

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: September 2, 2020 **Meeting Date:** September 21, 2020

Report Number: LCS-B025-2020 **File:** 10.16.99

Subject: Records and Information Management Strategy Implementation

Recommendation

That the funding for a full-time, permanent Records and Information Analyst position be included in the Draft 2021 Operating Budget for consideration.

Summary

Over the past year, staff from across the corporation have worked closely with a consultant to develop a Records and Information Management (RIM) Strategy. Through this work the consultant reviewed the City's current policies, procedures and practices, identifying a number of substantial concerns which must be addressed. These concerns have been largely brought on by a lack of resources available to be dedicated to RIM. The RIM Strategy provides a roadmap for addressing these concerns and bringing the City's RIM program up to a similar standard of other municipalities.

Implementation of the RIM Strategy is dependent on properly resourcing the program. An overview of future resource requirements is outlined within this report however the greatest current need is the creation of a Records and Information Analyst position. The consultant identified that this position is essential for completing many of the RIM Strategy's objectives and maintaining the City's records systems over the long term. The consultant recommended that this position be instituted immediately, and as such staff are recommending that this position be included in the 2021 Operating Budget. Without this position, the City will only be able to continue basic compliance operations and will need to delay the implementation of the RIM Strategy.

Background

The City is subject to records management requirements through such provincial legislation as the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Assessment Act, the Building Code Act, and the Election Act. Despite this, for decades records management at the City has been under-resourced. Acknowledging the importance of the City's records and the state of the City's records management practices, the 2019 Operating Budget included \$60,000 for consulting fees to develop a Records and Information Management (RIM) Strategy.

In 2019, the City released a Request for Proposals and retained ERGO Information Management Consulting to develop the Strategy. ERGO Information Management Consulting has a longstanding history of completing similar engagements for municipalities across Ontario and provided a multi-disciplinary project team with experts in records and information management, archives, and information technology, specifically related to municipalities.

Report

The consultant undertook a thorough review the City's current policies, procedures and practices as they relate to records and information management to develop the RIM Strategy. The Strategy is a five-year phased and prioritized roadmap that describes a recommended future state and identifies the governance, compliance, technology, and people considerations for effective records and information management as well as the resources (e.g. funding, technology, space, staff, etc.) required to address the City's gaps and risks.

The RIM Strategy builds on the City's strengths including employee interest in being trained and moving to a 'less paper' organization. It also capitalizes on the City's RIM opportunities such as defining effective governance for data and technology in alignment with RIM, responding more easily and efficiently to future freedom of information requests and litigation, audits, and investigations, and capitalizing on Senior Leadership Team and employee support for a centralized, corporate-wide approach to develop a formal RIM Program with corporate oversight and authority.

The RIM Strategy recommends 145 objectives within six strategic priority areas:

- RIM and DM Governance
- RIM and DM Staffing
- RIM Program Services
- Lifecycle Management of Paper and Unstructured Electronic Records
- Technology Management
- Data Management

The objectives form the workplan for this project and are included in Appendix 1 for reference. It is important to understand, however, that completion of the objectives will not signify the end of a project as RIM and data management are ongoing programs that need to be actively maintained, including regular updating of policies and procedures, incorporation into new service or program areas, modernization and staff training.

Successful implementation of the RIM Strategy can be achieved only if the City allocates adequate resources (including staff).

Corporate-wide Strategy

The RIM Strategy will impact all departments within the corporation and staff at all levels. As such, a project team of ten staff from various departments was involved

throughout the project and the Strategy was developed with input from all departments, including:

- interviews with 27 employees who are subject matter experts
- focus groups with each department involving more than 70 employees from across the organization
- 215 survey responses
- 10 surveys related to structured systems (e.g. AMANDA, Work Manager, etc.)

Key Findings

The most significant concern of the consultant was that the corporate RIM function in the Office of the City Clerk is under-resourced and that the City, generally, has few departmental RIM resources. The consultant noted that the lack of RIM resources is not a representation of a LEAN operation, but rather that the function is under-resourced to the point that it is barely able to meet its legislated requirements, and has no resources available to address long-term concerns or modernize the City's records management practices.

