



## AGENDA

### STRATEGIC MEETING OF COUNCIL

January 27, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER

1. CALL TO ORDER

2. OPENING REMARKS

3. QUESTION PERIOD

4. CONFIRMATION OF AGENDA

5. ITEMS FROM OFFICERS AND COMMITTEES

5.1 Re-Balancing The City's Capital Portfolio, C2020-0040

Note: Members of the Public wishing to provide written feedback on Re-Balancing the City's Capital Portfolio matters may do so by visiting [www.calgary.ca/publicsubmissions](http://www.calgary.ca/publicsubmissions).

5.2 City of Calgary Citizen Privacy Data Practices, C2020-0039

To be dealt with following Item 6.1.1.

5.3 Council Innovation Fund Application – City of Calgary Citizen Privacy Data Practices, PFC2020-0110

6. CONFIDENTIAL ITEMS

6.1 ITEMS FROM OFFICERS AND COMMITTEES

6.1.1 Restoring and Strengthening Public Trust (Verbal) - C2020-0145

Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Privacy Act*.

7. ADJOURNMENT

Members of Council may participate remotely, if required.



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C2020-0040

## **Re-Balancing The City's Capital Portfolio**

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### **EXECUTIVE SUMMARY**

On 2019 October 24, the Government of Alberta (GoA) tabled its 2019-2020 budget. This budget included material impacts to The City in the form of reductions or eliminations of municipal capital grants and programs including:

- Reductions to the Municipal Sustainability Initiative (MSI)
- Cancellation of the Alberta Community Resilience Program (ACRP)
- Cancellation of the Alberta Community Transit Program (ACT)
- Changes to the timing of provincial contributions to Green Line

Administration has identified proposed capital changes from the One Calgary service plan and budget that take a least-harm approach to City services and residents, specifically addressing an estimated \$73 million shortfall in MSI funding. The report outlines the process, recommended changes to The City's capital budget, and risks associated with the recommended changes to meet the MSI shortfall. Later reports will be brought to Council addressing ACRP, ACT and Green Line.

This report also requests Council's approval of the 2020 Capital Budget Recast to adjust approved budget to the most recent cash flow projections. A capital continuity schedule is included, for information, that provides an overall view of capital, and builds off the schedule in the 2020 Adjustment report (C2019-1052).

### **KEY MESSAGES**

- The City is financially responsible, immediately addressing the \$73 million MSI shortfall that impacts the One Calgary 2020-2023+ capital budget.
- City of Calgary investment remains a priority in service areas highest-rated by citizens including Affordable Housing, Public Transit, Streets, Police Service and Traffic Flow Management.
- Service level impacts are anticipated due to reductions in lifecycle maintenance of City assets because of these capital budget reductions.

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### **ADMINISTRATION RECOMMENDATION:**

That Council:

1. Approve the proposed 2020-2023+ capital budget relinquishments in Attachment 1;
2. Approve the 2020 capital budget recast in Attachment 2;
3. Direct Administration to report back to the Standing Policy Committee on Utilities and Corporate Services regarding the impacts of the Province's Alberta Community Resilience Program (ACRP) funding reductions on The City's flood resilience plan as part of Administration's annual flood update to Council on 2020 April 15; and
4. Direct Administration to report back on next steps regarding the loss of Alberta Community Transit (ACT) funding during One Calgary mid-cycle adjustments in November 2020.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

On 2018 March 21 (C2018-0304), Council approved the Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment Principles.

On 2018 November 29 (C2018-1158), as part of the 2018 November 14 Regular Meeting of Council, Council approved the 2019-2022 Service Plans and Budgets. This included the approval of a \$5.13 billion capital budget for 2019-2023+, which included \$2.05 billion of previously approved capital.

On 2019 November 12 (C2019-1052), as part of the 2020 Adjustments to the One Calgary Service Plans and Budgets, Council approved a recommendation that directed Administration to report back to Council with an update on the capital budget in response to the funding reductions from the 2019 October 24 provincial budget no later than 2020 February 4.

