

EST. 2024

Digital Transformation FRAMEWORK

Pioneering Progress & Advancing Together



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king.ca

KING

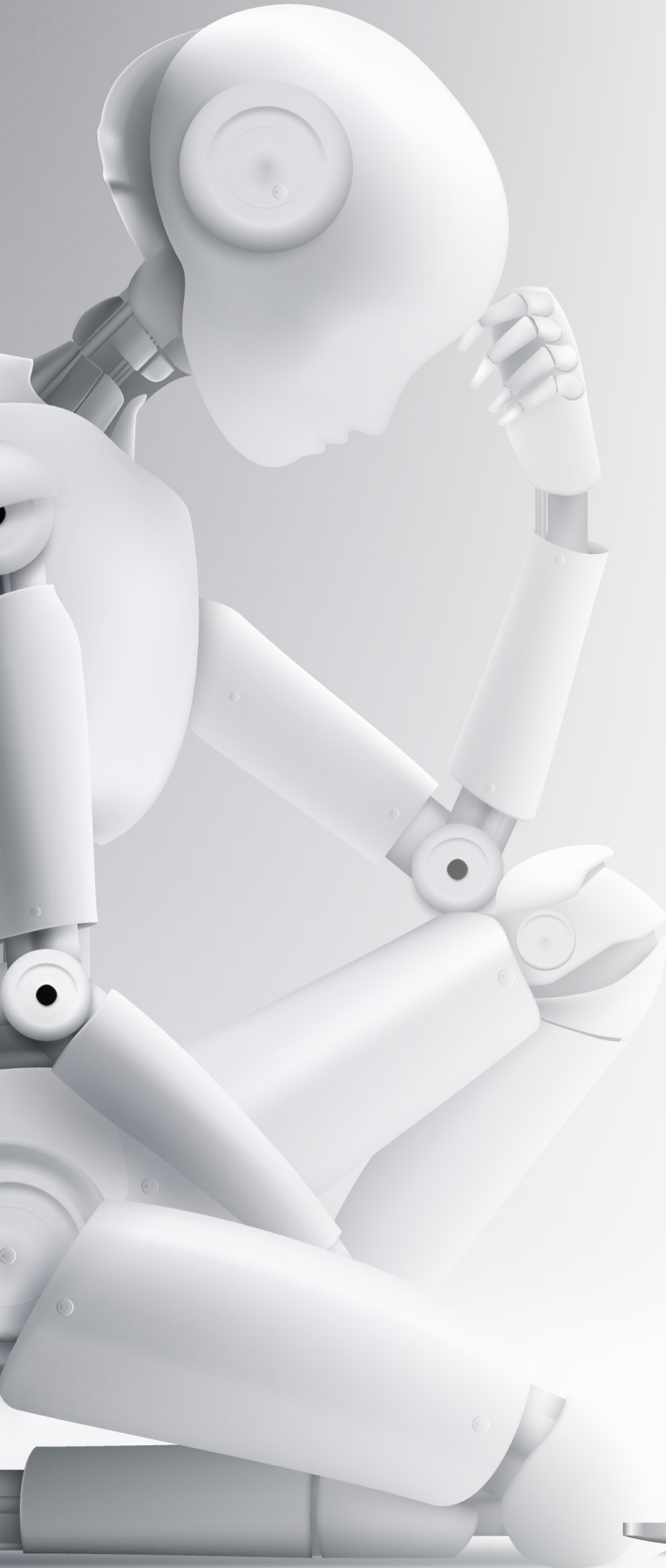
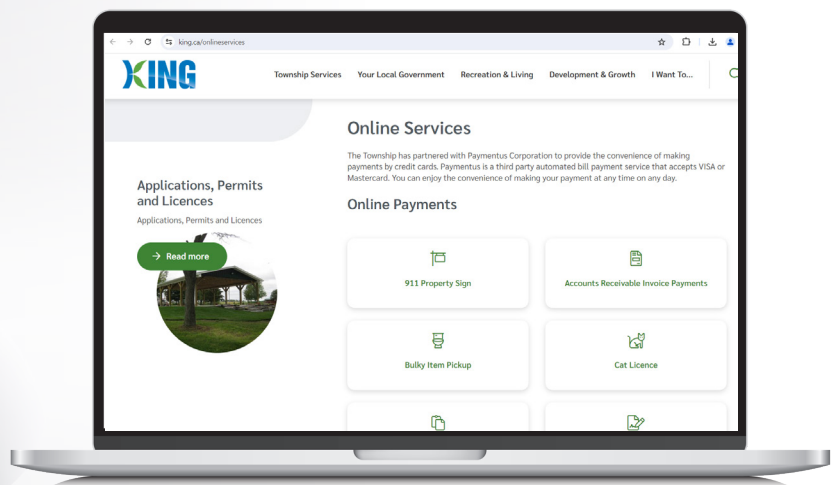