The RIM Strategy revealed a number of key findings, as identified below. Most of the issues identified by the consultant are directly related to inadequate resources to maintain a records and information management program:

- There is a lack of corporate-wide policies, procedures, and support for managing records and information, and those that do exist are outdated, inconsistent, or cumbersome, preventing staff from efficiently managing records to meet corporate and legislated requirements.
- The lack of a centralized, dedicated RIM resource has resulted in departments and staff creating their own procedures or completely ignore RIM.
- Generally, there is a lack of common understanding of what constitutes a record and the legalities associated with records.
- Poor records management practices impact staff's confidence that the records they use in their work are correct, complete, and up to date.
- With 37.8% of the City's full-time workforce eligible to retire over the next 10 years there is a significant risk that if RIM-related processes are not put in place that the City could lose access to a significant volume of its corporate memory.
- The City's ad hoc practices do not manage the lifecycle of all information / records resulting in challenges in classifying, searching for, and retrieving records.
- The City has insufficient facilities (on- and off-site) for storing inactive paper records and unsuitable storage conditions for permanent / archival records in the City's storage areas (excluding the Museum).
- The City does not have a Vital Records Program or a Disaster Recovery Plan for records.
- Most City records are created electronically, however the City lacks the policies and tools needed to manage unstructured electronic records and minimal services provided are focused almost exclusively on paper records.

- The City experienced a 37% increase in FOI request volume over the past two years, requiring additional staff time; the increasing number of records and RIM concerns identified above further challenges employees in searching, locating, compiling, and reviewing responsive records.
- The City does not have a comprehensive privacy program, as it relates to RIM, exposing the city to potential privacy breaches.
- With respect to data and structured systems, there is lack of a clear data strategy as well as the lack of data leadership, data roles and responsibilities, critical policies to guide data and technology use and decision-making, and a data platform or integration technology to support much needed master data initiatives.
- The City's aged and unsupported key technology systems consume staff attention, pulling staff away from much needed improvement and innovation work and the deferral of replacement decisions also creates a growing problem.
- The City faces a grave technology situation; this reinforces the previous observations reported in Ernst and Young's Audit and Accountability Fund Report which states that "technology at the City, both citizen facing and internal, is in need of updating as some departments are using aging systems that perform poorly, drive productivity down, increase the City's risk exposure."

The status quo is not an option; these problems will not go away over time rather they will continue to grow without appropriate resources. This is because every day the City creates records and adds more data into its systems. As such, each year that the work on these problems is deferred, the problems become larger and more complicated to solve.

Implementation Costs

Staffing

Staff time comprises the primary cost for implementing many of the objectives in the RIM Strategy. A significant portion of these costs are difficult to quantify, for example the involvement of staff from across the corporation in projects related to the implementation of the RIM Strategy, but also the time that all staff will need to allocate to managing the records they create or work with going forward.

Legal and Clerks Services

The consultant identified that hiring a permanent, full-time Records and Information Analyst is crucial for completing many of the RIM Strategy's objectives and maintaining the City's records systems over the long term. In order to implement this strategy and successfully support all departments through this process and beyond, it is necessary to have a staff person who specializes in records management. Without this resource the Clerk's Office will only be able to continue basic compliance operations and will need to delay the implementation of the RIM Strategy. Based on recommendations from the consultant, a survey of comparable positions in other municipalities, and the technical expertise required of the role, the annual budget impact of this position is expected to be \$97,500, with an additional \$4,500 required in year 1 for equipment to establish the new role. Staff recommend that this position be included in the Draft 2021 Operating Budget.

The consultant also recommended additional changes to current staff positions within Legal and Clerks Services; this includes a future reconfiguration of one role and additional areas of responsibility / focus. There will likely be minor financial implications to the operating budget as a result of these changes, which will need to be considered when the job descriptions are reviewed at the appropriate time in the future.

Corporate Support Services

IT resources are limited and lack the skills to support an information management program, even the database administration duties are outsourced to reduce cost. Due to these limited resources and outdated applications, the IT team is focused on keeping applications running. A third of all developer resources are spent on support instead of developing new systems or applying data management best practices. The outdated applications have poor data structures and hinder the launch of a data management program. Many applications need to be replaced with modern applications that have data management built in as part of the application design.