### **BACKGROUND**

The City is committed to making life better every day for its citizens, communities and businesses. One Calgary brought forward plans and budgets by service, bringing together the idea that both operations and capital infrastructure investment collectively are critical to providing the services that Calgarians rely on everyday. Residents depend on access to clean drinking water and a healthy environment, the ability to move around the city safely and efficiently, access to facilities and services that promote an active and healthy lifestyle and support for a prosperous city with opportunities for everyone. The City's infrastructure investment supports the services needed to provide these things and build a great city. Critical to this is the maintenance of current investments, upgrades to existing and aging infrastructure, new infrastructure to provide needed services and investment in new and established areas of the city. Infrastructure Calgary works at an enterprise portfolio level to manage The City's

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overall investment strategy and tries to balance these needs while finding efficiencies and supporting a well-run and efficient modern municipal government.

According to the 2018 MBNCanada Performance Measure Report, Calgary's Municipal Expenses (Operating and Capital) equate to \$3,939 per capita. This compares to \$4,704 in Toronto, \$4,642 in Montreal, \$4,007 in Hamilton and \$2,390 in Winnipeg. Despite a responsible level of investment per capita in comparison to other municipalities, investment in infrastructure is increasingly difficult as The City's capital budget has experienced significant change and reduction over the past several years. MSI funding is an example of this.

The Alberta Government's Municipal Sustainability Initiative started in 2007, with the capital funding program planned to last for 10 years. It was intended to be a reliable, stable source of funding for municipal capital projects. However, its uneven, and continually reduced payouts have proven challenging for funding capital projects. Apart from the initial two years, actual MSI transfers to The City tracked below the provincial commitments each subsequent year; and in several instances, considerably below expected levels. The program has been extended multiple times to 15 years, with payments deferred or delayed by multiple provincial administrations. This has impacted capital projects tied to MSI funding. In some cases, The City used short term debt to bridge finance projects rather than delay them to match the funding. While the Province allowed the finance costs to be funded through the MSI grant, this added to The City's capital costs and diverted some MSI funding from infrastructure to financing costs.

The provincial government, in their 2019 October budget, announced that the Fiscal Framework, negotiated as part of the City Charter, was being replaced by a new Local Government Fiscal Framework after 2022, and that MSI funding for its last years (2020-21 and 2021-22) was to be reduced again, by an estimated \$73 million for The City. The recent funding changes to MSI, in a constrained capital environment, have a significant impact to The City.

Further to the \$73 million reduction (which may change when the allocation factors are updated by the province for 2020, 2021 and 2022), other impacts of the provincial budget include:

- Elimination of the Alberta Community Transit (ACT) fund. The City anticipated receiving \$100 million in funding from ACT to replace the original, 1980s-era CTrain cars. The City moved forward with a City-funded procurement for a smaller order at the end of 2019 to maintain four-car service, but lost economies of scale on this purchase.
- Closing of the Alberta Community Resilience Program (ACRP) three years early (2021 vs 2024). The City invested in flood mitigation projects that have outstanding funding requirements and will no longer be funded by ACRP, a reduction of \$81 million that was promised but not yet included in the capital budget.
- Pace-of-funding changes to the Green Line, changing The City's funding from \$555 million to \$75 million over the next four years.

Administration is still reviewing implications of the provincial funding changes over the One Calgary budget cycle. The \$73 million shortfall in MSI funding is addressed in the report, as it has an immediate impact to the capital portfolio. Further information about addressing the ACT fund, ACRP reductions and Green Line will be provided in follow up reports to Council.

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## Re-Balancing The City's Capital Portfolio

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

#### Review and Re-Balance Process

Administration undertook a collaborative, cross-corporate process to review The City's capital investments and identify potential least-harm reductions. All Service Owners were asked to review their capital portfolios and look at capital investments that could be reduced in scope, considered for next cycle, or where budget could be released.

