

The logo for the Township of King, featuring the word "KING" in a bold, blue, sans-serif font. The letter "K" is stylized with a green leaf-like shape on its left side.

KING

2023 Service Performance Report

Presented To: Township Council

Presented On: April 15th, 2024

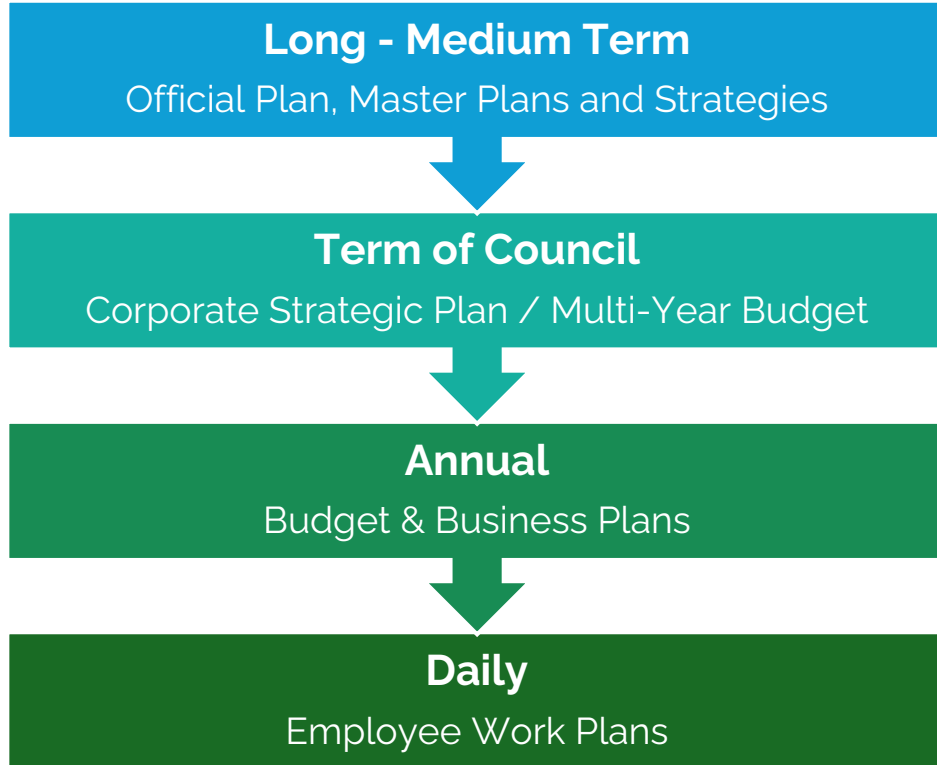
Presented By: Meghan Ditta, Manager of Strategy & Transformation, *Office of the CAO*

Agenda

- **Performance Accountability in King**
- **Framework for Evaluating the Performance of Services: *Results Based Accountability***
- **Key Considerations**
- **The 2023 Service Performance Report**
 - Reading the Headline Performance Measures Report
- **2023 Service Performance Summary**
- **2023 Service Performance Highlights**
- **Communications Plan**
- **Interactive Online Dashboard**



Corporate Planning Frameworks and Performance Accountability



Strategic Performance

- Objectives and Key Results (OKR)