The consultant identified the need for a data architect/data governance analyst within the IT department to support the City's RIM program. The Strategy recommends hiring a consultant for year one (2021). Current market suggests the consultant would cost between \$100,000 and \$200,000. After year one, the Strategy recommends hiring a full-time person to this role. A full-time resource would cost between \$80,000 to \$100,000 plus benefits. At this time, staff recommend hiring the Records and Information Analyst to begin work on implementing the RIM Strategy and for staff to work on some of the governance-related objectives identified in the Strategy. During this time, staff will review existing IT staff resources and overall needs in light of the RIM Strategy recommendations and bring forward a recommendation for consideration in the 2022 or future Operating Budget.

IT Infrastructure

Given the relationship between records management, data management, and technology infrastructure, the RIM Strategy references a technology modernization program. The estimated costs over the next five years is \$15-20 Million, which includes software, services, and related costs. Many of these upgrades were already considered within IT's infrastructure planning. While these investments will support the implementation of the RIM Strategy, they are largely driven by other corporate initiatives. Having a robust records and data management programs at the City will ensure that these initiatives are implemented in a manner that considers short and long term records management needs. Staff are initiating discussions with potential partner organizations to maximize the City's investments and funding for such improvements will be requested through appropriate capital budget deliberations.

Records Storage

Records are stored in a variety of locations both within City Hall and at various other municipal buildings. The consultant identified a number of concerns related to both the lack of physical storage space available, but also with the conditions of the spaces that do exist, specifically in City Hall. These issues will need to be addressed and additional off-site storage will need to be secured, such as through a commercial record centre. There are a number of tasks that should be completed prior to relocating the records

stored at City Hall or making significant changes to the records storage spaces, including a review of the records retention by-law review and the records classification system and a complete clean-up of all records based on these reviews. This will ensure the City is not storing unnecessary records and are easy to find in their new location. Based on the total volume of records remaining after the retention and classification review, staff will prepare information for budget consideration as early as the 2022 budget.

Records storage is also impacted by the future sale of Academy Street property which currently holds a large volume of City records that will need to be relocated to a commercial record centre. The 2019 Operating Budget included \$20,000 for off-site records storage in anticipation of the sale of this site; these funds have been carried over for this use at the appropriate time. Additional and ongoing funds will be required in future operating budgets for costs related to records storage.

Financial Implications

An overview of the types of costs associated with implementing the RIM Strategy is provided above. Funding will be included in the Draft 2021 Operating Budget for a full-time, permanent Records and Information Analyst position (\$102,000 - \$97,500 salary with an additional \$4,500 related costs) for consideration. Beyond 2021, staff will consider the need to hire an external IT Consultant (estimated \$150,000) and hire a full-time, permanent Data Architect/Data Governance Analyst (estimated \$80,000 to \$100,000 plus benefits annually). Records storage costs which will be calculated and reported as early as the 2022 budget.

High level estimated capital costs for IT infrastructure which will support corporate operations including improved RIM have been estimated at between \$15-\$20 million. The 2021 Capital Budget and Forecast includes Corporate Infrastructure projects totaling \$11.1 million over the next five years. As additional Corporate Infrastructure project requirements and costs are refined these amounts will be included in future Capital Budgets. The required investments in Corporate Infrastructure are expected to increase above current levels.

Conclusion

The RIM Strategy is a five-year phased and prioritized roadmap that describes a recommended future state and identifies the governance, compliance, technology, and people considerations for effective records and information management. With 145 objectives, dedicated staff resources are required to implement the RIM Strategy, as well as maintain the RIM program in the future. Establishing a Records and Information Analyst position is critical to implement the RIM Strategy and effectively manage the City's records; and the hiring of an IT Consultant is recommended through this report.