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Vision



King is a **municipal leader**, leveraging technology to enhance operations, improve service delivery and drive **innovation** to create a connected community.

Mission



Pioneering progress ambitiously by adopting innovative and measurable solutions in a rapidly evolving technological landscape, using a robust **Digital Transformation Framework** as a roadmap.

Outcomes will include:

- streamlining processes
- increasing productivity
- reducing costs
- improving stakeholder experiences

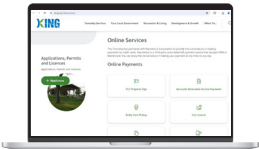

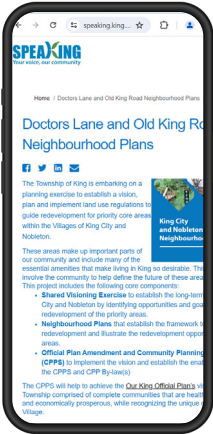
The framework will enable the Township to systematically discover new opportunities for growth and transformation while being well-positioned to act on them. As King embarks on its digital journey, the organization and community will move forward together, keeping in mind that technology is a means to help Help King achieve its goals, not a replacement for **human connections**.

King strives to find a harmonious balance between efficiency and personalization, ensuring that everyone's needs are met and digital solutions are not the only solution provided.

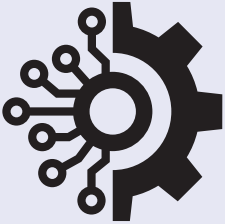



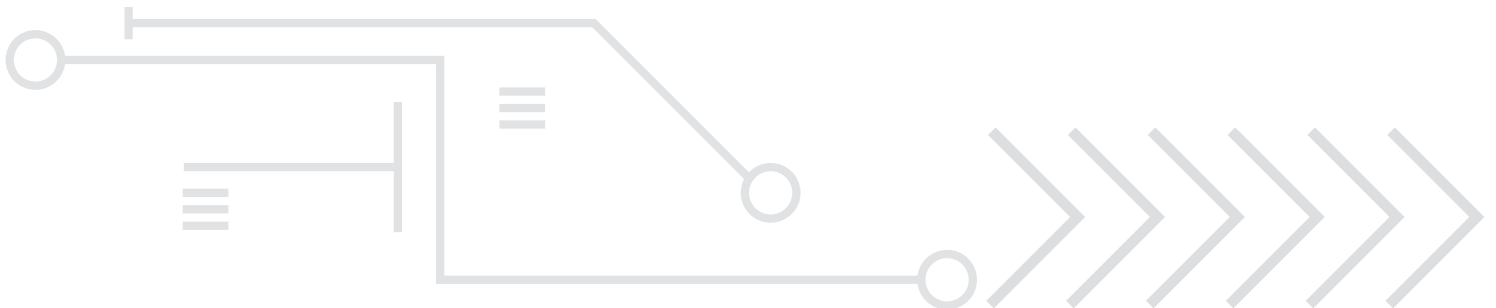
Strategic Priority Areas



Pillar	Vision	Outcomes
 <p>Digital Services</p>	<p>Offering a complete suite of accessible, readily available and easy-to-use online services, extending value to residents, business owners, or developers whenever and wherever they need it.</p>	<ul style="list-style-type: none"> • Virtual Assistant • Automated Forms • Dynamic Appointment Booking • Digitized Service Processes • Smart City Initiatives
 <p>Data & Transparency</p>	<p>Empower the organization to leverage data to make better decisions and ultimately publish performance measures publicly for open access.</p>	<ul style="list-style-type: none"> • Improve internal data fundamentals from strategy to analyzation • Develop data and analytics templates and toolkits for departments • Centralized data warehouse • Create dynamic dashboards to make data accessible and easy to interpret • Make our data available by publicly displaying relevant information visually • Data Masterplan
 <p>Connecting The Community</p>	<p>Reach people where they want to be reached and encourage collaboration. As social media, the internet and new channels for communication open, we'll be ready to engage with the community and foster healthy interactions. Prerequisite for this is reliable connection to the internet for all.</p>	<ul style="list-style-type: none"> • Work with government and private sector partners to enhance internet access in King • Offer free Wi-Fi to everyone at all public King facilities • Community digital literacy workshops • Create a King Township presence on all leading social media platforms to extend our reach • Rebrand content that appeals to modern audiences (blogs, short videos, etc) • Continue to build two-way forms of resident engagement leveraging SpeaKING • Single sign-in for all King services