Operational Service Performance

- Results Based Accountability and Headline Performance Measures



Framework for Measuring & Evaluating Service Performance

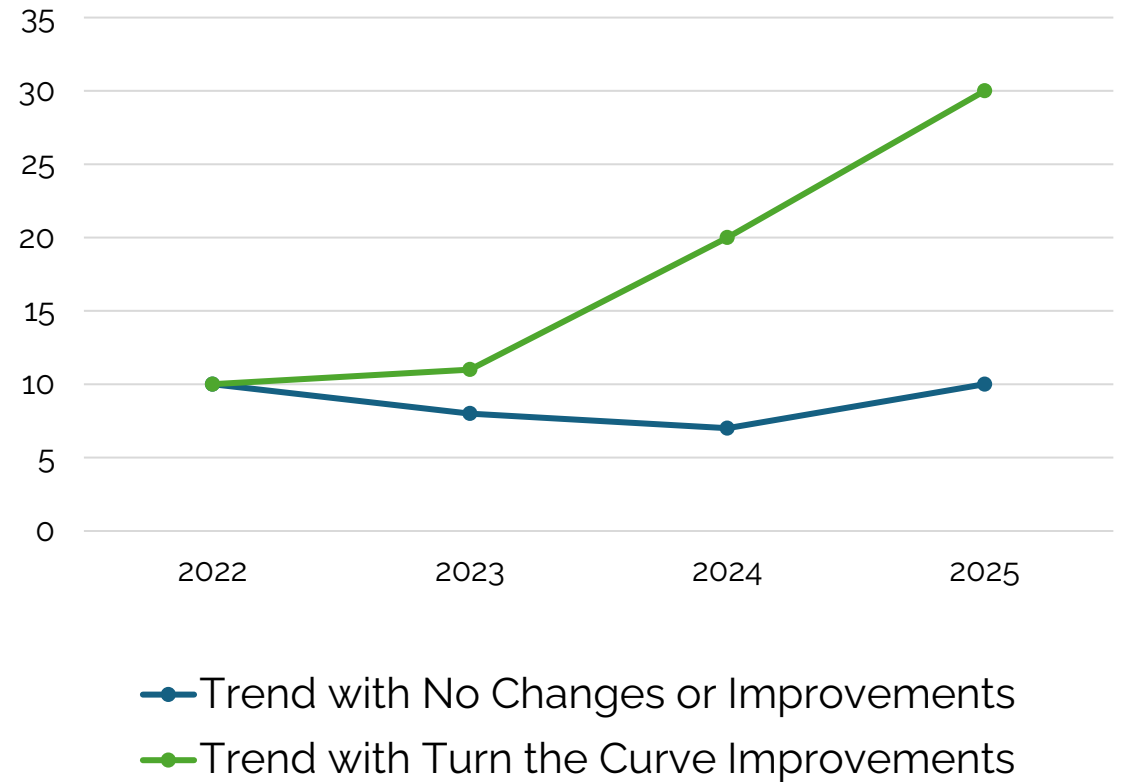
Results Based Accountability Framework

- *Trying Hard Is Not Good Enough* – Mark Friedan
- Performance Measurement of Operational Services in Local Government
- **Turn the Curve** Improvements

Accountability and Transparency of Service Performance

- Quantitative (vs. Qualitative) Report
- Reported Annually in Q2

Turn the Curve Visual Example





Framework for Measuring and Evaluating Service Performance

- **Developing** Headline Performance Measures (HPMs) by asking...

How Much Did We Do?

Volume of Service Provided / Demand for Service Delivery

Examples:

- # of permits issued
- # of customer cases triaged & actioned

How Well Did We Do It and Who Is Better Off?

Quality of Service in Achieving its Objectives, Meeting Service Standards and the Value Citizens Receive

Examples:

- (%) of permits processed within standard time
- (%) of customer cases resolutions within standard time

Volume & Demand

Quality & Value



Framework for Measuring and Evaluating Service Performance

- **Selecting** the best Headline Performance Measures based on...



Clarity for Audience (Communication Power)	Clarity of Citizen Value (Proxy Power)	Quality Data Sets (Data Power)
Understandable to Council, the public and Township staff	Says 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

2023 Service Performance Reporting

- Historical Data vs. Baseline

Analysis and Insights

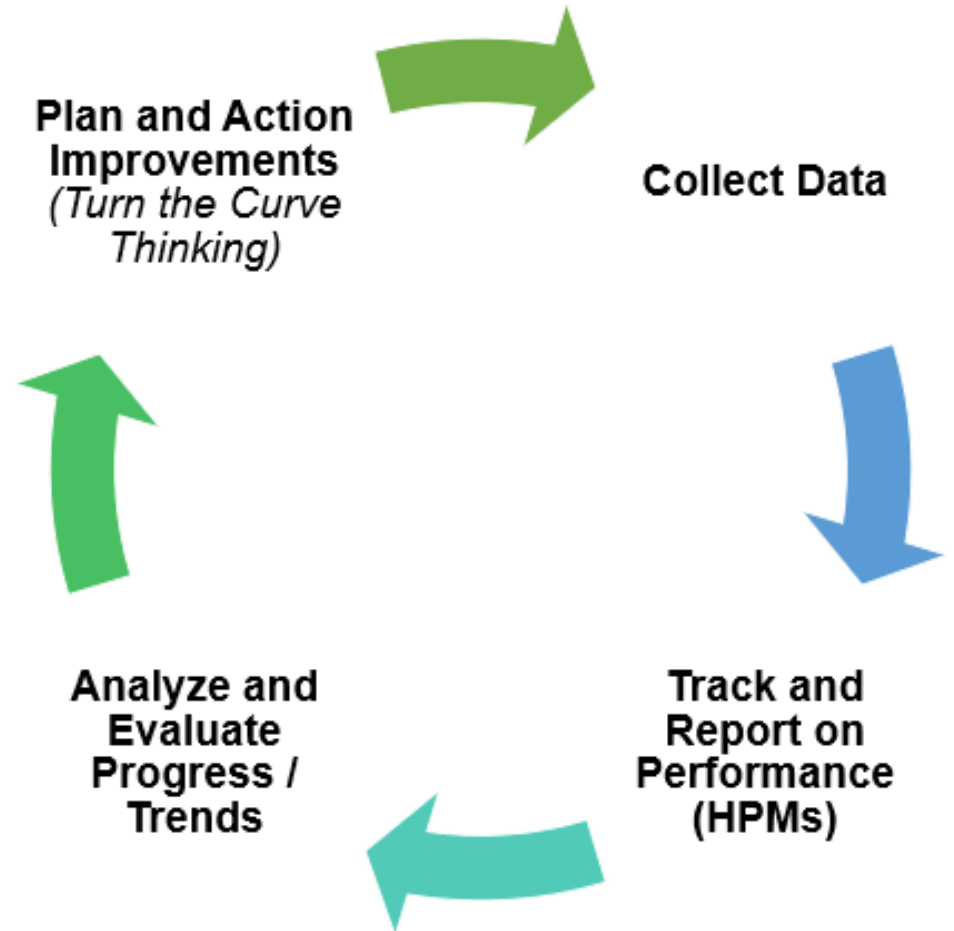
- Performance Evaluation
- Service Delivery Enhancements
- Business Planning