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Appendices

1. RIM Strategy – Five Year Work Plan

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
RIM and Data Management Governance	3.1	Integrated RIM and DM Governance Model	3.1.1	High	Establish Information Governance Steering Committee (IGSC)		SLT	CSS-IT RIM	1				
			3.1.2	High	Establish RIM Liaison Network (RLN)	3.1.1	IGSC	Deputy Clerk Dept Directors	1				
			3.1.3	High	Establish DM Liaison Network (DLN)	3.1.1	IGSC	CIO Dept Directors			3		
			3.1.4	High	Establish DM and RIM Project Teams	3.1.1	IGSC	CSS-IT Dept RIM	1	2	3	4	5
			3.1.5	High	Develop Strategic City Clerk Services and CSS-IT Partnership	4.1.1	Clerks CSS-IT	Deputy Clerk CIO CCS-IT RIM	1				
			3.1.6	Medium	Revise Position Descriptions to Include RIM and/or DM Responsibilities		CSS-HR Directors	CSS-IT RIM	1	2			
			3.1.7	Quick Win	Include RIM Program Representation on Technology Project Teams and Corporate Project Teams	4.1.1 4.1.3	Deputy Clerk	RIA	1	2	3	4	5
	3.2	RIM and DM Policies and Policies Related to RIM and DM	3.2.1	High	Develop RIM Policy	4.1.1 4.1.3 4.1.4	Deputy Clerk	Council IGSC RIA RLN	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
								SLT					
			3.2.2	High	Develop One, Revised Freedom of Information Policy	4.1.1 4.1.2 4.1.4	Deputy Clerk	Council FOIPC IGSC RLN SLT	1				
			3.2.3	High	Develop Privacy Policy	4.1.1 4.1.2	Deputy Clerk	Council IGSC FOIPC RLN SLT	1				
			3.2.4	Medium	Develop Routine Disclosure Policy	3.2.2 4.1.1 4.1.2 4.1.4	Deputy Clerk	Council FOIPC IGSC RLN SLT	1				
			3.2.5	High	Develop Litigation Hold Policy	3.2.1 4.1.1	Deputy Clerk Legal	Council IGSC RIA RLN SLT	1				
			3.2.6	Quick Win	Update Code of Conduct Policy		CSS-HR	Council FOIPC IGSC RIA RLN SLT	1				
			3.2.7	Quick Win	Update Code of Conduct for Members of Council, Local		Deputy Clerk	City Clerk Council FOIPC IGSC	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
					Boards and Advisory Committees			RIA SLT					
			3.2.8	Quick Win	Revise Corporate Communications Policy		CC	Council FOIPC IGSC RIA SLT	1				
			3.2.9	Quick Win	Revise Strategic Asset Management Policy		FMS	Council IGSC RIA SLT	1				
			3.2.10	High	Develop Data Policy		CIO or DMP Lead	Council DLN FOIPC IGSC RIA SLT		2			
	3.3	Standalone RIM Program Budget	3.3.1	High	Develop and Implement Annual RIM Program Budget	3.2.1 4.1.1	Deputy Clerk	Clerks Council IGSC SLT	1				
RIM and Data Management Staffing	4.1	RIM Program Staffing	4.1.1	High	Establish Deputy Clerk as RIM Strategy Implementation Lead	4.1.4	Clerks	City Clerk CSS-HR	1				
			4.1.2	Medium	Reconfigure Corporate Records Coordinator Role to	4.1.1 4.1.4	Clerks	City Clerk CSS-HR Deputy Clerk	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
					FOI and Privacy Coordinator Role								
			4.1.3	High	Establish One Records and Information Analyst Position	4.1.1 4.1.4	Clerks	City Clerk Council (funding) CSS-HR Deputy Clerk	1				
			4.1.4	High	Revise RIM-related Clerk Services Reporting Structure, Position Titles, and Descriptions		Clerks	City Clerk CSS-HR Deputy Clerk	1				
			4.1.5	Medium	Participate in RIM Internship, Co-op, and Practicum Programs	4.1.1 4.1.4	RIM	CSS-HR Deputy Clerk FOIPC RIA		2	3	4	5
			4.1.6	High	Provide RIM Program Staff Training, Education, and Professional Development	3.3.1	RIM	Deputy Clerk FOIPC RIA	1	2	3	4	5
		Data Management Program Staffing	4.2.1	High	Establish Data Management Program Lead - Interim	7.1.2 7.1.3 7.2.2	CIO	CSS-HR	1				
	4.2			Medium	Establish Data Management	7.1.2 7.1.3	CIO	CSS-HR			3		

