Records Management, Access & Privacy

Led by: City Clerk/Director of City Clerk's Office

Service Description

Records Management, Access & Privacy provides the framework and tools for the effective management, protection, preservation and release of records by the Corporation.

Service Updates

Key Service Results

Two Corporate Administration Policies were approved in 2023: the Corporate Records Management Policy and the Protection of Privacy Policy. Good records management practices increase The City of Calgary's (The City's) ability to respond to access to information requests and reduce the corporation's risk of privacy incidents which can negatively impact The City's operations, finances, and reputation as well as public trust. (Initiative 1)

The City is committed to safeguarding personal information. Part of the City's commitment to privacy is to be transparent about The City's internal privacy practices. The establishment of the Protection of Privacy Policy promotes trust and confidence in The City through openness and transparency. Building a culture of privacy awareness is one of the key components of an accountable privacy management program, and promoting privacy at The City is a priority. (Initiative 2)

Service Challenges

Interest in municipal records and decision-making is evident in the increasing access to information requests and views on the Archives online research portal. As a result, other service delivery in Records Management has been impacted. Reprioritizing workload to focus on legislatively required services has been implemented but it has had impacts on efforts to implement Privacy-by-Design principles and good records management practices. A service improvement initiative has identified opportunities to address resourcing gaps, and the approval of the Protection of Privacy Administration Policy and the Corporate Records Management Administration Policy will help ensure record and information management practices and the protection of privacy are top of mind in the design of City programs and services.

Trends & Potential Uncertainties

Although access to information requests have increased year over year, 97 percent of requests have been completed on time. The City Clerk's Office is collaborating with partners on the use of Artificial Intelligence across the Corporation to ensure privacy is built into all City tools and processes.

Measuring Our Performance

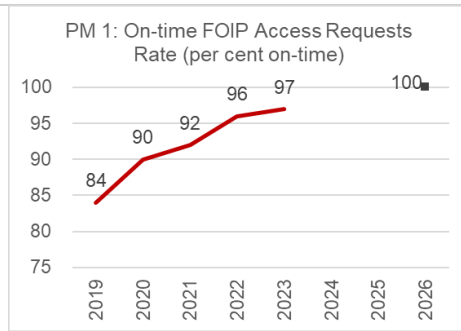| Performance Measures	Story behind the numbers	Status

PM 1: On-time FOIP Access Requests Rate (per cent on-time)

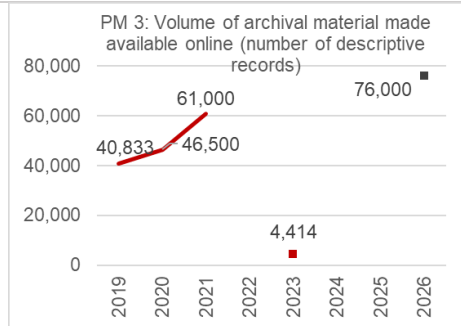Chart values: 2019: 84, 2020: 90, 2021: 92, 2022: 96, 2023: 97; Expected Future Performance 2026: 100
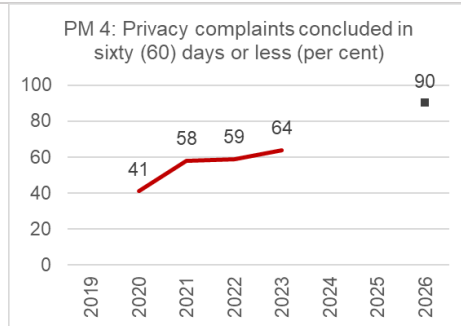
The percentage increase in on-time completion is the result of additional staffing resources, better management of timelines and efficiencies created in the access request process.

Status: Progressing as planned

PM 2: Physical and electronic records eligible for disposition (per cent)

Chart values: 2019: 10, 2020: 50, 2021: 23, 2022: 39, 2023: 53; Expected Future Performance 2026: 80
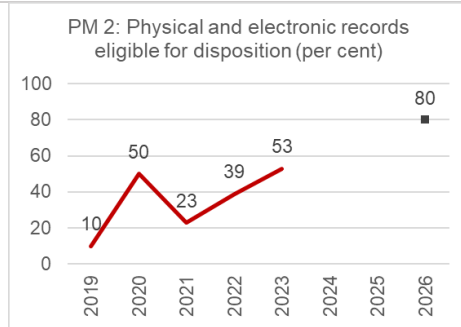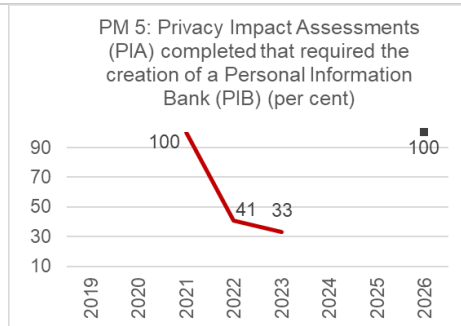
Records disposition continues to be on track to meet the expected future performance targets. Improved processes allow for greater rates of disposition of both electronic and physical records.