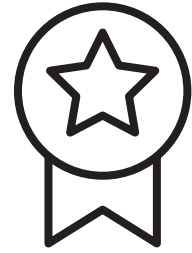
Strategic Priority Areas CONT.

Pillar	Vision	Outcomes
 <p>Internal Digital Transformation</p>	<p>Developing a leading municipal organization that leverages the latest technology to generate exceptional value for citizens, businesses and other municipal stakeholders.</p>	<ul style="list-style-type: none"> • Develop high levels of internal digital literacy • Artificial Intelligence solutions to streamline processes • Adoption of productivity tools including Microsoft Copilot • Corporate software review and investing in better tools/reducing feature overlaps • Standardize Microsoft Project as project management tool of choice • Automate manual processes to enhance productivity levels
 <p>Continuous Innovation</p>	<p>As technology continues to rapidly evolve, King Township will stay at the forefront of innovation and seek constant opportunities to improve.</p>	<ul style="list-style-type: none"> • Regular scans of industry best practices and emerging trends/disruptors • Digital transformation team reporting on worthwhile projects to pursue • Grassroots proposals for process improvements and innovation





Principles



Community Centric

All endeavors must have a community-based focus. By asking how projects can produce more value (either socially, economically or even indirectly) for municipal stakeholders, we ground ourselves in our overarching purpose as a municipality.



Digital First

If processes can be digitized, digitization should be prioritized. This creates efficiencies and modernizes workflows. It also allows for interactions with tools like Microsoft Copilot and other artificial intelligence integrations to further enhance productivity.

Curiosity

Encouraging King to be ambitious with goals and projects, always seeking better ways forward. If failures occur, they should be viewed as constructive versus inherently negative.



Transparency

Performance measures, results and other relevant data should be shared openly across departments (and publicly where advisable). Advisable for more collaboration and remove the possibility of common learning and growth due to reduced information sharing. Inspiration will naturally flow from shared examples of success.

Principles CONT.

Accountability

Progress and success should be rewarded. Conversely, roadblocks should be identified early and remedied. Digital project leads should embrace an Objectives and Key Results (OKR) framework which will allow them to measure and adapt to situations, ultimately ensuring the success of key initiatives.

Simplicity

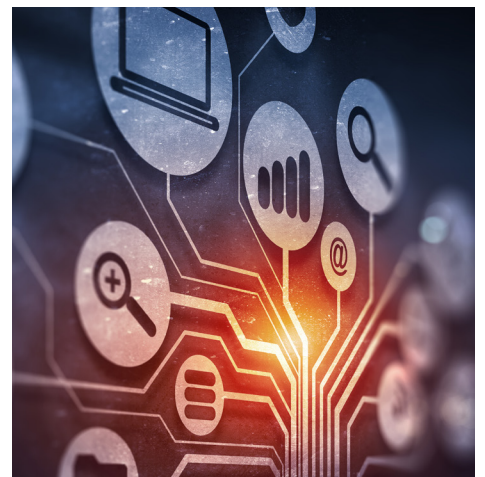
Easy to use solutions and overly complex solutions that an average user would not understand should be avoided. Technology is here to make life easier, not more complicated.