The Infrastructure Calgary Steering Committee (ICSC), with representatives from all major capital-intensive departments and supporting business units, reviewed all options put forward by Service Owners and took a balanced approach in considering which capital investment reductions should be proposed. Areas of consideration included:

- Least-harm to service delivery and residents, especially front-facing services
- Least-harm to key areas including economic development, ability to attract and/or leverage private investment, growth and the downtown
- Impacts to long-term asset performance, ultimately impacting service delivery
- Consideration of safety, legal and regulatory requirements
- Existing citizen research on services and investment
- Note: the four major projects (Event Centre, BMO Convention Centre, Field House, Arts Commons) were not included in the review process

Through this work, Administration identified \$73 million in portfolio changes that can be made (Attachment 1). Investment was largely maintained in service areas highest-rated by citizens for more investment: Affordable Housing, Public Transit, Streets, Police Service and Traffic Flow Management. Project investment was also maintained in areas that affect economic development and tourism (including the four major projects), private investment, the downtown and growth communities.

While every measure was taken to minimize service impacts, the recommendations include some service reductions, specifically to Annual Investment Programs (AIP). AIPs are established based on information from infrastructure asset management plans that summarize asset condition and investment requirements for effective lifecycle management and levels of service. Reductions in capital funding impacts investment in lifecycle maintenance, which affects overall asset condition, levels of service and reliability, and increases operating costs over time. A significant effort has been made to ensure critical maintenance activities and public health and safety are preserved.

The MSI shortfall can be addressed using budget relinquishments and increasing the use of capital reserves. The breakdown is as follows:

Budget Relinquishments Reductions to the Capital Budget	\$60.4M	83%	Budget Refinements (no scope impacts) Estimate changes, contingency releases, project completions	\$27.1M (37% of Total)
			Scale Back (scope impacts) Programs / Projects that are being scaled back	\$15.9M (22% of Total)

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			Consider for Next Cycle Projects that won't start this cycle and will be re-prioritized for next cycle	\$17.4M (24% of Total)
Capital Reserves Funding optimization	\$12.6M	17%	Increasing the use of capital reserves to allow more flexible funding sources to be redirected to offset the MSI shortfall. Doesn't change the capital budget. No immediate service impacts.	

54% of the total comes from sources that pose low impact to service, including 37% from budget refinement activities that occur during an investment's lifecycle such as estimate changes and contingency releases. These budget refinements, which occur on a regular basis, would normally create capital budget savings that could be used to fund new investments or emerging needs as approved by Council. The loss of this funding limits The City's ability to make new investments. Another 17% from the use of capital reserves (through funding optimization) contributes to the 54%. Using reserve funds reduces the ability to mitigate risk and fund future projects.

46% of the total amount comes from scaling back programs or projects and considering projects for the next budget cycle. Some changes will have service impacts as described above. A full list of the proposed recommendations and impact is in Attachment 1.

### 2020 Capital Budget Recast

Administration has prepared a 2020 capital budget recast for Council approval (Attachment 2). The capital budget recast shifts previously approved budget between years to better reflect cash flow estimates. These timing changes are driven by actual experience to date as well as the capital re-balancing work resulting from the provincial funding shortfall.

The recast does not impact the overall capital budget or project scope but will re-align the budget by year to reflect the latest timelines and work plans. An update to Council on the overall capital budget progress will be provided as part of the 2019 year end accountability report as well as mid-cycle budget adjustments in 2020 November.

### Stakeholder Engagement, Research and Communication

Considerable public consultation and research data from 2017-2019 conducted for One Calgary has been reviewed to help inform the rebalancing of the capital portfolio. This includes One Calgary Roll-Up Engagement & Research Insights that help set Council Directives, Value Characteristics, Service Targets, Service Plan Previews and most recently, the 2019 Citizen Satisfaction Survey.

As stated, investment is largely maintained in service areas highest-rated by citizens as wanting more investment: Affordable Housing, Public Transit, Streets, Police Service and Traffic Flow Management.

Citizen input on the proposed capital reductions will be received via submission to the City Clerk's Office.

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### **Strategic Alignment**

Infrastructure Calgary helps implement The City's "Three Conversations, One Calgary" framework and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28: integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances (C2018-0201). Infrastructure Calgary also supports Citizen Priorities, particularly a Well-Run City and a Prosperous City.

