



THE CORPORATION OF THE TOWNSHIP OF KING
Report to Council

Monday, June 12, 2023

Administration Department - Office of the CAO
Report Number ADM-CAO-2023-005
Final 2023-2026 Corporate Strategic Plan

RECOMMENDATION(S):

The CAO respectfully submits the following recommendation(s):

1. That Report Number ADM-CAO-2023-005 be received;
2. That the 2023-2026 Corporate Strategic Plan be **approved** and adopted by Council.

REPORT HIGHLIGHTS:

- The 2023-2026 Corporate Strategic Plan (CSP) indicates the desired change Council wants to see in the lives of citizens, stakeholders, and organizations, which will be accomplished through implementation.
- The corporate strategic plan reflects four strategic priority areas:
 - A Greener Future
 - Sustainable Asset Management
 - Complete Communities
 - Service Excellence
- Each strategic priority area includes two Objectives, each with three to four associated Key Results that are trackable and measurable.
- The 2023-2026 Corporate Strategic Plan is reflective of both Council and community priorities, and will be actioned by Township staff over the current term, with progress reported annually to Council.
- The 2023-2026 Corporate Strategic Plan will be communicated, promoted and celebrated among the community through the execution of an external communications plan.

PURPOSE:

The purpose of this report is to provide Council with the finalized 2023-2026 Corporate Strategic Plan for approval and adoption.

BACKGROUND:

Strategic planning is a process by which an organization defines its strategy and direction for the term of Council and, makes decisions about allocating resources needed to effectively pursue the strategy to achieve its objectives. A strategic plan allows a municipality to keep focus on and align efforts that make significant advancements on things above and beyond the day-to-day course of business/service delivery. Planning and preparing for the future through the strategic planning process puts the Township

in a position to effectively address various challenges and opportunities relating to climate change and the natural environment, municipal asset management, infrastructure and funding, regulatory changes, community enrichment, and service excellence. Each four-year term of Council Corporate Strategic Plan incrementally contributes towards achieving the long-term vision for the Township of King. The 2031 Official Plan review conducted in 2019-2020 provided the Township with its long-term strategic direction.

With the completion of many of the strategic objectives defined within the 2019-2022 Corporate Strategic Plan, the CSP was evaluated for continued relevance and applicability. During the transition to a new term of Council Corporate Strategic Plan (2023-2026), the Township engaged with various external and internal stakeholders and used a variety of inputs to develop a draft plan. Drivers and inputs into the draft 2023-2026 Corporate Strategic Plan included:

- Development of the Township's Vision, Mission, and Values statements
- The 2023 Citizen Survey results
- Multi-year Budget and Business Plans and related consultations / deliberations
- Leadership Workshops
- Council Education Workshops
- Council 1:1 Interviews

On May 29th, 2023, Council was presented with the DRAFT 2023-2026 Corporate Strategic Plan ([ADM-CAO-2023-004](#)), which adopted a new goal setting methodology and performance accountability framework (Objectives and Key Results or OKR's). Staff received comments and constructive feedback from Council, which was reviewed and analyzed for further refinement and finalization of the draft plan.

Key Components of the Corporate Strategic Plan

Priority Areas

- Priority Areas are intended to define the focus and produce the desired change in the lives of citizens, stakeholders, and organizations through the implementation of the Corporate Strategic Plan. Priorities represent the areas of the utmost importance to the King community.

Objectives

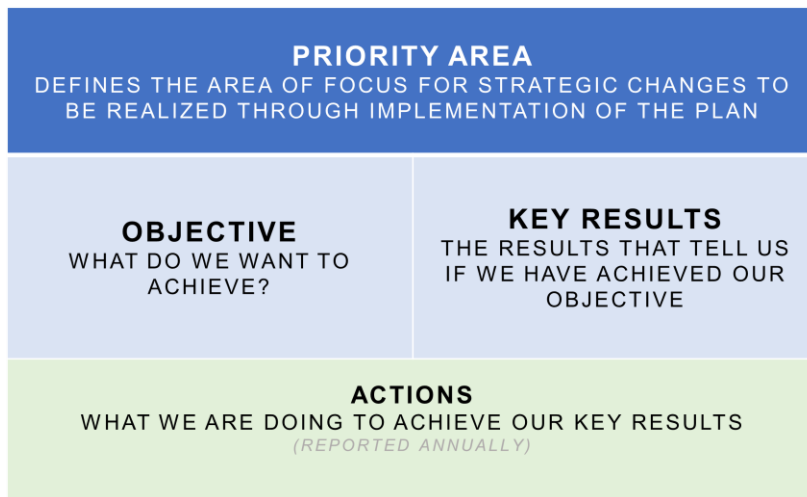
- An objective describes the goal we aim to achieve related to a Priority Area. Objectives are concrete, action-oriented, and inspirational.

