

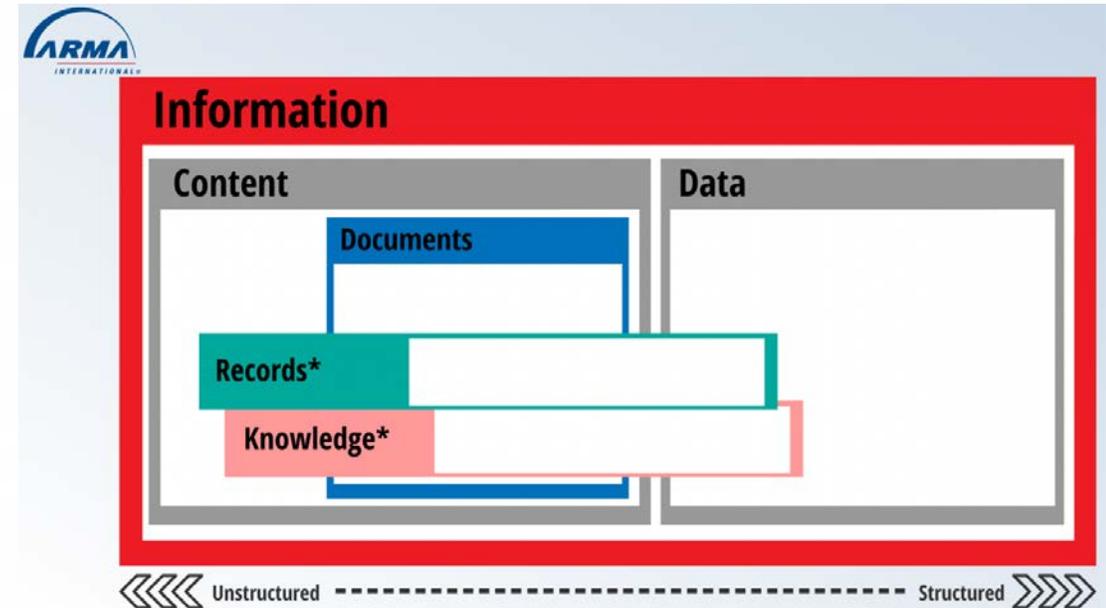
INFORMATION MANAGEMENT STRATEGY

2021-2026

WHAT IS INFORMATION?

Information includes everything from a single piece of data to the most complex research and policy documents.

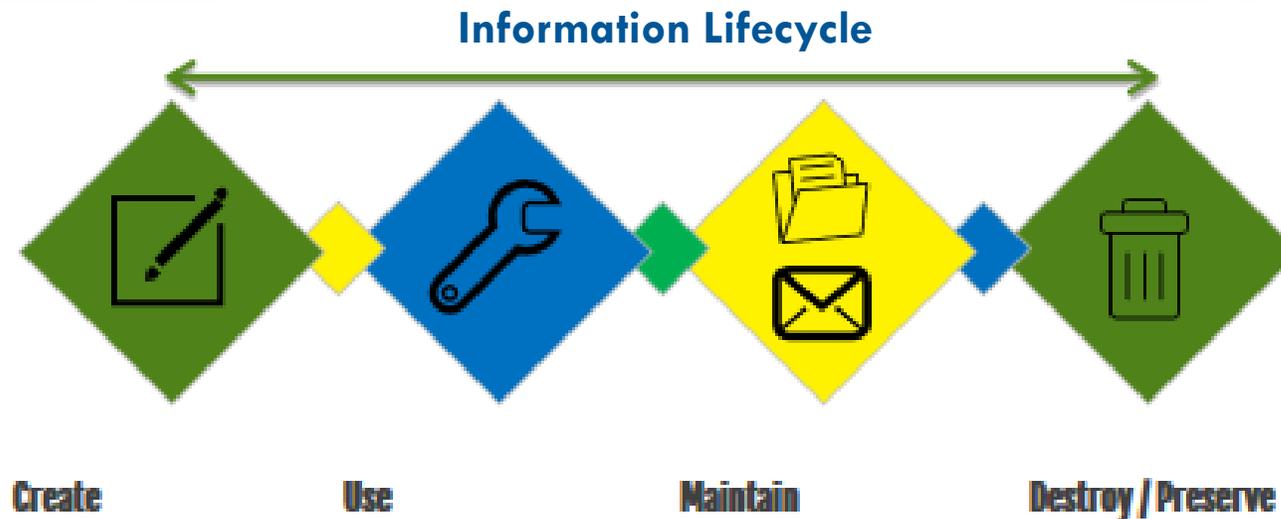
It is generated from many sources and resides in multiple different formats (e.g. paper, databases, web content, email, word documents, CAD drawings, photos, spreadsheets, and geospatial data).



WHY IS INFORMATION MANAGEMENT (IM) IMPORTANT?

IM allows us to capture the full potential value of our information assets by making the right information available to the right person, in the right format and at the right time.

It also includes the management of other information functions, such as technology, security and metadata management.