### **Social, Environmental, Economic (External)**

Given changes in MSI funding and an overall constrained environment, Administration identified investment priorities for the One Calgary service plan and budget cycle (2019-2023+) using corporate capital investment criteria. The capital investment criteria help guide decision making ensuring that the social, economic and environmental value of infrastructure investment is considered.

Programs or projects aligning with essential criteria are those that:

- Address legal, regulatory, health and safety requirements;
- Maintain the delivery of critical services that are necessary to health, safety or well-being of Calgarians, the environmental health of Calgary, and business continuity of good government;
- Address critical assets, meaning those most crucial for service delivery or have a high consequence in the event of failure caused by operational failures, climate impacts or other stressors; and
- Investments that reduce the delivery costs of services by reducing operational costs.

The capital budget changes proposed to meet the MSI reduction impact essential capital investments. Every effort was made to select the reductions with the least harm and impact to residents and maintain critical infrastructure and critical asset maintenance.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Much of the capital infrastructure investment budget is allocated to Annual Investment Programs. The proposed capital reductions will impact investment in these lifecycle maintenance programs, which affects overall asset condition, levels of service, reliability, and increases operating costs over time. It is expected that operating costs will increase as the infrastructure degrades and operating adjustments may be requested over time. The specific operating impact depends on the asset class. There are no 2020 operating budget adjustments proposed in this report, however Administration is evaluating the future budget impact and will bring forward any budget changes in mid-cycle adjustments.

#### ***Current and Future Capital Budget:***

The recommended changes to the capital budget reduce the overall capital budget by \$60.4 million (\$47.7 million from the 2020 capital budget and \$12.7 in future years). As well, the capital recast moves \$226.4 million from 2020 to 2021-2023+.



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A capital continuity schedule is included, for information, that provides an overall view of capital, and builds off the schedule in the 2020 Adjustment report (C2019-1052).

### **Risk Assessment**

An impact analysis and risk review were conducted by Infrastructure Calgary, the Corporate Integrated Risk Management Team and Asset Management division in the Corporate Analytics and Innovation business unit. Administration has determined that overall, the Principal Corporate risks to watch (strategic risks that could impact The City's ability to achieve its objectives) because of these reductions and resulting budget rebalance include:

- Fairly low impact in the health and safety and technology risk as currently identified within The Corporation.
- Moderate increase in the reputation risk, due to reductions in lifecycle maintenance that may be experienced in communities over time.
- Moderate increase in the infrastructure management risk, due to the delaying or deferring of lifecycle maintenance.

The infrastructure gap quantifies unfunded investment needs to maintain the existing asset base valued at \$84.7 billion, as well as projected needs due to growth. The 2017 Infrastructure Status Report identified an existing 10-year infrastructure gap of \$5.67 billion. While this gap is a substantial decrease from previous reports, there is risk the gap will begin trending up through ongoing reductions in capital and operating funding.

Administration mitigates infrastructure risk through proactive asset management programs involving Corporate Asset Management, business units and service owners including development of asset management plans and integrated infrastructure risk management that informs the overall capital budget and plan.

Note, there is established area and new community growth strategy work underway in 2020, as directed by Council, that has unfunded capital requirements. This work will require financial strategies to support it.

The future capital environment is uncertain – revenue sharing with the province and federal infrastructure funding is still being determined under the new Local Government Fiscal Framework. This continued ambiguity of funding may place long range infrastructure investment planning at risk and cause additional year by year budget adjustment efforts. Reductions in capital investment in the short term will affect capital investment needs in the longer term as infrastructure assets require ongoing investment to maintain service and performance levels.

### **REASON(S) FOR RECOMMENDATION(S):**

A reduction of \$73 million in anticipated MSI capital funding has caused The City to rebalance its capital portfolio. A portfolio-level (or all-service-area) response was undertaken instead of targeting specific investments for elimination. The proposed use of capital reserves (funding optimization switches) and budget relinquishments are considered by Administration to be the least harmful and impactful to residents. Lifecycle maintenance on City assets will be reduced causing future impacts.

The recommendations do not impact critical infrastructure, critical asset maintenance or public health and safety.