Key Results

- Key Results are desired outcomes that will indicate progress taken towards achieving the Objective. They are measurable, specific and time bound. Each Key Result has a built-in target to be achieved. If a Key Result is achieved, the Township is one step closer to accomplishing the accompanying objective and the overarching priority.

Actions

- Actions are the individual deliverables or efforts that staff have undertaken, which contribute towards advancing a key result. The Actions category is not a part of the CSP and will be recorded for annual reporting only.



ANALYSIS:

The 2023-2026 Corporate Strategic Plan (**Appendix A**) articulates the priorities, objectives, and key results to be achieved over the current term, grounded in information and data, informed through various inputs and drivers, and is reflective of defined responsibility and accountability. The plan reinforces the Township's long-term vision of the future, reflects the Township as a whole and represents a foundational core of strategic actions and efforts to be taken during the term. Based on various stakeholder engagements, inputs, and drivers, four Priority Areas were developed which subsequently informed their associated OKR's (as shown below):



PRIORITY AREA (1) - A Greener Future

- Planning for and sustaining a green future that adapts to climate change pressures while offsetting the effects it has already had.
- Promoting the growth of the natural environment and enhancing natural lands



PRIORITY AREA (2) - Sustainable Asset Management

- Ensuring asset funding strategies are in place for continued infrastructure investments and initiatives that will lead to the improvement and longevity of capital assets.



PRIORITY AREA (3) - Complete Communities

- Effectively responding to regulatory changes in a way that best serve's King and members of the community.
- Advancing initiatives that uphold and strengthen the well-being of residents where everyone has a sense of inclusivity and belonging.



PRIORITY AREA (4) - Service Excellence

- Exploring and implementing initiatives aimed at business transformations that drive service delivery excellence through technology, modernization, process improvements and data driven decision making.

Each of the Priority Area's listed above have **two** Objectives, and each Objective has **three to four** accompanying Key Results (inclusive of concrete targets). Actions are then taken year over year by Township departments and divisions to advance the Key Results towards their targets. Achievement of Key Result targets evidence the successful achievement of defined objectives. As previously mentioned, Actions are not pre-defined but rather, will be planned, executed, and reported annually through the annual Budget and Business Planning process.

Staff have prepared the term of Council 2023-2026 Corporate Strategic Plan Booklet, which included in **Appendix 'A'** to this report. This booklet is a visually appealing and reader-friendly version of the plan

that is inclusive of the Township's governance and planning frameworks, as well as all Priority Areas, Objectives and Key Results.

Annual Progress Reporting

Throughout the 2023-2026 Corporate Strategic Plan's lifecycle, staff will continue to monitor and report on the progress of the plan through Annual Progress Report's (APR) submitted to Council and the public for review and consumption. Each OKR contained within the plan has designated Township leads and teams who will also be responsible for ensuring the timely progression of all OKR's through planned and executed actions year over year.

The Annual Progress Report will be prepared and presented to both Council and the public in the second quarter following each reporting year, until the end of Council's term. Accordingly, there will be four annual progress reports issued for this term of plan **[Figure 1]**.

Figure 1



The APR will disclose all the Actions taken within a given year to move the Key Result towards its target. It will also provide a status of each Key Result **[Figure 2]**, based on the Actions taken and the expected versus actual (%) complete (from initiation to the defined target)

Figure 2

- **Proceeding as Planned or Target Achieved (Completed)**
- **Being Monitored**
- **Under Review**
- **On Hold**

Communications Planning

A communications plan is underway to ensure both internal and external stakeholders are aware of and engaged with the new strategic directions. The official launch will be underway once the 2023-2026 Corporate Strategic Plan is approved by Council, and will continue beyond that to reinforce messaging, engage staff, and celebrate accomplishments on an ongoing basis. Further, dedicated communication

plans will launch in follow up to each Annual Progress Report presented in Q4 following the reporting year. External communication channels will include, but are not limited to:

- Dedicated website page and regular updates (king.ca/corporatestrategicplan)
- Newspaper Advertisements in the King Weekly Sentinel
- Social Media (Township Corporate Twitter and Facebook pages)
- Curb Signage
- Media Releases
- King Bulletin E-Newsletter

FINANCIAL CONSIDERATIONS:

Funding associated with the development of the 2023-2026 Corporate Strategic Plan initiatives will be included as part of the annual Township budget process for Council consideration.