Scalability

Digital solutions should grow as demand increases or complex overhauls.

Continuous Improvement

Even after a successful launch, we should continue to track indicators and always ask ourselves, how can we improve? Innovation and progress never stop.



Phased Two-Part Approach >>>>>



A comprehensive framework takes considerable time to produce due to various inputs requiring lengthy turnaround periods (e.g., stakeholder consultations). **Digital innovation is rapid and waiting is costly.** It is easy to fall behind and the effort required to catch up compounds.

To capitalize on existing opportunities that would catapult King Township forward – while also being responsible and not forsaking the role of a guiding overarching framework – a phased, two-part approach is recommended.



Phase 1: Quick Wins

Adopting King Township's Digital Transformation Framework 1.0 in 2024 to cover the following areas:

- Digital Vision, Digital Mission, Principles
- Strategic Priority Areas
- High-Level Timeline Projection
- Stakeholder Engagement Plan
- Identification of Required Supports

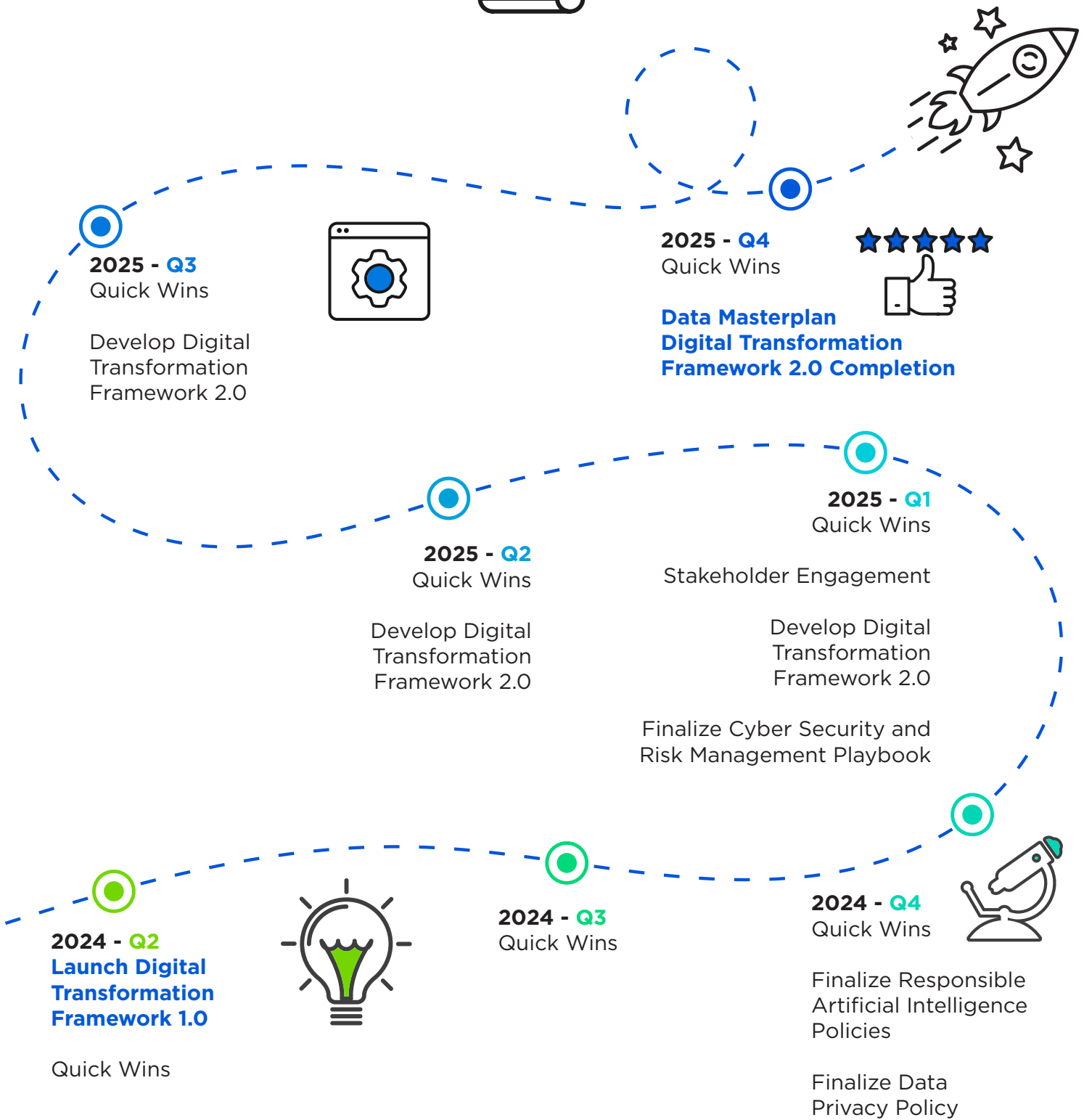
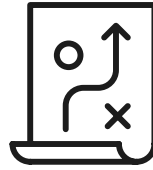
Phase 2: Long-term Gains