Interpreting Trends

- Volume / Demand
- Quality / Value

Areas for Improvement in Quality and Value HPMS

- *Turn the Curve Thinking*





2023 Service Performance Report



Reading the Service Performance Report (Appendix A)

Headline Performance Measures

DEPARTMENT
Division

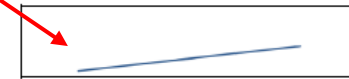


Sub-Service Area - Headline Performance Measure

Trend Line

YOY (%) of Change

Year	2019	2020	2021	2022
	10	20	30	40



↑ 33%

Notes & Context

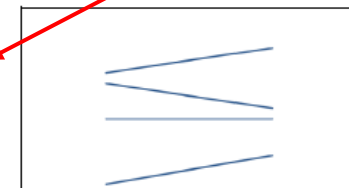
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Sub-Service Area - Headline Performance Measure

Trend Line

YOY (%) of Change

Year	2019	2020	2021	2022
			25	35
			10	5
			10	10
			0	10



↑ 40%

↓ -50%

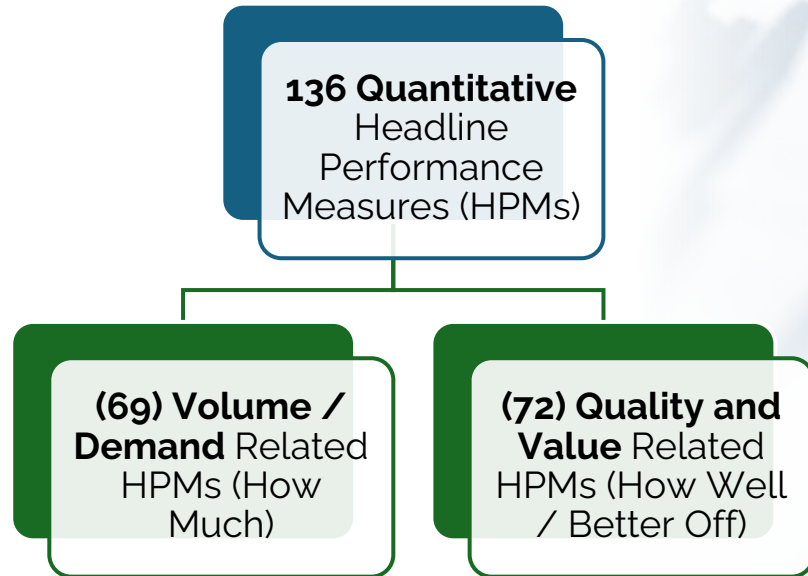
