



# 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 Township's 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 utmost 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



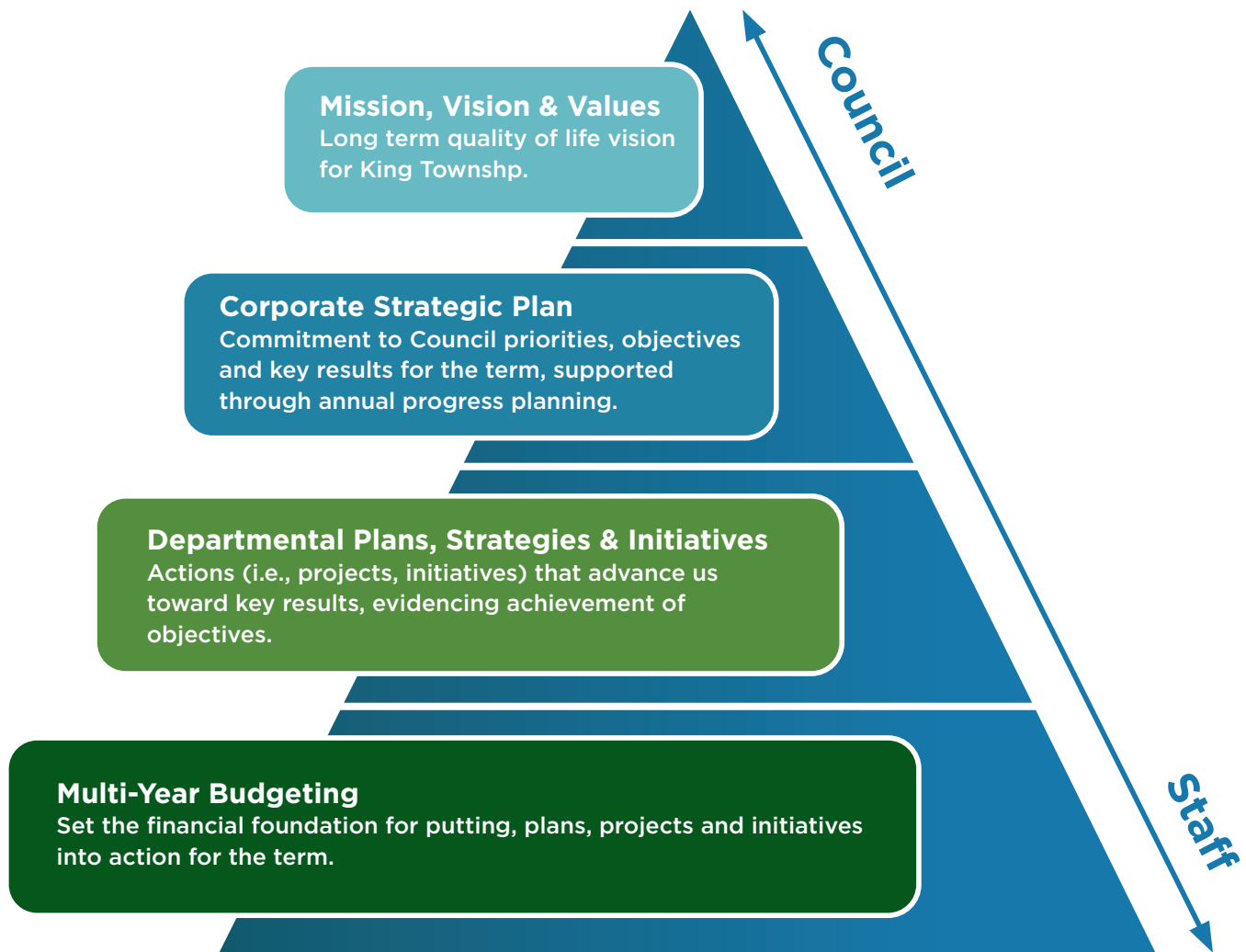
Thriving



Vibrant

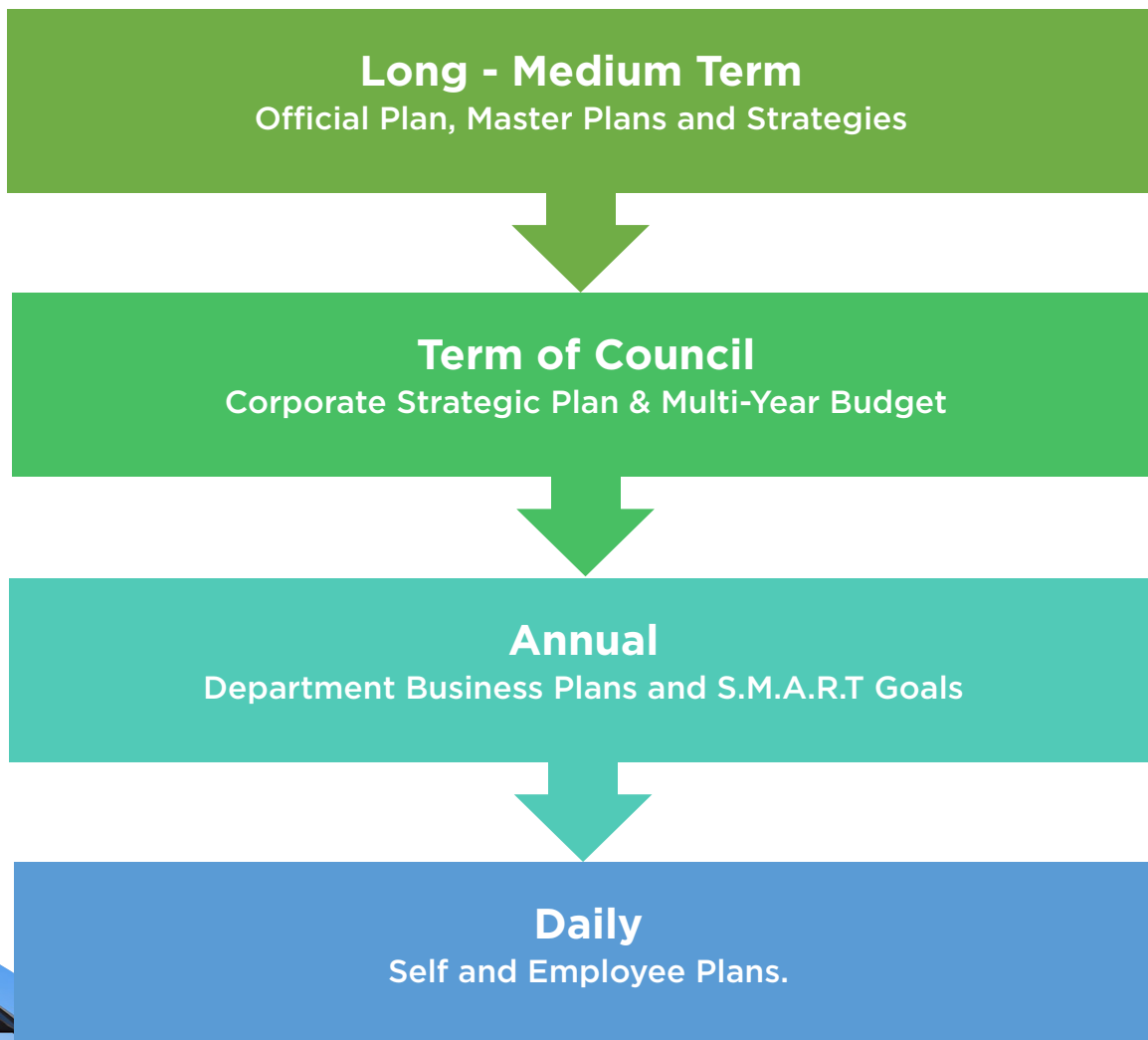


# Councils Governance Framework



# 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

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## **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 tCO<sub>2</sub>e** (tonnes of carbon dioxide)

Offset **5%** of Corporate cO<sub>2</sub> 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 **36%**





## 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





# 2023-2026 Corporate Strategic Plan

## Contact Information

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**KING**