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
					Program Lead – Permanent	7.2.2							
			4.2.2	High	Establish Data Architect Function - Interim	7.1.2 7.1.3 7.2.2	CIO	CSS-HR	1				
				Medium	Establish Data Architect Function - Permanent	7.1.2 7.1.3 7.2.2	CIO	CSS-HR					5
			4.2.3	Medium	Establish Data Management Community of Practice	4.2.1	CIO or DMP Lead	Dept DLN IGSC	1				
RIM Program Services	5.1	RIM Guidance and Consultation	5.1.1	High	Prioritize Delivery of RIM Guidance and Consulting Services	4.1.1 4.1.3	RIM	FOIPC RIA	1				
	5.2	RIM Training	5.2.1	High	Prioritize Delivery of RIM Training	4.1.1 4.1.3	RIM	FOIPC RIA	1				
			5.2.2	High	Develop RIM Training Plans	4.1.1 4.1.3 5.2.1	RIM	FOIPC RIA RLN	1	2	3	4	5
			5.2.3	High	Deliver RIM Training	4.1.1 4.1.3 4.1.4 5.2.1 5.2.2	RIM	ALL CC FOIPC RIA	1	2	3	4	5

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
	5.3	RIM Program Communications	5.3.1	High	Develop and Implement a Communication Plan	4.1.1 4.1.3	RIM	CC FOIPC IGSC RIA RLN		2	3		
			5.3.2	High	Develop and Distribute Process Guides, Process Charts, and Infographics	4.1.1 4.1.3 4.1.4	RIM	CC IGSC RIA	1	2	3	4	5
	5.4	RIM Performance Measurement and RIM Compliance Reviews	5.4.1	High	Prioritize Delivery of RIM Performance Measurement and RIM Compliance Reviews	4.1.1 4.1.3	RIM	FOIPC RIA	1				
			5.4.2	Medium	Develop RIM Performance Measures	4.1.1 4.1.3 5.4.1	RIM	Deputy Clerk IGSC RIA		2	3	4	5
			5.4.3	Medium	Conduct RIM Compliance Reviews	4.1.1 4.1.3 4.1.4 5.4.2	RIM	RIA		2	3	4	5
	5.5	RIM Services for Local Boards	5.5.1	Low	Identify Local Boards		Legal	Deputy Clerk				4	
			5.5.2	Low	Determine RIM Service Delivery Model for Local Boards	4.1.1 4.1.3	LCS RIM	Council Deputy Clerk SLT				4	

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year			
			6.2.7	High	Develop Standard Records Inventory and Process	4.1.1 4.1.3 4.1.4 6.2.1 6.2.2 6.2.5 6.4.1	RIM	IGSC RIA RLN		2		
	6.3	Collaboration and Sharing	6.3.1	Quick Win	Promote Approved Document Sharing and Collaboration Methods	4.1.1	RIM	CSS-IT RIA	1			
			6.3.2	Medium	Migrate Large Attachments from E- mail System	4.1.1 6.2.1 6.2.2 6.2.5 6.4.1 6.4.3 6.5.1	RIM CSS-IT	Dept		3		
	6.4	Storage	6.4.1	Quick Win	Develop Records Storage Location Lists	4.1.1 4.1.4	Dept	CSS-IT Dept RIA	1			
			6.4.2	High	Relocate Inactive Paper Records from Academy Street to Commercial Record Centre		RIM	Dept	1			

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			6.4.3	Quick Win	Promote Intended Uses of Network Drives	4.1.1 6.2.2 6.2.5	CSS-IT	CC CSS-IT IGSC RIA	1				
			6.4.4	Quick Win	Develop Criteria for Packaging Records for Inactive Storage	4.1.1 4.1.3 4.1.4	RIM	PT RIA	1				
			6.4.5	Quick Win	Implement Records Storage Room Adjustments and Clean-Up		RIM	Dept RIA	1				
			6.4.6	Medium	Manage E-mail Storage		CSS-IT	Dept IGSC	1	2	3	4	5
			6.4.7	High	Develop PST Files Migration Strategy		CSS-IT	IGSC	1				
			6.4.8	Medium	Manage Unstructured File Storage		CSS-IT	IGSC	1	2	3	4	5
			6.4.9	Medium	Store Inactive Paper Records at Commercial Record Centre	4.1.1 4.1.3 4.1.4 6.2.3 6.4.4 6.8.6	RIM	Dept		2			
	6.5	Security	6.5.1	High	Review Network Drive Security Rights / Privileges		CSS-IT	PT	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year			
			6.5.2	Medium	Develop and Approve Staff Departure Procedure (Records)	4.1.1	RIM	CSS-IT IGSC RIA RLN		2		
			6.5.3	Quick Win	Prohibit Identifying Information on Boxed Inactive Paper Records	4.1.1	RIM	Dept	1			
			6.5.4	Quick Win	Restrict Records Storage Room and Academy Street Access		Dept RIM	Dept	1			
			6.5.5	High	Develop Data and Information Security Classification Scheme	3.2.10	CIO or DMP Lead	CSS-IT DLN IGSC RIA RLN SLT		2		
	6.6	Freedom of Information and Privacy	6.6.1	High	Develop FOI and Privacy Program	4.1.1 4.1.2 4.1.4	Clerks	Deputy Clerk FOIPC IGSC RLN SLT		2		
			6.6.2	Medium	Implement Routine Access (Disclosure) Procedure	3.2.2 3.2.3 4.1.1 4.1.2 4.1.4	Dept RIM	Deputy Clerk FOIPC IGSC PT RLN SLT		2		