→ 0%

↑

Notes & Context

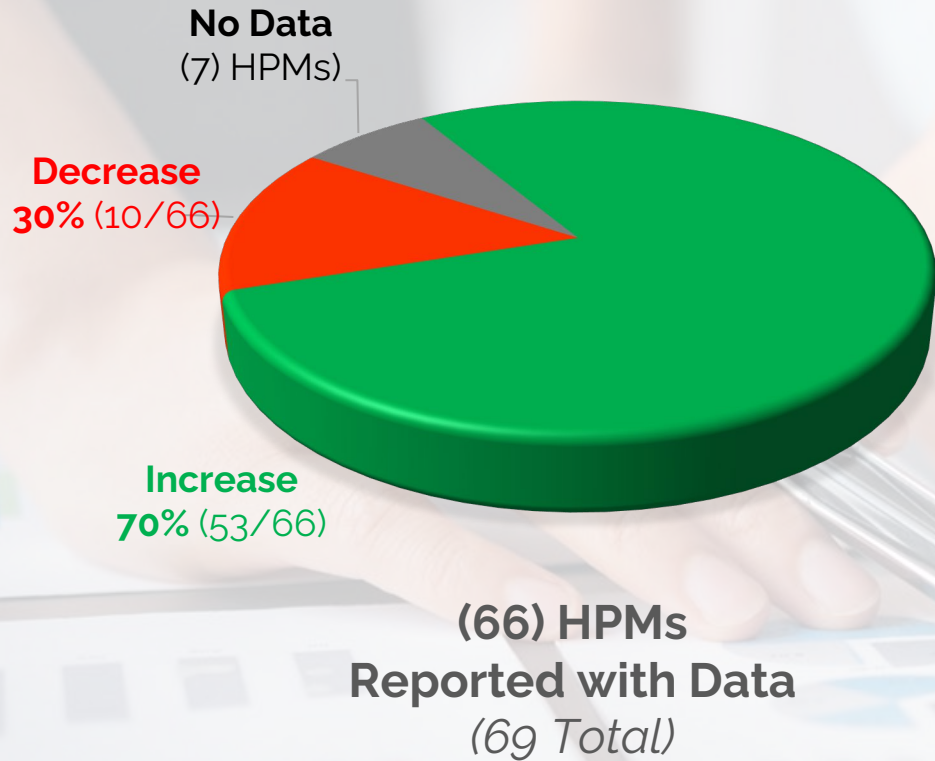
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Service Performance Report Summary



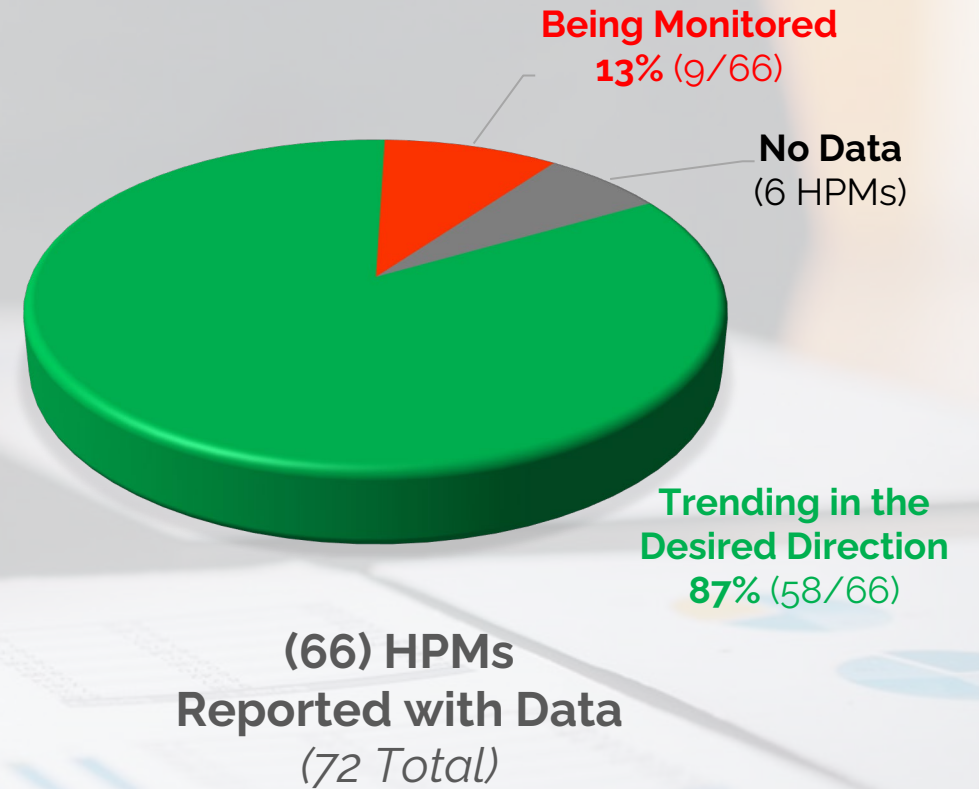
Service Performance Report Summary

Volume / Demand (How Much)



Quality and Value (How Well and Better Off)

136
Performance
Measures
Reported with
Data
(147 Total)



A wide-angle photograph of a landscape. In the foreground, a metal guardrail runs along a road. To the right, a paved road with a sidewalk and streetlights is visible. In the middle ground, there is a large, open grassy field. In the background, a modern building with large windows and a flat roof is situated at the base of a dense forest of green trees under a clear blue sky.

