objective. On the other hand, in terms of **quality/value** metrics, these speak to the Township’s ability to meet service standards or measure satisfaction – these are areas where concerted efforts can affect change and “turn curves” as they are more directly tied to quality of service. Quality/value metrics have less to do with public demand and more to do with the internal ability of staff to make evidence-based decisions.

#### Service Performance Highlights by Area

While the Service Performance Report is broken out by Department and Division, the highlights detailed in the subsequent sections of this report provides insights with a service-first lens. These highlights tell a more fulsome story about how King is continuously striving to make life better 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*

- Began The Green Development Incentives Program, Progressed the Official Plan Review and Neighbourhood block plans to 60% complete throughout the year, and completed The Growth Management Strategy, The Highway 11 Corridor Study and the Employment Lands Strategy to 100%.
- All 6 Core Policy Planning Projects saw statutory public engagement requirements exceeded with the implementation of additional open houses, surveys, interviews and marketing.
- 50 ask planning slots were booked in 2025 and 92% of these users were satisfied with the service they received.
- 3,439 building inspections were completed, an increase of 6% from 2024.

- 100% of all complete large building permit applications were processed within their respective defined standards.
- 92% of housing permit applications were processed within their defined standard.
- 96% of capital infrastructure projects began implementation on schedule
- 98% of capital infrastructure projects were on budget at year end.
- 85% of capital infrastructure projects were progressing on schedule in 2025.
- 18 net new businesses in King
- 182 engagements with existing and prospectives King businesses.

### **Trends Being Monitored and Turn the Curve Improvement Actions**

- We have seen a 100% decrease in passed septic program inspections – though this is because no inspections were planned in 2025 as it was the final year of the 5-year program. All identified properties were completed in earlier years as the building division always strives to complete the program prior to the regulated 5 years. Going forward, 2026 marks a new 5-year period for the Septic maintenance program and inspections are slated to begin again in summer of 2026.
- We saw a decrease in complete Community Improvement Plan (CIP) Grant applications processed, and consequently a decrease in funds distributed. This decrease in successful CIP grants was not due to a lack of interest as many applications were received, but rather due to incomplete and missing information, despite best efforts of staff to assist applicants. Due to this increased number of incomplete or insufficient applications, the Economic Development Division is continuing to work closely with applicants through an enhanced concierge service to help get applications to a complete level. Staff also plan to undertake a marketing campaign to promote the CIP program and is working to create a streamlined application process.

### **Keeping KING Safe**

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

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

- 3,487 by-law cases actioned and mitigated.
- 2,952 parking tickets and warnings issued.
- 265 Administrative Monetary Penalties issued for non-parking offenses, a 357% increase from 2024, from which King collected revenue.
- 655 bag signs removed.
- 282 sign permit applications processed, with 85% processed to standard.
- Responded to 1,716 emergencies, including fire, medical, alarm and rescue.
- 791 inspections and 38 investigations were completed.
- 70,000 volunteer hours spent by FES staff.
- 6,720 people engaged through FES in person and online engagement opportunities.

### **Trends Being Monitored and Turn the Curve Improvement Actions**

- There was a decrease in homes visited for the smoke alarm and home escape program. This is due to the exceptional call volume increases being experienced by the Township (10% increase over 2024 and a 43% increase since 2020). This increase in demand represents a significant challenge for King ensuring future budgets can support the increases in demand, and examining service delivery models for future sustainability will be a key consideration in the next Fire Master Plan.

## 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
- 2731 utility locate stakeout requests completed.
- 99% of utility locates met provincial standards.
- 53 streetlight customer requests were actioned and closed in 2025 and 100% were coordinated for repair within provincial standards.
- There were 143,593 visitors to the Zancor Cetner, 51,801 visitors to the Trisan Center and 47,746 visitors to the William Laceby Arena.
- 100% of staffed facilities underwent monthly health & safety inspections
- \$37,075 provided to community groups through the community assistance program.
- \$710,599 in affiliated group subsidies provided.
- 30 complete traffic calming petitions received, and 30 roads studied for speed.