Status: Progressing as planned

PM 3: Volume of archival material made available online (number of descriptive records)

Chart values: 2019: 40,833, 2020: 46,500, 2021: 61,000, 2023: 4,414; Expected Future Performance 2026: 76,000

In the second half of 2023, an increase in the number of archival records available online was achieved by prioritizing public access to archival records.

Status: Progressing as planned

PM 4: Privacy complaints concluded in sixty (60) days or less (per cent)

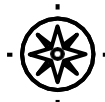Chart values: 2020: 41, 2021: 58, 2022: 59, 2023: 64; Expected Future Performance 2026: 90

The increase in the percentage of completed complaint investigations is the result of additional staffing resources, better timeline management and a balanced workload. Some privacy breach investigations take longer to complete due to the incidents' complexity.

Status: Progressing as planned

PM 5: Privacy Impact Assessments (PIA) completed that required the creation of a Personal Information Bank (PIB) (per cent)

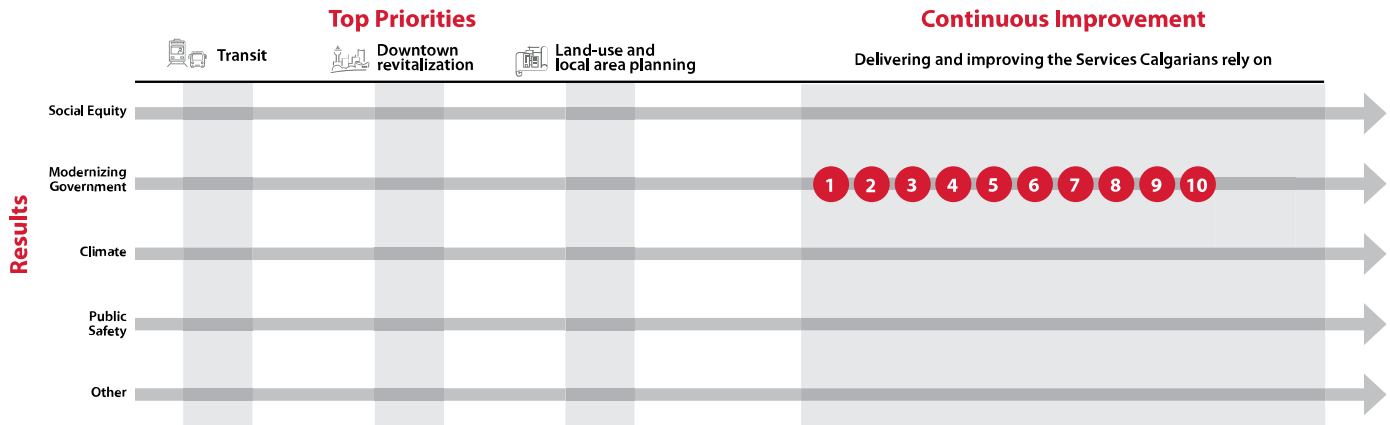Chart values: 2021: 100, 2022: 41, 2023: 33; Expected Future Performance 2026: 100

Although there is not an increase in the creation of Personal Information Banks (PIBs), preparatory work is being undertaken to automate the Privacy Impact Assessment (PIA) process to be more efficient and effective.

Status: Progressing as planned

Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas

Top Priorities
- Transit
- Downtown revitalization
- Land-use and local area planning

Continuous Improvement
Delivering and improving the Services Calgarians rely on

Results
- Social Equity
- Modernizing Government
- Climate
- Public Safety
- Other

Legend
- ✓ Completed
- → Progressing as planned
- ⊖ Not progressing as planned
- ⏻ Not started
- 1 Initiative number

	Initiative	Initiative Update	Status
1	Will foster openness, transparency and public trust through the effective and consistent management of City records through their lifecycle and an overarching Protection of Privacy Administration Policy.	Two Corporate Administration Policies were approved in 2023: Corporate Records Management Policy and Protection of Privacy Policy. Communications about the new Protection of Privacy Policy will begin in January 2024 followed by communications about the new Records Management Policy in April 2024.	→
2	Demonstrate The City's commitment to earning and maintaining public trust by exceeding privacy requirements prescribed by Freedom of Information and Protection of Privacy legislation, and being transparent about The City's internal governance structures and privacy practices by developing and implementing the recommendations of the Privacy Program Strategic Plan.	Progress has been made on several Privacy Program Strategic Plan initiatives. The Freedom of Information and Protection of Privacy delegation of authority was reviewed and revised. The Protection of Privacy Policy was approved. Additionally, Business Units are currently working to bring 490 Corporate forms that collect personal information into alignment with the Freedom of Information and Protection of Privacy Act. A review of existing Personal Information Banks and the work to create an automated, user-friendly personal information registry on The City's website was completed.	→
3	Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.	ArchivEra was successfully launched in April 2023. Following the launch of the Archives online research portal, there is now an average of 2000 views/month and an increase in requests for copies of photographs.	✓
4	Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.	Process and technical changes continue to progress within the current framework. Taking a collaborative approach with numerous departments has been critical in allowing for faster and simpler records disposition. The implementation of new records management governance documents (including a new bylaw and policy) in 2024 will allow for additional improvements to the processes.	→