Launching Digital Transformation Framework 2.0 in 2025 (projected) to build on 1.0. Deliverables include:

- Incorporating findings from preliminary projects
- Producing a completed stakeholder engagement component
- Finalizing internal supports (including policy development)
- Issuing a Request for Proposal to retain a consultant to conduct a quality-check and support the citizen engagement aspect of the framework
- Actioning consultant input
- Developing a roadmap for the future



Timeline



Stakeholder Engagement



SpeaKING Citizen Engagement Project

SpeaKING is an online citizen engagement platform that will be leveraged to gather valuable insights from our residents. We will engage with our community in a meaningful way, gathering their thoughts, opinions, and ideas on how we can improve our digital services specifically, but also more broadly on how they would like to see us handle innovation. The feedback we receive will be instrumental in shaping our Digital Transformation Framework, ensuring that it is informed by the needs and desires of our constituents.



Internal Interviews

Conducting internal interviews with council, extended and senior leadership teams at King Township is a crucial step in shaping our Digital Transformation Framework. These interviews will foster an understanding of the specific pain points and opportunities that are unique to each group. By engaging in open and honest dialogue with leadership teams, King will gain a deeper understanding of the challenges they face and the areas where we can inject innovation to produce solutions. By leveraging the insights gained from these interviews, we will be able to create a more precise Digital Transformation Framework that drives our organization forward holistically.



Municipal Comparisons

To ensure King Digital Transformation Framework is informed by best practices, we will conduct a thorough scan of other municipalities and public sector organizations. This will enable us to leverage existing sector knowledge and build on the progress that has already been made by other government organizations. By analyzing the strategies and initiatives of our peers, we will be able to identify successful approaches and innovative solutions that can be adapted to meet the unique needs of King Township. Through this process, we will be able to develop a Digital Transformation Framework that is both forward-thinking and realistic.

Link to Citizen Survey



The highest reported concern for citizens is Municipal Governance, Taxation and User Fees. Digital transformation strikes at the heart of this issue in a couple of ways. In terms of municipal governance, transparency through data visualizations will increase trust and accountability between government and citizens. Projects, progress and key metrics will flow freely and provide an accurate picture of how the Township of King is performing.

Leaning on technology will generate greater returns and value for citizens while also allowing our organization to optimize performance of existing resources.

68% of respondents agreed that King Township provides services and operations that continuously meet their everyday needs. **69% agree that King Township should offer more services online.**

As everyday needs evolve with the times, King strives to maintain and improve services by expanding continuously into the digital realm. This will make services more accessible and easier to use, ultimately aiming to increase the proportion of citizens that find our services meet their everyday needs.

Other sections of the Citizen Survey will be used to inform specific projects. For example, the top reason for contacting King Township is for information requests. This inquiry type can be processed by a Virtual Agent seamlessly, expanding hours of service naturally while freeing up staff to pursue higher complexity issues.



Alignment with Corporate Strategic Plan

King’s Digital Transformation Framework is informed by and aligned to the various priorities within **King Township’s 2023 - 2026 Corporate Strategic Plan** and will significantly advance the **Service Excellence** objective.