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### **ATTACHMENT(S)**

1. Attachment 1 – Proposed One Calgary Capital Portfolio Changes
2. Attachment 2 – 2020 Capital Budget Recast
3. Attachment 3 – Capital Budget Continuity Schedule

**PROPOSED ONE CALGARY CAPITAL PORTFOLIO CHANGES**  
**(\$000s)**

**Purpose:** To provide capital budget changes required to address to Provincial Budget funding shortfall.

Citizen Priority	Service	Budget ID	Budget ID Name	Previously Approved Budget <sup>1</sup>	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	Description / Impact
<b>Relinquishments - Budget Refinement (no scope impacts)<sup>1</sup> - For Approval</b>										
Estimate changes, contingency releases, project completions										
<b>A Prosperous City</b>	Economic Development & Tourism	510_004	Calgary Zoo - Land of Lemurs	116	(89)	-	-	-	(89)	Project is complete. Remaining budget can be released.
<b>A City That Moves</b>	Public Transit	738_001	Financing Costs	21,308	(21,000)	-	-	-	(21,000)	Financing costs associated with MSI debt (primarily for the West LRT project) are now complete and future borrowing for MSI funded projects is not anticipated.
<b>A Healthy &amp; Green City</b>	Parks & Open Spaces	500_004	Park Development	12,959	(100)	-	-	-	(100)	Releasing contingency no longer required. This eliminates flexibility on projects that may have cost overruns.
	Recreation Opportunities	507_630	Mobile SkatePark	1,567	(1,540)	-	-	-	(1,540)	The mobile skateparks program was cancelled as part of council decisions on budget reduction packages in July 2019.
		519_039	RC-Centennial Planetarium	6,198	(3,000)	-	-	-	(3,000)	Project is close to completion. Majority of remaining budget can be released.
		519_130	Facility Lifecycle	82,387	(300)	-	-	-	(300)	Project is complete. Contingency can be released.
			<b>Total</b>	<b>90,153</b>	<b>(4,840)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,840)</b>	
<b>A Well-Run City</b>	Citizen Engagement & Insights	788_001	Customer Service Framework, Research & Analytics	1,169	(14)	-	-	-	(14)	Project does not need to be continued with capital funding; Work can continue with operating resources.
	City Auditor's Office	481150	Upgrade Meeting Rooms	140	(50)	-	-	-	(50)	Project is close to completion. Majority of remaining budget can be released.
	Municipal Elections	481000	Census - Election Software	3,600	(250)	-	-	-	(250)	Cost estimates are lower than expected; associated budget can be released.
	Taxation	480200	Tax Management Sustainment	2,000	(120)	-	-	-	(120)	The scope of this project depends on direction from the Province and Council as to what changes are required to the tax billing system. Once the direction has been clearly established the project budget can be more firmly established. If additional budget and funding is required at a later date, a business case will be submitted.
<b>Enabling Services</b>	Data Analytics & Information Access	480703	Corporate GIS Upgrades	1,965	(21)	-	-	-	(21)	Releasing contingency no longer required.
		813_001	Energy Information Systems	97	(2)	-	-	-	(2)	Project is complete with actual costs under estimates. Remaining budget can be released.
		813_551	Cityonline Phase III	155	(5)	-	-	-	(5)	Project is complete with actual costs under estimates. Remaining budget can be released.
			<b>Total</b>	<b>2,217</b>	<b>(28)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	
	Facility Management	770_024	Plaza Redevelopment	1	(1)	-	-	-	(1)	Project is complete with actual costs under estimates. Remaining budget can be released.
		776_008	Major OWC - Bearspaw	2	(2)	-	-	-	(2)	Project is complete with actual costs under estimates. Remaining budget can be released.
		779_729	Workplace Continuity Management Program	1,257	(400)	-	-	-	(400)	Reduction in recoveries to support the program. This could lead to a reduced preparedness of Facility Management's facilities and sites to respond to events and emergencies.
			<b>Total</b>	<b>1,261</b>	<b>(403)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(403)</b>	
	Financial Support	730_001	Treasury Capital	1,320	(79)	-	-	-	(79)	Releasing contingency no longer required.
	IT Solutions & Support	741_080	Infrastructure Management Systems	1	(1)	-	-	-	(1)	Project is complete. Remaining budget can be released.
	Procurement & Warehousing	736_002	Warehouse	1,374	(104)	-	-	-	(104)	Project is complete. Remaining budget can be released.
		736_006	Building U Upgrade	0	(0)	-	-	-	(0)	Project is complete. Remaining budget can be released.
			<b>Total</b>	<b>1,375</b>	<b>(104)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(104)</b>	
<b>Total Relinquishments - Budget Refinement</b>					<b>(27,078)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(27,078)</b>	