ALIGNMENT TO STRATEGIC PLAN:

The 2019-2022 Corporate Strategic Plan was formally adopted by Council on September 21, 2020 which emphasizes all of the ICSP Pillars (Financial, Economic, Socio-Cultural and Environmental) and is also aligned with the long-term vision defined in the Official Plan. The 2019-2022 Corporate Strategic Plan aims to ensure staff initiatives focus on current Term of Council priorities in support of the Township's long-term vision to 2031.

This report is in alignment with the CSP's Priority Area(s), associated Objective(s) and/or Key Action(s):



**Service Delivery
Excellence and
Innovation**

Improving Organizational Performance

The 2023-2026 Corporate Strategic Plan highlights the Township's attention and efforts in developing strategic policy frameworks that reflect the evolving needs of King. Maintaining updated frameworks ensure efforts and resources are reflective of and respond to top issues for the term, and desired results from Council and the community at large are achieved.

CONCLUSION:

The 2023-2026 Corporate Strategic Plan (CSP) provides a guide for the Corporation over the current term towards creating the future desired state for the community, Council, citizens and stakeholders. The future will be realized through the strategic implementation of the Corporate Strategic Plan. The plan outlines the top four Priority Areas that inform and align the Objectives and Key Results (OKR's), which are trackable and measurable, to be achieved through the plan's lifecycle. Staff will report annually on the progress of the plan, and (subject to Council's approval and adoption) communicate, promote and celebrate the plan to and with the community.

ATTACHMENTS:

[2023-2026 Corporate Strategic Plan - V1 Final](#)

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Recommended By:

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CAO

Approved for Submission By:

Daniel Kostopoulos
Chief Administrative Officer



2023-2026 Corporate Strategic Plan





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Mayor's Message



On behalf of the new council, it is with great pleasure that we present the 2023-2026 Corporate Strategic Plan. This is only the second term of council for which a strategic plan has been established and presented to our community. Taking the lessons learned from the previous term, the 2023-2026 Corporate Strategic Plan was created based on the top priorities of citizens as they communicated and engaged with their local councillors, and through the feedback gained from the Townships first ever statistically valid Citizen Survey in 2023. This plan is just one of the many building blocks that will drive the Township towards its long-term vision of the future, as outlined in the “Our King” Official Plan. King is committed to driving the priorities identified in the plan by aiming to produce key results that will help us achieve our focused objectives. These ambitions will hold the Township accountable and will ensure the strategic actions in which staff puts effort into are of the upmost importance to our King community. It is our hope that the 2023-2026 Strategic Plan will increase Township and resident pride.

How to Contact Your Council Members

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Council

Council Meetings

Members of council meet at regularly scheduled council and committee meetings throughout the year, as well as at special meetings as needed. All meetings of council are open to the public.

Agendas for each meeting are set in advance and may be reviewed by the public on the Thursday before the meeting.

<https://king.civicweb.net/filepro/documents>

2023-2026 Council Photo





CAO Message



A key component of strengthening King Township as a community is good strategic planning for each term of council. The 2023-2026 Strategic Plan is the second of its kind for our municipality, and it continues to showcase our commitment to advancing the community priorities communicated through Council and through the 2023 Citizen Survey. King strives to balance community expectations with internal capacity to deliver high-value services to citizens in a safe, effective and efficient way. This plan has been developed to ensure that the Township maintains focus on the priorities of King residents today, and is prepared to continue meeting those needs in the future. Through Council and resident engagement, the Township strategically identified key results to be produced, which will play a crucial role in achieving the objectives that will advance the priorities identified by our community. The plan plays a crucial role in enhancing the quality of life for citizens, while also instilling a high level of trust, respect and confidence in King Township. This plan strengthens the Township's accountability, credibility and responsibility to both council and the public. On behalf of our dedicated team, I look forward to working together to implement the 2023-2026 Corporate Strategic Plan.