There is no realm that is changing faster, and generating more organizational value, than digital transformation. To ensure success at both the governmental and community levels, we need to leverage emerging technologies in a responsible manner to meet the challenges of modernity.

Additionally, the Digital Transformation Framework will have internal facing objectives, such as leveraging **Artificial Intelligence** to increase efficiency among staff.

While not directly related to a particular objective in the plan, this will still achieve the overarching goal of generating better value for money.

Corporate Strategic Plan Objective	Digital Transformation Framework Synergy	Outcome
Increase data-driven decision making to improve organizational performance	Data will be a core component of the Digital Transformation Framework. We will empower departments to leverage data to ultimately make better decisions.	<ol style="list-style-type: none"> 1. Improve data fundamentals from strategy to analyzation 2. Create dynamic dashboards to make data accessible and easy to interpret 3. Publicly display relevant data for tracking and strategy updates
Enhance Citizen Service Experiences	Develop and launch enhanced services, leveraging tools like Artificial Intelligence, to produce better services for citizens.	<ol style="list-style-type: none"> 1. Development of a 24/7 website Chatbot 2. Launching an automated appointment booking tool 3. Digitized Township services

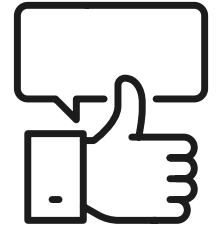
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In an evolving, dynamic, and complex Township, the need to manage and adapt to change has become crucial to **maintaining** the **success** of **local government** and the community at large.

”



Supporting King's Digital Transformation Framework



1. Internal Processes

Responsible Artificial Intelligence Policies

Policies will outline how to use artificial intelligence ethically and responsibly within the organization, ensuring that AI is leveraged in a manner that aligns with our values and goals.

Responsible Artificial Intelligence Roadmap

A corporate guide that outlines how we can go from establishing the right foundations to deploying generative artificial intelligence across multiple realms to produce enhanced value for residents, business owners, or developers access information.

Data Masterplan Completion

Given the synergies between the Digital Transformation Framework and Data Masterplan, we have opted to make the Data Masterplan a deliverable under the overarching Digital Transformation Framework. This will allow us to connect the Data Masterplan to a broader corporate initiative and deliver more value than originally promised. High-level milestones of the Data Masterplan have been integrated into the Digital Transformation Framework projected timeline.

Data Privacy Policy

Policy will outline the measures taken to protect the privacy and security of personal data collected, used and stored by the organization.



Supporting our Digital Transformation Framework CONT.

Cyber Security and Risk Management Playbook

Establishing a set of best practices for protecting computer systems, networks and sensitive information from digital attacks, theft and damage. It involves identifying, assessing and mitigating risks to ensure the confidentiality, integrity and availability of digital assets.

Digital Governance Roles & Responsibilities Document

Document will define the roles and responsibilities of different stakeholders in the organization who are integral to the Digital Transformation Framework, ensuring accountability and effective decision-making.

Establishing Leveraging Technology and Innovation Steering Committee

Establishing an internal steering committee, chaired by a designated leader and composed of key departmental stakeholders. This group will be responsible for intaking, prioritizing, guiding, directing and overseeing all technology and innovation initiatives. By meeting regularly, the committee will provide valuable insights and make strategic decisions to ensure that our projects align with our organizational objectives and are executed effectively and efficiently.



Supporting our Digital Transformation Framework

CONT.

2. Staffing

Technical Training

Staff will receive training to develop high levels of digital literacy, enabling them to effectively use digital tools and technologies.

Access to tools, training and templates

Staff will have access to the necessary tools, training and templates to support their work and enhance their productivity.

Formation of workgroups

Workgroups will be formed to facilitate collaboration and knowledge sharing among staff, promoting a culture of learning and development.



3. Delivery

Continuous Feedback

Internal stakeholders, of all ranks, will support continuous feedback to monitor and improve performance, aligning specific project goals with the overarching Digital Transformation Framework and pivoting when needed.