EVALUATING THE CITY'S INFORMATION MATURITY

- Ergo Information Management Consulting Inc. retained 2018-2019
- Information Governance Maturity Assessment
- City's average score of 1.875 out of 5

Report Card

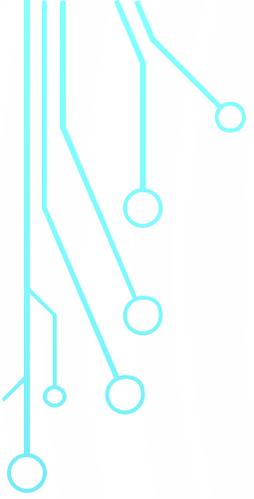
Principle	City's Grade (out of 5)
Accountability	2
Transparency	2
Integrity	1.75
Protection	2
Compliance	2
Availability	1.5
Retention	1.75
Disposition	2

WHY THE NEED FOR CHANGE?

Concern		Results In
Independent and overlapping silos/systems of information	➔	Limits collaboration, creates duplication and inability to confirm accuracy of information
Ad hoc practices, lack of consistency on where information is saved and how (folder and file name, email)	➔	Time spent searching through drives to find the source of truth, if it can be found at all
Information not managed through its lifecycle, poor adoption of the records retention schedule	➔	Transitory records being kept, corporate records not available, challenges responding to access requests and creating legal risks
Exclusion of structured data from lifecycle policies, lack of best practices to structured data	➔	Poor quality assurance, reduced reporting abilities, limiting customer service
Lack of clearly defined roles and responsibilities	➔	Ambiguity for who is accountable for information, how it is created, edited, used and managed

BENEFITS A STRATEGY BRINGS

- Improves the maturity of information in the City and sets out the goals, plan and success measures
- Addresses the concerns and needs of making information more available, more trustworthy, more secure and easier to manage.
- Ensures clarity that we all have a role in managing our information.
- Addresses the affect digital transformation and reliance on remote-working has had on managing electronic information.
- Focuses on master sources of data, integration, mobile-driven and digitization needs.



VISION

*City information is reliable, available,
managed and protected, driving
effective decision-making and service
delivery.*

GOALS



Establish
information
governance



Enhance
information
protection



Improve the
availability
of
information



Simplify
information
management





ESTABLISH INFORMATION GOVERNANCE

- To be the trusted steward of the public's information, we must be able to demonstrate we have appropriate IM governance models in place.
- By identifying who is responsible for each information source we introduce accountability for IM and help ensure the information is kept accurate and up-to-date.
- Fostering a culture of IM ensures we share our knowledge and put it to work in new and innovative ways.



2021 Action Plan

Engage Council and Leadership in determining the value of making information open to the public as a trusted asset

Strengthen the IM policy framework with a focus on enterprise information management practices and security

Develop a culture of information sharing, subject to overriding privacy, confidentiality and security considerations, to foster collaboration

SUCCESS MEASURES

- ↑ Awareness of information and record-keeping principles
- ↑ Number of datasets available to the public
- ↑ Content catalogued in the Open Data portal
- ↑ Usage of Access Shared folders and collaboration



ENHANCE INFORMATION PROTECTION

- The City generates and collects vast amounts of information. Some of this is highly sensitive, personal or irreplaceable.
- Protecting information from unauthorized access, use, disclosure, modification and destruction is critical. It also helps to reduce risk and to ensure our information assets are available for business continuity, especially in emergencies and times of crisis.



2021 Action Plan

Enhance training in information security and privacy

Ensure that appropriate privacy and security controls are considered during procurement of new information systems (i.e. privacy impact assessments)

SUCCESS MEASURES

↑ Number of staff trained in information security and privacy practices

↓ Number of privacy and security breaches



IMPROVE THE AVAILABILITY OF INFORMATION

- As custodians of the public's information, we must seek opportunities to make it more available to the public. We should provide as much access to information as possible subject to any overriding privacy, confidentiality and security considerations.
- For information to be trustworthy it must be up-to-date, authoritative, authentic, reliable and usable for as long as it is required.

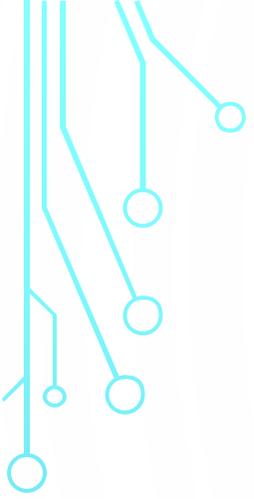


2021 Action Plan

Ensure that digital transformation is accompanied by creation, quality and maintenance standards

SUCCESS MEASURES

- ↑ Percentage of staff who trust the information they access is accurate and up-to-date
- ↑ Corporate system integration and data management



SIMPLIFY INFORMATION MANAGEMENT

- The amount of information the City collects and retains is increasing exponentially. Email contributes significantly to this growth and presents challenges for good IM.
- Systems, processes, resources and technology must be geared to making IM easier for staff.
- Simpler IM tools and processes will help foster a culture of IM that ensures we get the most from our information assets.





2021 Action Plan

Develop and implement an IM awareness plan, including mandatory training to improve competencies

Improve the information lifecycle (creation, capture, declaration, classification, search and retrieval, storage and security, retention and disposition)

SUCCESS MEASURES

- ↑ Participation in information management and privacy training
- ↑ Compliance with retention schedule
- ↓ Liability and risk of spoliation in litigation

THANK YOU

Questions or comments to corporaterecords@burlington.ca