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			6.6.3	Quick Win	Formalize Internal FOI Request Procedures and Forms	4.1.1 4.1.2 4.1.4	RIM	Deputy Clerk FIOPC	1				
			6.6.4	Medium	Ensure (Sufficient) Notices for Personal Information Collection	4.1.2 4.1.4 6.6.1 6.6.5	FOIP	Dept FOIPC		2			
			6.6.5	Medium	Develop Personal Information Bank Index	4.1.2 4.1.4 6.6.1	FOIP	Dept DLN FOIPC RLN		2			
			6.6.6	High	Require Completion of Privacy Impact Assessments	4.1.2 4.1.4 6.6.1	FOIP	CSS-IT Dept FOIPC IGSC SLT		2	3	4	5
			6.6.7	Medium	Conduct Privacy Audits	4.1.2 4.1.4 6.6.1	FOIP	Dept FOIPC		2	3	4	5
			6.6.8	Medium	Develop and Implement Privacy Breach Protocol	4.1.2 4.1.4 6.6.1	FOIP	Dept FOIPC IGSC RLN		2			
	6.7	Business Continuity	6.7.1	Medium	Identify and Protect Vital Records	4.1.1 4.1.3	RIM	Dept IGSC PT RIA		2	3		

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			6.7.2	Low	Develop Disaster Recovery Plan for Paper Records	4.1.1	RIM	IGSC PT RIA		2	3		
			6.7.3	High	Develop More Robust Business Continuity and Disaster Recovery Technology Plans		CIO	IGSC		2	3		
	6.8	Retention and Disposition	6.8.1	High	Revise Records Retention By-law	4.1.1 4.1.3	RIM	Council (approval) Deputy Clerk IGSC Legal RIA SLT	1				
			6.8.2	High	Use Same Records Structure as in Records Classification Scheme	4.1.1 4.1.3 6.2.1	RIM	RIA	1				
			6.8.3	High	Revise Records Retention Schedule Format	4.1.1 4.1.3	RIM	IGSC RIA RLN	1				
			6.8.4	High	Research, Document, and Maintain Records Retention Requirement Citations	4.1.1 4.1.3	RIM	Legal RIA	1				

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			6.8.5	High	Approve Revised Records Retention Schedule	4.1.1 4.1.3 6.8.2 6.8.3 6.8.4	RIM	Council (approval) Deputy Clerk Legal RIA	1				
			6.8.6	Medium	Complete Records Retention Clean-up Projects	4.1.1 4.1.3 6.2.3 6.8.1 6.8.5 6.8.8	CSS-IT Dept RIM	ALL Dept RIA RLN		2			
			6.8.7	Medium	Conduct Annual Records Retention Schedule Review	4.1.1 4.1.3 6.8.5	RIM	Dept Legal RIA		2			
			6.8.8	High	Promote Records Retention Schedule Use for Active Paper Records	4.1.1 4.1.3 6.8.5	RIM	IGSC RIA RLN		2			
			6.8.9	Medium	Apply Retention Periods to Unstructured Electronic Records	4.1.1 6.8.5	Dept RIM	ALL CSS-IT RIA			3		
			6.8.10	Medium	Apply Retention Periods to Intranet (Jostle) Content	4.1.1 6.8.5	Dept RIM	CSS-IT Dept RIM			3		
			6.8.11	Medium	Apply Retention Periods to Public Website Content	4.1.1 6.8.5	Dept RIM	CC CSS-IT RIA			3		