## 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*

- 6.4 million social media impressions, a 168% increase in 2025 from 2024.
- 101,608 social media engagements.
- 3,042 social media posts published.
- 3,000 NEW followers and 12,999 total followers in 2025, a 35% and 104% increase respectively.
- 1.2 million social media video views, a 365% increase from 2024 to 2025.
- 101 media releases issued, all receiving media pick-up.
- 2,054 programs offered, a 194% increase in programs from 2024 to 2025
- 36,533 program participants.
- 75% of township league participants satisfied with programming.
- 1,672 active fitness memberships
- 22 King Heritage and Cultural Center exhibitions

- 20,000 citizens engaged through the KHCC.
- Attracted 12,573 citizens and tourists to 15 official Township events with a 90% satisfaction rate
- 93,072 visits to the Township physical library branches and 99,123 physical items borrowed.
- 70,083 visits to the digital branch and 46,127 digital items borrowed.
- 18,000 ServiceKING customer cases opened, closing 99% of them within standard.
- 69,655 ServiceKING community interactions (in-person, phone, email and online).
- 39 Council meetings held.
- Average of 92% of legislative permits, licenses and applications were processed within their defined standard, a 5% increase from 2024.

### Trends Being Monitored and Turn the Curve Improvement Actions

- Staff have observed a slight decrease in league participation in recreation services and are taking improvement actions to better understand resident recreation needs by deploying participant surveys. This will help staff to obtain feedback, evaluate if they are meeting participant needs and plan advanced improvement actions to help turn the curve from there. Additionally, a major next step in King's customer service journey is ensuring clear, standardized customer service metrics are in place for all departments, which can be informed by participant surveys.
- Staff have had quite a few library metrics trending downward and being monitored, including card holder numbers, social media engagement numbers and library program participation. As services evolve and grow, it is clear there needs to be an exploration of stronger collaboration and in some cases consolidation of communication and marketing services, which may include areas such as libraries and fire services, to ensure our citizens get the best information in an efficient and timely manner!

### 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

- 13,831 trees, shrubs and wildflowers planted, up 55% from 2024.
- Removed 4,925 m2 of invasive species, representing a 77% increase in 2025.
- Held 55 co-led greening initiatives and 4 community climate change initiatives.
- 541 water use portal users, a 44% increase from 2024.
- 14,261 visitors to Cold Creek Conservation Centre.
- 870 recycle coach application users.
- 129, 565 lbs. of textiles, batteries and e-waste diverted from landfills
- 2731 water locate stakeouts completed with 99% within standards.
- 100% of playgrounds in compliance with provincial standards
- 1,034 parks service requests completed.

## Trends Being Monitored and Turn the Curve Improvement Actions

- Staff have seen an increase in corporate building and fleet emissions and continue to work hard to ensure buildings and fleet are run in an efficient manner. As the Township increases its capacity and output in these areas, there is a need to evaluate the framework for measuring corporate emissions - one that takes into consideration both population and infrastructure growth - to better tell the story of Greenhouse Gas (GHG) emissions and reductions.

## 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.
- 86 bylaws executed by the Clerk.
- Only 9 water meters with reading concerns, a 47% decrease from 2024.
- 1,175 e-billing users, a 75% increase from 2024.
- 74% of all customer payments were made online.
- 100% of performance accountability reports published in Q2
- 630 Council Requests triaged and actioned, a 12% increase from 2024.

## Trends Being Monitored and Turn the Curve Improvement Actions

- The Township saw a 25% increase in tax receivables in arrears in 2025. To reduce this figure, staff continue to offer residents various channels and automation options to make payments on their taxes. The Finance Department will continue to follow the service standard 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.

## Interactive Online Dashboard - By Service Area

To enhance the viewer experience and make the findings within the Service Performance Report as easily digestible, the Township has maintained the [dashboard](#) and is set to re-publish on April 28, 2026. The dashboard allows viewers to navigate any service area and review all associated performance measures for 2025. 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.

## 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 Township's 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 culmination 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 third annual Service Performance Report that evaluates the performance of municipal services, using these metrics, to better understand how King is 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 data driven decision making that ultimately improves the lives of our citizens!

## **8. Attachments**

Attachment 1 - 2025 Service Performance Report

Prepared by:  
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