	Initiative	Initiative Update	Status
5	A centralized file management system will automate workflow and streamline processes to ensure effective and efficient resolution of access and privacy files.	The business requirement gathering stage was completed in 2023. Development of the centralized file management system will begin in early 2024.	→
6	The privacy management program will enable The City to identify weaknesses, strengthen good practices, demonstrate due diligence, and raise the protection of personal information above the minimum legislated requirements.	Building a culture of privacy awareness is one of the key components of an accountable privacy management program. Promoting privacy at The City was a priority throughout 2023. Several Privacy Program Strategic Plan initiatives were completed in 2023 including conducting a review of service contract templates to ensure consistent Freedom of Information and Protection of Privacy (FOIP) and confidentiality language.	→
7	Assist with high-volume electronic records accessioning into The City of Calgary Archives by investigating technology solutions.	The City continued to explore options and best practices such as the ability to extract descriptive meta-data from Content Server and import the data into the archives management system to minimize data entry. The use of metadata and reporting has increased efficiency.	→
8	Generation of a road map to prioritize digitization efforts and activities to ensure that preservation is approached in a methodical and prioritized manner by developing a long-term preservation strategy for corporate records, including the approval of a digital preservation framework will identify tools or software / storage costs.	The City continued to research other jurisdictions and best practices and expanded its knowledge of long-term digital preservation. Options on how to proceed with the development of a road map and the execution of a digital preservation framework are being explored to identify governance gaps and required standards to ensure the longevity of information.	→
9	Modernize the Content Server electronic records management software will allow for additional functionality of this enterprise solution to a vendor supported version, including a richer feature set and user interface which will improved the practice of information management at The City.	The Content Server modernization project continues to progress with final user acceptance testing due for completion in early 2024, and implementation projected for the first half of 2024.	→
10	Expand routine disclosure and proactive dissemination of City records.	Inventory of existing routine disclosure and proactive dissemination processes within The City is complete. Limited progress has been made since the completion of the review of existing routine disclosure and proactive dissemination processes due to staff capacity and increased volumes of access to information requests.	⊖

Service Updates on Financial Performance

## Net Operating Budget and Actuals as of December 31, 2023
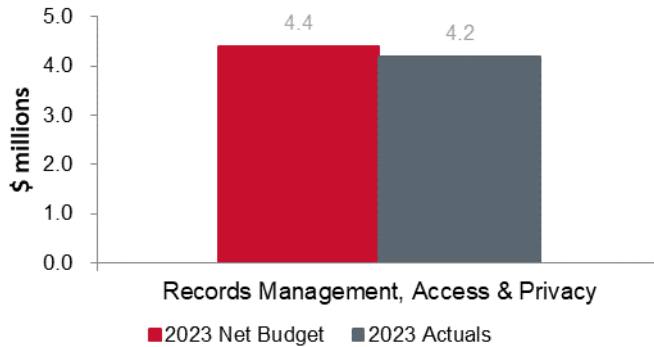
Operating Budget Updates - 2023 net operating budget vs actuals:

Records Management, Access & Privacy has a favourable operating variance of $ 0.2 million. The primary drivers of the variance were due to temporary reduction in contracted services spending and lower spending on communications services expenses.

In 2023, Records Management, Access & Privacy successfully launched ArchivEra, the online Archives research portal. Since its launch, ArchivEra has averaged 2000 views per month.

Capital Budget and Spend as of December 31, 2023
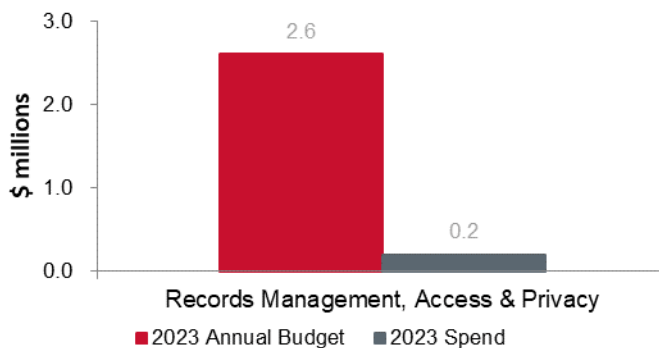
Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Records Management, Access & Privacy has spent 9.0 per cent of the 2023 approved capital budget. The underspend is mainly attributed to lower spending in contract and general services.

In 2023, the capital expenditures have been primarily used to document the requirements for a new case management system for Access & Privacy. The project is in the analysis stage, and is expected to move to implementation in 2024, where the funds will be spent.