OKR Framework

All Digital Transformation Framework projects will use the **Objectives and Key Results** (OKR) framework to set and track objectives and key results, fostering collaboration and accountability across teams and departments.

Digital-First Approach

The organization will prioritize the use of digital technologies and platforms to enhance its efficiency, agility and innovation.



Definitions



- **Continuous feedback:** A process of providing timely, specific, and constructive information to employees or teams about their performance, goals or behavior.
- **OKR framework:** A goal-setting methodology that stands for Objectives and Key Results. Objectives are ambitious and qualitative goals, while Key Results are measurable and quantifiable outcomes that indicate the progress towards the objectives.
- **Digital-first approach:** A strategy of prioritizing the use of digital technologies, platforms, and channels for delivering products, services or experiences to customers or stakeholders.
- **Stakeholders:** Any individuals or groups who have an interest or influence in the activities or outcomes of an organization or project.
- **Robotic Process Automation:** Technology that allows the automation of repetitive, rule-based tasks. It involves the use of software robots, or “bots,” to perform tasks such as data entry.
- **Artificial Intelligence:** Technology that enables machines or systems to perform tasks that normally require human intelligence, such as reasoning, decision making or natural language processing.
- **Cybersecurity:** The practice of protecting networks, systems, devices, or data from unauthorized access, attacks or damage. Cybersecurity involves the use of policies, procedures, tools or techniques to prevent or mitigate cyber threats.
- **Microsoft Copilot:** Microsoft Copilot is an AI-powered tool that can help users with a variety of tasks, such as drafting documents, emails, and presentations, summarizing meetings and searching for information across the web and the tenant. It is integrated into Microsoft 365 and Windows 11.
- **Microsoft Project:** A project management software product, developed and sold by Microsoft. It is designed to assist a project manager in developing a schedule, assigning resources to tasks, tracking progress, managing the budget and analyzing workloads.

Using the Dashboard

The dashboard allows viewers to navigate into any service delivery division and review all associated performance measures you are looking for measures relating to a specific service, check out this [Service Offering Index \(A-Z\)](#) to find out who offers the service!

Visualizing the data in this way translates information into visual consumable content. It makes it easier for a viewer to engage with the information, while identifying patterns and deriving insights.

Check out [CAO-SRT-2024-001](#) for everything to know about performance measures, the framework used to develop, interpret the trends and more!

SERVICE PERFORMANCE DASHBOARD

Planning & Growing King

- 99% Planning inquiries responded to with the new A-to-Z Planning website
- 2.6K+ Building inspections completed (Passing rate of 75%)

Maintaining King

- 25% For hire equipment bookings & rentals
- 99% Utility locates met
- 100% Roads & sidewalks

Keeping King Safe

- 4K+ orders, pre-summer & notices issued for by-law infractions
- Responded to over 1.4K emergencies

Greening King

- 490+ Parks, forestry & horticulture
- 35% recycle coach app users
- +1.2K sqft. invasive species removed

Serving King

- 70% Innovative & library program participants
- 15% Exhibitions, Initiatives & Programs
- 14K+ Legislative permits & licenses issued
- 72K Community interactions with ServiceKing

2023 Service Performance Highlights

Keeping King Safe

2023 Township Performance



king.ca/ServicePerformance

2023 Township Performance

King is dedicated to building trust and fostering transparency with our Service Measures, which offer a clear and comprehensive view of the Township's performance. This initiative is not only a celebration of the hard work and successes of our staff but also a commitment to continuous improvement. We are confident in our ability to serve our community better.

Navigation icons: Home, Search, Filter, List, Grid, Print, Share

Dataset Bookmarks

- Fire & Emergency Services
- Heritage & Cultural Services
- Business Services
- Active Living and Aquatics
- Facility Operations
- Environmental Services
- Parks
- By-law Enforcement
- Building
- Clerks
- Procurement
- Budget and Financial Reporting
- Government & Economic Development