Highlights by Service Area

PLANNING & GROWING



Planning & Growing

Land-Use & Policy Planning

- Over **250** Planning Applications Received
- **Policy Planning** Projects Started and/or Completed:
 - Green Development Standards
 - Highway 11 Corridor Study
 - Neighbourhood Block Plans
 - Employment Lands Strategy
 - Official Plan Review



*Note: All statutory public engagement standards were **exceeded** !*

Building Standards

- **+2600** Building Inspections Completed



Capital & Economic Development Highlights



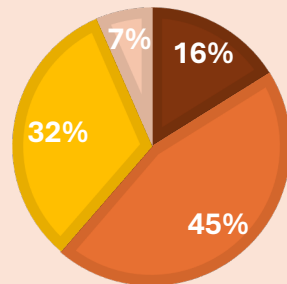
117% increase in Community Improvement Plan (CIP) Grant funding received by local businesses, equating to investment of **over \$55,000**

- **91%** of all active capital projects within schedule and budget limits at year end

Development Services

Developments by Stage (year-end)

- Draft Plan
- Design
- Construction
- Maintenance



Areas of Improvement

- ❖ Septic inspection passing rate
- ❖ Net new business growth

Capital Construction Progress Highlights

- 2023 Road Reconstruction Program
- Gravel Conversion Program
- Sidewalk Repair Program
- Bridges & Culverts Rehab
- King City East Watermain
- Osin Lions Park Redevelopment
- Tasca Park Phase II

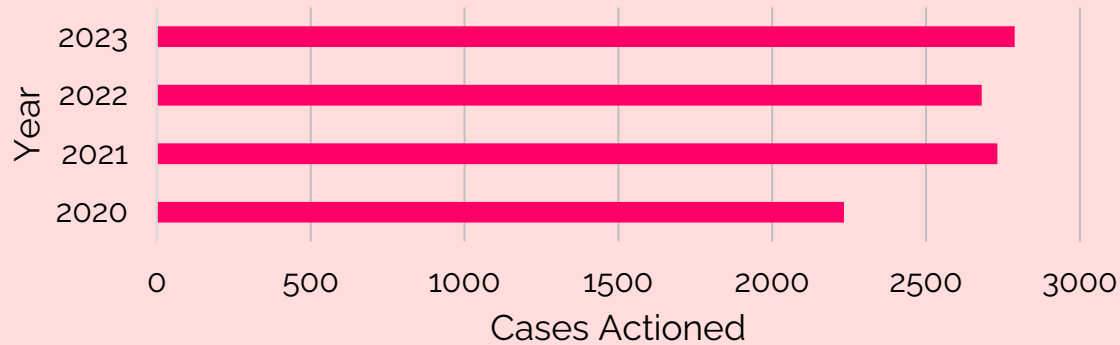


KEEPING KING SAFE

Keeping KING Safe

By-law Services

- **+2700** By-law cases actioned and mitigated

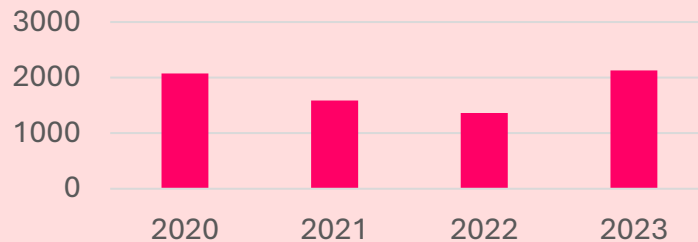


- ▲ **29% Increase** in Orders, Notices and Pre-Summons Issued

+2100 Parking Tickets & Warnings Issued



Parking Tickets & Warnings



Fire and Emergency Services

- Responded to over **1400** Emergencies
 - *(Including Fire, Medical, Rescue and Alarm)*
- **+700** Inspections & Investigations Completed



- **+75** Public Education Opportunities Engaging Over **4800** Community Members
- Over **90** Homes Visited for the **Smoke Alarm & Home Escape Program**



MAINTAINING KING

Transportation

- **100%** of **potholes** repaired on-time
- **Snow** cleared within service level standards **100%** of the time
- All **Senior Snow Removal** properties cleared within standard
- All Township-operated roads street-swept and dust suppressed by **Q2**