About the Corporate Strategic Plan

In an evolving, dynamic, and complex Township, the need to manage and adapt to change has become crucial to maintaining the success of local government and the community at large. The Corporate Strategic Plan was created based on the identified priorities of council for its existing term (2023-2026) which reflect the changing needs of councillors' constituents. This plan was developed in alignment with King's governance framework that incorporates the Township's Vision, Mission and Values. Further, it will help inform departmental plans and initiatives developed during the multi-year budget process.



“Our King” Official Plan

The Corporate Strategic Plan is aligned with the long term vision of King to 2031 as defined in Our King Official Plan (OP). The goals and objectives of the OP are derived from the values structured in the four pillars of our Integrated Community Sustainability Plan.

Official Plan Policy Priority Area Icons



Community



Economy



Networks



Pristine



Sustainable

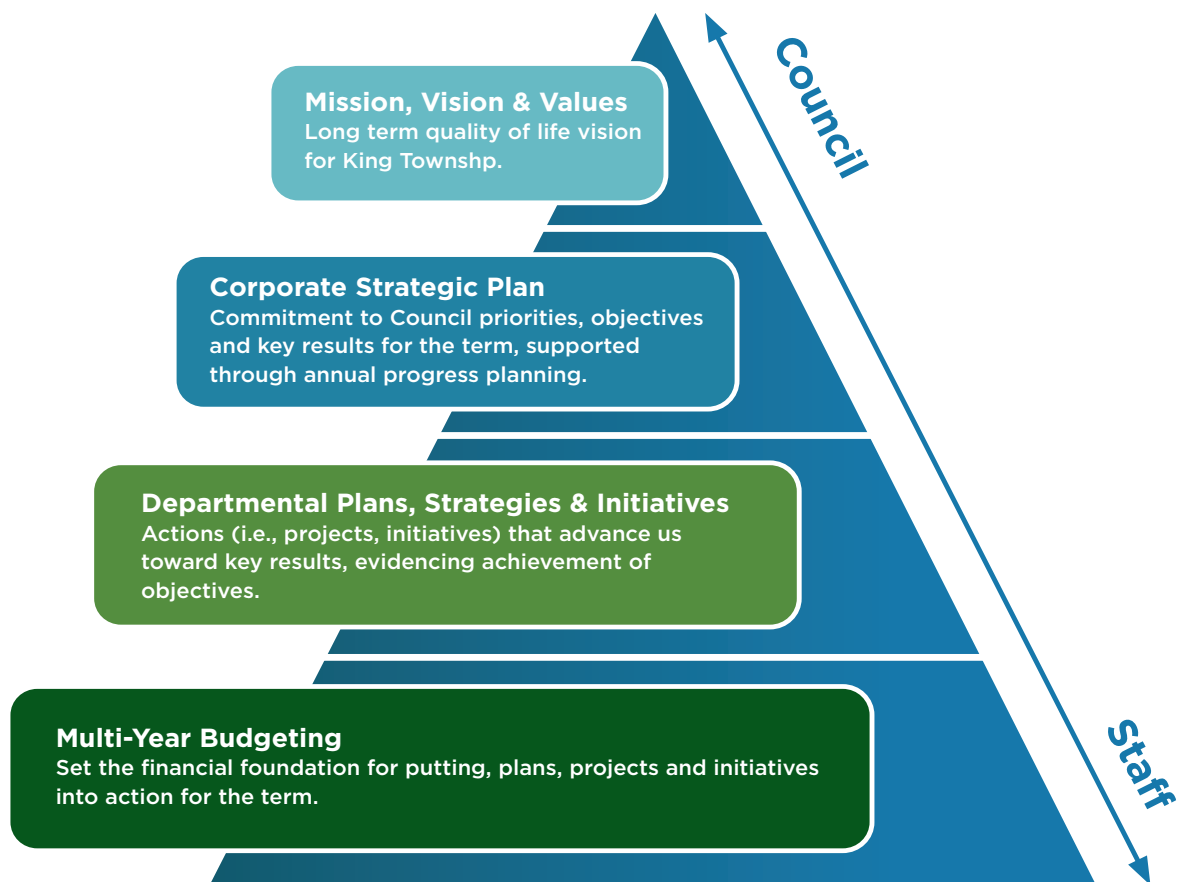


Thriving



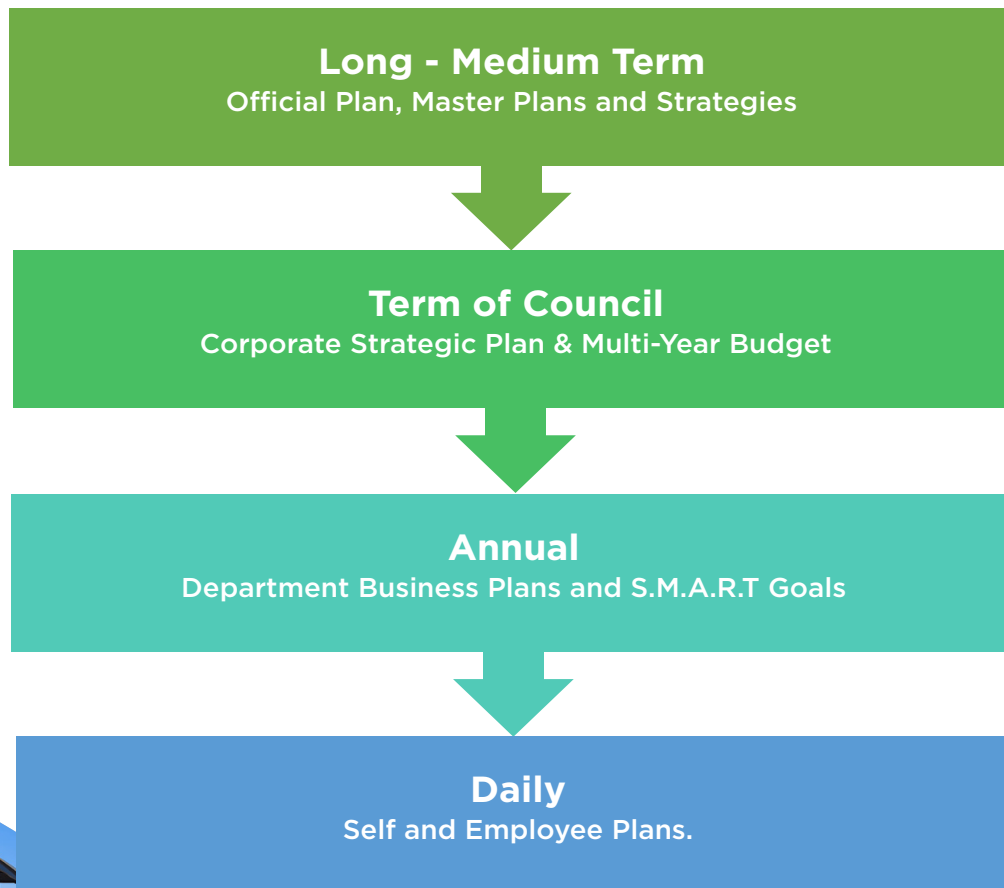
Vibrant

Councils Governance Framework



Corporate Planning Hierarchy

The Corporate Strategic Plan articulates an actionable plan that is informed by council's identified priorities for the current term, driven by constituent needs throughout the Township. The plan reflects the Township's commitment to achieving improvements on strategic priorities identified by King citizens.



Township Priorities



A GREENER FUTURE

Planning for a green and sustainable future means finding ways to adapt to climate change pressures while also offsetting the effects that it has already had. It means focusing on protecting and enhancing our environment and natural lands, while maintaining future sustainability.



SUSTAINABLE ASSET MANAGEMENT

Making investments in the Township's infrastructure, ranging from transportation assets and environmental assets to facilities and parks, will allow the municipality to maintain its existing infrastructure while planning for new growth and development. We will strive to implement asset funding strategies for continued infrastructure investments and improvement of capital assets.



COMPLETE COMMUNITIES

Strengthening the capacity of the Township and its citizens will enable continued collaboration to resolve challenges and maximize on opportunities to build stronger, safer communities. It is a commitment to continuous improvement in fostering prosperous communities where all citizens have a sense of belonging.



SERVICE EXCELLENCE

Exploring and implementing innovative methods for communicating with the community and delivering services through technology, modernization, process improvements and data-driven decision making, matched with the creation of strong guiding frameworks and empowered staff, will allow the Township to work towards exceeding service expectations and surpassing customer service standards to meet the needs of citizens.