Parks

(#) of inspections completed: 261

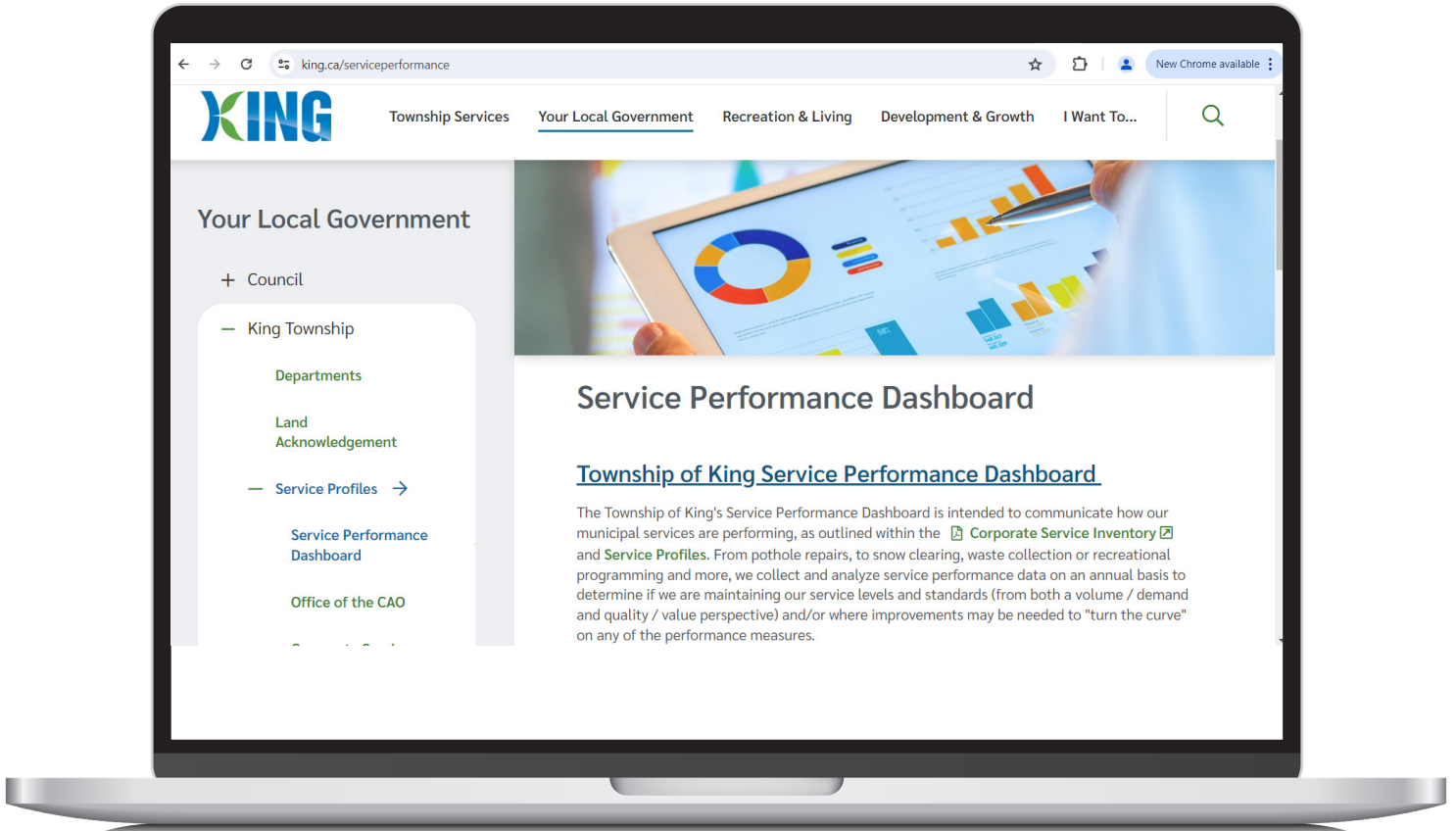
(%) of service orders completed within defined standards

Year-Over-Year Trend: +58%

Emergency (24hrs)	Minor (5 business days)	Major (10 business days)
50%	33%	82%

Year-Over-Year Trend: -







Contact Information

TOWNSHIP OF KING

📍 2585 King Road, King City, ON L7B 1A1

✉ serviceking@king.ca

☎ 905.833.5321



KingTownship

king.ca

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