Utilities (Streetlights and Locates)

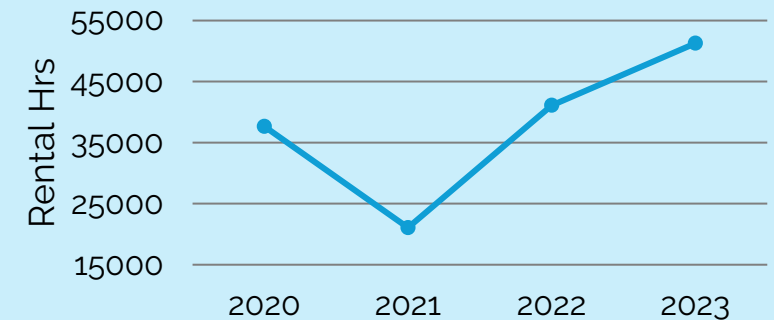


- **+70** streetlight customer requests actioned and closed
- **99%** of utility locates staked out within standard time



Facility & Business Services

- **+800** facility service requests actioned
- ▲ **25%** increase in facility bookings & rentals



+51,000 hrs. booked across all facilities

Areas for Improvement

- ❖ Streetlight repairs

SERVICE KING

SERVING KING

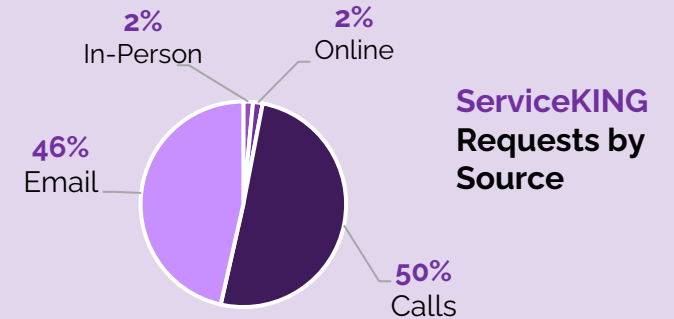
Recreation & Active Living

- ▲ **15% increase** in program offerings
- ▲ **70% increase** in program participants
 - **+330** Township sports league participants
 - **+700** Fitness Memberships



ServiceKING

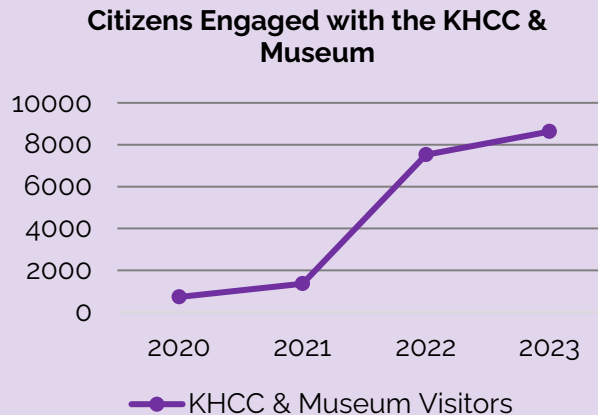
- **72,000** community interactions
- **94% increase** in volume of online requests from 2022



Heritage, Culture & Events



- Over **8600** King Heritage & Culture Center and Museum visitors
- **x3** the number of museum **exhibits and indigenous initiatives** from previous year
- Attracted over **8900 citizens and tourists** to Township events



Areas for Improvement

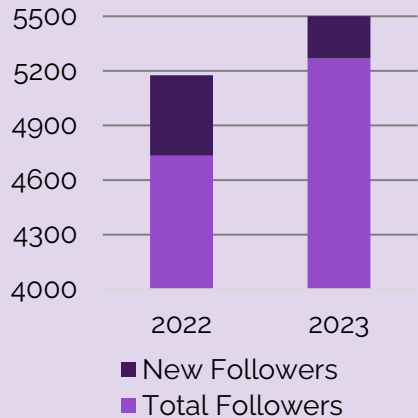
- ❖ Fitness memberships
- ❖ Volunteer hours



SERVING **KING** *Continued*

Communications & Public Engagement

- **11%** increase in social media **followers**
- **21%** increase in **new** followers
- **12%** increase in King Bulletin e-Newsletter **subscriptions**
- **19%** increase in SpeaKING engagements
- **+600,000** visits to **king.ca**