How To Read The Plan



The Township has used the “Objectives and Key Results” (OKR) goal-setting framework for the 2023-2026 Corporate Strategic Plan. Using the OKR methodology allows the Township to set and track measurable goals and their outcomes. It pairs the objectives we want to achieve with the key results that will be used to measure progress of the objective.

• PRIORITY

What focus areas are of the utmost importance to citizens?

Priority Areas are intended to define the focus and produce the desired change in the lives of citizens, stakeholders and organizations through the implementation of the Corporate Strategic Plan.

• OBJECTIVE

What goals do we want to accomplish?

An objective describes the goal we aim to achieve related to this priority. Objectives are concrete, action-oriented, and inspirational.

• KEY RESULT

How will we measure the accomplishments of our goals?

Key Results are desired outcomes that will indicate progress taken towards achieving the objective. They are measurable, specific and time bound. If a Key Result is achieved, the Township is one step closer to accomplishing the accompanying objective and priority.

PRIORITY AREA

DEFINES THE AREA OF FOCUS FOR STRATEGIC CHANGES TO BE REALIZED THROUGH IMPLEMENTATION OF THE PLAN

OBJECTIVE

WHAT DO WE WANT TO ACHIEVE?

KEY RESULTS

THE RESULTS THAT TELL US IF WE HAVE ACHIEVED OUR OBJECTIVE



PRIORITY AREA: A GREENER FUTURE

OBJECTIVE 1

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



KEY RESULTS

Adopt and Begin Implementation of Climate Change Action Plan by **2026**

Reduce corporate emissions by **140 tCO₂e** (tonnes of carbon dioxide)

Offset **5%** of Corporate cO₂ emissions

Develop a Green Development Standards Incentive Program by **2026**

OBJECTIVE 2



Promote Tree Canopy Growth and Enhance Natural Lands

KEY RESULTS

Inventory Township natural assets by **2026**

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

Plant **100,000** trees, shrubs, and wildflowers

Maintain the York Region minimum canopy cover recommendation for King of **34.3%**



PRIORITY AREA: SUSTAINABLE ASSET MANAGEMENT

OBJECTIVE 1



Develop asset-funding strategies which ensure long-term fiscal sustainability

KEY RESULTS

Implement a stormwater charge by **2023**

Finalize and implement the Asset Management Program by **2025**

Create and implement an Asset-Funding strategy by **2025**

OBJECTIVE 2



Improve our linear (transportation and environmental) and non-linear (facilities and parks) assets for continued community use and enjoyment

KEY RESULTS

Develop and implement a Stormwater Monitoring and Maintenance Strategy by **2026**

Establish the levels of service for all linear and non-linear assets by **2025**

Update **(5)** asset-related Master Plans & Strategies by **2025**

Develop an Asset Disposition Strategy by **2025**



PRIORITY AREA: COMPLETE COMMUNITIES

OBJECTIVE 1



Implement regulatory changes to manage growth which best serves King's unique landscape

KEY RESULTS

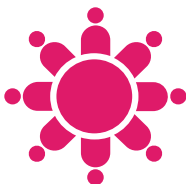
Complete the Official Plan review and update (to 2051) by **2025**

Update Urban Zoning By-law by **2025**

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

Explore opportunities for Commercial Licensing and If approved, implement Programs by **2026**

OBJECTIVE 2



Enrich community well-being and make King the ideal place to live, work and play

KEY RESULTS

Develop and implement a streamlined program that consolidates all existing municipal funding, grant programs, donations, and in-kind contribution requests by **2024**

Become an "**Age-Friendly Community**" by **2026**

Represent King's interest in major developments within the Township

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



PRIORITY AREA: SERVICE EXCELLENCE

OBJECTIVE 1



Increase data-driven decision making to improve organizational performance

KEY RESULTS

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

Develop and implement a Data Strategy by 2025 and initiate a Data Master Plan by **2026**

Publish **(4)** new open-data sets

OBJECTIVE 2



Enhance Citizen Service Experiences

KEY RESULTS

Develop and implement Customer Experience (CX) Strategy **2025**

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

Reduce "Information Only" Customer Cases by **30%**

90% of all Township application, requests and registration forms can be submitted through an automated online form

Collection Questions?
1-800-421-5625
WasteLine@glenv.com

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