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			6.8.12	Medium	Apply Retention Periods to Social Media Content	4.1.1 6.8.5	Dept RIM	CC CSS-IT RIA			3		
			6.8.13	Medium	Schedule Retention Periods for Structured Data	4.1.1 6.8.5	RIM CSS-IT	CSS-IT RIA			3		
			6.8.14	Quick Win	Ensure New Structured Systems Can Implement Retention Periods		CIO Deputy Clerk	CSS-IT PT RIA	1	2	3	4	5
			6.8.15	Quick Win	Promote Correct RIM Use of Shredding Bins and Recycling Bins	6.1.3	RIM	CC RIA	1				
			6.8.16	Quick Win	Research Pre-Mature Destruction Authorization for Containing Black Mould	4.1.3	RIM Legal	RIA	1				
			6.8.17	Low	Develop Digital Preservation Plan		RIM	CSS-IT RIA				4	
	6.9	Archival Records	6.9.1	Quick Win	Revise Disposition Options in Records Retention Schedule to Include Archival Records	4.1.3	RIM	RIA	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			6.9.2	High	Develop Archival Appraisal Guidelines for Records in All Formats	4.1.3	RIM	RIA	1				
			6.9.3	High	Identify Records of Archival Value in Records Retention Schedule	4.1.3 6.9.1 6.9.2	RIM	RIA	1				
			6.9.4	Medium	Get Control over City's 'Permanent' Records		RIM	RIA	1	2	3	4	5
			6.9.5	Medium	Provide Suitable Space for Preservation, Management, and Use of Archival Records	6.9.5	RIM	Deputy Clerk RIA		2	3	4	5
	6.10	Intranet Content (Jostle)	6.10.1	Quick Win	Require Regular Intranet Content Review		Dept	Dept	1	2	3	4	5
			6.10.2	Quick Win	Establish More Robust Intranet Content Guidelines		CC CCS-HR	Dept FOIPC RIA	1				
			6.10.3	Medium	Explore Technical Linkage Feasibility Between Intranet and City Websites		CSS-IT RIM	CC CCS-HR			3		

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									1	2	3	4	5
	6.11	Public Website Content	6.11.1	Quick Win	Require Continuous Review of Public Website Content		Dept	CC Dept	1	2	3	4	5
			6.11.2	Medium	Capture and Manage Public Website Content as Records		CC	CCS-IT FOIPC RIA			3		
	6.12	Social Media Content	6.12.1	Medium	Record Hidden and Deleted Social Media Comments		CC	CSS-IT		2			
			6.12.2	Medium	Capture and Manage Social Media Content as Records		CC	CCS-IT FOIPC RIA			3		
	6.13	Enterprise Content Management (ECM) System	6.13.1	Medium	Research ECM Systems		CCS-IT RIM	FOIPC IGSC PT RIA	1				
			6.13.2	Quick Win	Conduct O365 / SharePoint Online Pilot	6.13.1	CCS-IT RIM	CSS-IT Dept RIA	1	2			
			6.13.3	Medium	Document ECM Requirements	6.13.2	CCS-IT RIM	CSS-IT IGSC PT RIA		2			

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			6.13.4	Medium	Assess Corporate ECM Implementation Readiness	6.13.1 6.13.2 6.13.3	CCS-IT RIM	CSS-IT IGSC RIA			3		
			6.13.5	Low	Prepare ECM Business Case	6.13.1 6.13.2 6.13.3 6.13.4	CCS-IT RIM	CSS-IT IGSC RIA			3		
			6.13.6	Low	Implement Corporate ECM	6.13.5	CCS-IT RIM	CSS-IT Dept IGSC PT RIA				4	5
Technology Management	7.1	Technology Governance	7.1.1	High	Establish Executive Level IT Technology Governance		CAO CIO	TBD	1				
			7.1.2	High	Develop Technology Strategy		CIO	Council CSS-IT IGSC SLT	1				
			7.1.3	High	Establish Short- and Long-Term Technology Funding Strategy	7.1.2	CAO CIO	CFO Council SLT	1	2			