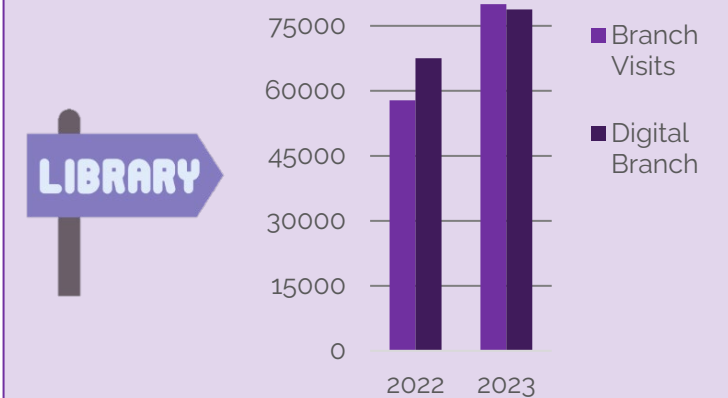
Permits & Licensing

- **97%** of **Building and Development Permit** Applications Processed to Standard (Including Site Alteration, Entrance, and Pool Permits)
- **90%** of **Public Works Permit** Applications Processed to Standard (Including Road Occupancy, Municipal Consent and Water / Sanitary Connections)
- **85%** of **Legislative Permit & License** Applications Processed to Standard (Including Road Occupancy, Film, Lottery, Doggie Daycare, Noise Exemptions)



King Township Public Library

- Over **80,000** in-branch visits
- Over **56,000** digital branch visits
- **17%** increase in digital and physical items borrowed



Areas for Improvement

- ❖ King Bulletin click-through rate



GREENING KING

Sustainability and Environmental Outreach

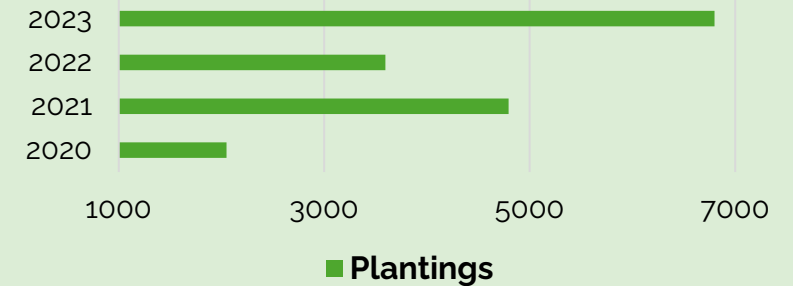
- **17%** decrease in **corporate** emissions
- **+40** Township and co-community led **greening** initiatives
- **1290 lbs.** of invasive species removed



Parks, Forestry and Horticulture



- **+6700** wildflower, trees & shrub plantings, up **70%** from 2022



- **+490** parks, forestry & horticulture service requested actioned & closed

Garbage and Recycling

- **26% increase** in textiles and batteries collected and disposed
- **+88,000 lbs.** of waste diverted from landfills
- **Lowest** in the N6 for waste related complaints per 10,000 residents
- **35%** increase in Recycle Coach application users



Areas for Improvement

- ❖ Parks Service Requests

Water & Wastewater Services

- **99%** water locate stakeouts completed
- **+250** water use portal users



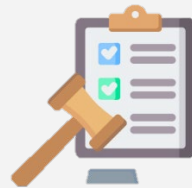


GOVERNING

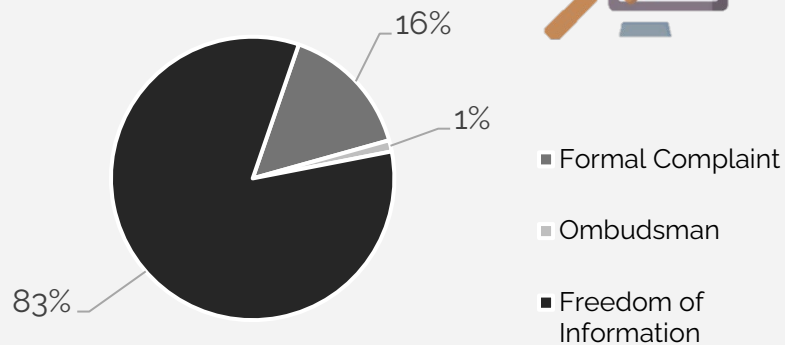


Council & Legislative Services

- **100%** of council meeting agenda published in accordance with Procedural By-law
- **78** regulatory requests received
- **100%** of all regulatory requests and public planning circulations meeting and exceeding provincial standard timelines

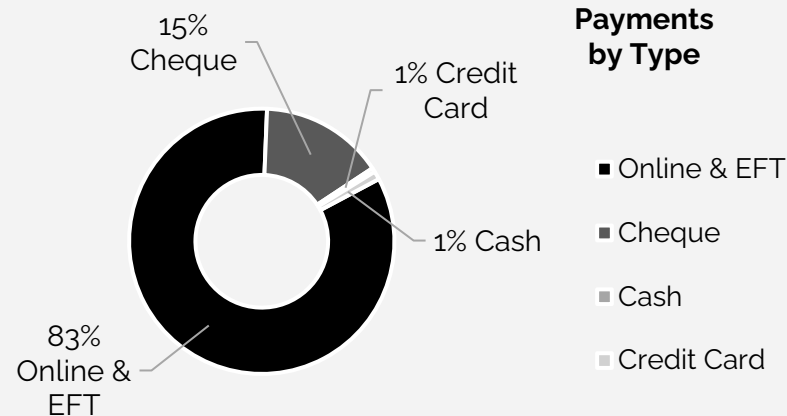


Regulatory Requests



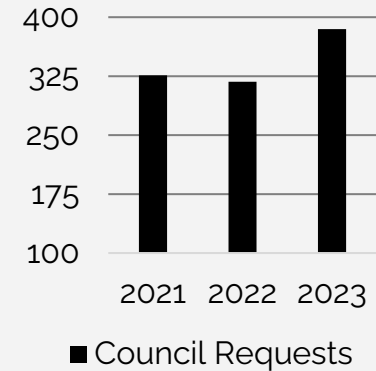
Revenue, Taxation & Budget

- Average 5-year tax increase of **2.1%**
- **70%** decrease in water use meters with “no-read” errors



Council Liaison Services

- Over **380** Council requests triaged, actioned and resolved



Strategy & Transformation

- All performance accountability reports published by Q2
 - Citizen Survey Report
 - Corporate Strategic Plan Annual Progress Report

Areas for Improvement

- ❖ Tax receivable in arrears

KING

2023 Service Performance Highlights

Measuring how we serve King

From pothole repairs to snow clearing, garbage collection or recreation programs, learn how municipal services are performing!

King Township collects and analyzes service performance data annually to determine if we are maintaining our service levels and standards, in terms of volume, demand, quality and value. This data also helps us learn where we can improve. The service levels and associated standards can be found in the Service Profile Inventory on the Township's website, to help citizens understand what they can expect to receive from their tax dollars.

At-a-glance, this infographic illustrates the Township's service performance highlights from 2023. This data will be updated each spring, reported to Council, then shared with the community.

View the full, interactive 2023 Service Performance Dashboard online at king.ca/serviceperformance.

Planning & Growing King

99% Policy Planning Projects Kicked Off/Completed

- Green Development Standards
- Hwy 11 Corridor Study
- Neighbourhood Block Plans
- Employment Lands Strategy
- Official Plan Review

Planning Inquiries responded to with the new Ask Planning service king.ca/AskKingPlanning

2.6K+ Building Inspections completed (Passing rate of 75%)

Capital Construction Highlights

- King City East Watermain
- OsinLions Park Redevelopment
- 2023 Road Reconstruction Program
- Gravel Conversion Program

Maintaining King

25% Facility bookings & rentals

Over 51K hours booked across all facilities

99% Utility locates met

100% Provincial minimum pothole repairs met

Roads & sidewalks with snow cleared

Senior snow removal properties cleared

Scan here to view the online dashboard



Keeping King Safe

4K+ orders, pre-summons & notices issued for by-law infractions (29% ↓)

Responded to over 1.4K emergencies

90+ FREE home inspections #savedbythebeep

Serving King

70% recreation & library program participants

15% Exhibitions, Initiatives & indigenous relations initiatives (Engaging over 8,633 citizens)

14K+ Legislative permits & licenses issued (37% ↓)

72K Community interactions with ServiceKing

80K+ visits to the library branches

Greening King

490+ Parks, forestry & horticulture service requests actioned + closed

62K+ trees, shrubs & wildflowers planted

35% recycle coach app users

+12K lbs invasive species removed

26% in textile and batteries collected, diverting 86K+ lbs from our landfills

Governing King

78 Regulatory Requests received

83% of all payments made online king.ca/onlineervices

385 Council requests actioned

Communications Plan

NEWSPAPER FULL PAGE AD

SOCIAL MEDIA

MEDIA RELEASE

KING.CA

600K+ visits king.ca

10.4K+ engagements on **SpeaKING**

12% ↑ in King e-Bulletin subscriptions

5,268 Total followers
534 New followers

of King



Concluding Remarks



Service Performance Report

NEW! Online Interactive Dashboards



2024-04-15

The Corporation of the Township of King



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