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	7.2	Technology Modernization Program	7.2.1	High	Initiate Technology Modernization Program	7.1.2 7.1.3	CAO CIO	Dept SLT	1	2	3	4	5
			7.2.2	High	Develop Resourcing Plan for Technology Modernization Program	7.1.2 7.1.3	CAO CIO	CFO CSS-HR CSS-IT SLT	1				
			7.2.3	High	Conduct GIS Review and Develop GIS Strategy	7.1.3	CIO GIS	CSS-IT Dept GIS	1				
	7.3	Technology Policy	7.3.1	High	Develop Cloud Policy and Framework		CIO	CCS-IT IGSC Legal RIM	1				
			7.3.2	High	Develop IT Policies		CIO	CCS-IT IGSC SLT	1	2			
Data Management	8.1	Data Management Strategy	8.1.1	Low	Defer Data Management Strategy Development		DMP Lead	DLN DMCOP IGSC RIM SLT					5
			8.1.2	High	Establish Some Corporate Data Priorities	7.1.2	CIO	CCS-IT DLN IGSC	1				

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
			8.1.3	Medium	Establish Rolling Two-year Data Work Plan	8.1.2	CIO or DMP Lead	DMCOP Major Project Leads	1		3		5
	8.2	Corporate Data Catalogue and Data Models	8.2.1	Medium	Develop Corporate Data Catalogue		CIO or DMP Lead	DMCOP IGSC	1	2	3	4	5
			8.2.2	Medium	Build Business Glossary	8.6.1 8.6.2	CIO or DMP Lead	DMCOP IGSC			3	4	5
			8.2.3	Low	Develop Corporate Data Model	4.2.2	Data Architect	DMCOP			3	4	5
	8.3	Guidelines for Working with Data	8.3.1	Quick Win	Develop Data Format standards		DMP Lead	DMCOP	1	2			
			8.3.2	Quick Win	Establish Repeatable Collaborative Data Design process		DMP Lead	DMCOP	1				
			8.3.3	Low	Develop Data Certification Process		CIO or DMP Lead	DMCOP IGSC		2	3		
			8.3.4	Quick Win	Create Data Considerations for Project Teams Data Management Playbook		CIO or DMP Lead	IGSC	1	2	3		
			8.3.5	Medium	Develop Corporate Data Literacy Program	4.2.1	DMP Lead	DMCOP IGSC				4	5
	8.4	Data Quality	8.4.1	Medium	Set Data Quality Guidelines and Data	3.2.10	CIO or DMP Lead	DMCOP IGSC		2			

Strategic Priority	Goal #	Goal	Objective #	Priority	Objective	Dependency (Objective # if any)	Responsibility	Participants	Year				
					Quality Assessment Methods								
			8.4.2	Medium	Establish Data Quality Tools	8.4.1	CIO or DMP Lead	DMCOP IGSC		2	3	4	5
			8.4.3	Medium	Conduct Data Quality Assessments and Define Data Improvement Projects	8.4.1	TBD Project Leads	TBD		2	3	4	5
			8.4.4	Medium	Conduct Data Improvement Projects to Support Modernization Program	7.2.1 8.4.5	TBD Project Leads	TBD			3	4	
			8.4.5	High	Establish Corporate Data Improvement Budget		CAO CIO	CFO Council (funding)		2			
	8.5	Data Sharing	8.5.1	Low	Manage Provider Management / Data Sharing	4.2.1	DMP Lead	TBD		2	3		
			8.5.2	Low	Opportunistically Leverage Open Data	4.2.1	DMP Lead	TBD		2	3	4	5
	8.6	Platform Architecture	8.6.1	High	Define Data Platform Architectural Approach		CIO	CSS-IT IGSC	1	2			

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			8.6.2	Medium	Progressively Implement Data Platform Components	8.6.1	CIO or DMP Lead	DMCOP IGSC TBD		2	3	4	
			8.6.3	Medium	Implement Priority Data Integrations	8.6.1	CIO	PT		2	3	4	5
			8.6.4	High	Update GIS Technology Platform	7.2.3	CIO GIS	CCS-IT Dept GIS	1	2			