**PROPOSED ONE CALGARY CAPITAL PORTFOLIO CHANGES**  
**(\$000s)**

**Purpose:** To provide capital budget changes required to address to Provincial Budget funding shortfall.

Citizen Priority	Service	Budget ID	Budget ID Name	Previously Approved Budget <sup>1</sup>	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	Description / Impact
<b>Relinquishments - Scale Back (scope impacts)<sup>1</sup> - For Approval</b>										
Programs / Projects that are being scaled back										
<b>A Prosperous City</b>	Affordable Housing	480350	Silvera for Seniors -LMP	9,507	(122)	(122)	(122)	-	(365)	Overall 5% decrease targeted towards non critical/safety items. Reprioritization is required.
		489_013	AH Pre-Development	2,469	-	-	(500)	-	(500)	Reduction of pre-development funding will limit future ability to complete planning, feasibility, and preliminary design work. These cost burdens may need to be shifted to project budgets, which may result in design modifications or reduced project scope.
			<b>Total</b>	<b>11,977</b>	<b>(122)</b>	<b>(122)</b>	<b>(622)</b>	<b>-</b>	<b>(865)</b>	
	Arts & Culture	480651	Community Cultural Spaces	9,000	-	-	-	(1,200)	(1,200)	Further engagement with the community is required before proceeding. A reduction in this budget amount will still allow some priority work to be completed (MOBS, Max Bell, Fort Calgary, Forest Lawn).
<b>A City of Safe and Inspiring Neighbourhoods</b>	Bylaw Education & Compliance	480405	CCS ByLaw Equip Lifecycle	920	(20)	(20)	(20)	-	(60)	Reductions in capital funding impacts investment in lifecycle maintenance which could affect overall asset condition, levels of service, reliability, and increase operating costs over time.
	Emergency Management & Business Continuity	480450	EOC IT Lifecycle	2,194	-	-	(205)	-	(205)	Reducing IT relating to the Emergency Operations Center (EOC) could result in a failure of the equipment during an emergency. By reducing the EOC IT Lifecycle ability, this may increase operational costs to maintain technology in the future.
		049_004	Equipment Acquisition	400	(205)	-	-	-	(205)	Reducing equipment relating to CANTF2 disaster response capabilities and decreasing ability to lifecycle required equipment, may result in a decrease to the ability to effectively respond during an emergency.
			<b>Total</b>	<b>2,594</b>	<b>(205)</b>	<b>-</b>	<b>(205)</b>	<b>-</b>	<b>(410)</b>	
	Pet Ownership & Licensing	048_011	Equipment Lifecycle	814	(17)	(17)	(17)	-	(50)	Reductions in capital funding impacts investment in lifecycle maintenance which could affect overall asset condition, levels of service, reliability, and increase operating costs over time.
<b>A City That Moves</b>	Public Transit	657_01W	Bus Refurbishment	5,230	(5,000)	-	-	-	(5,000)	Reduction to the bus refurbishment budget used for mid-life refurbishment of articulated buses. Removal of this budget will result in operating cost increases to maintain un-refurbished buses, increased risk of vehicle failure, and could lead to reduced service levels.
		657_02W	LRV Refurbishment	52,105	(5,000)	-	-	-	(5,000)	Reduction of the LRV refurbishment budget used to reduce the number of different vehicle types. This program is separate from the capital program to purchase new LRVs during the current budget cycle. This budget reduction will mean more breakdowns will occur, and therefore increase the number of LRVs needed on standby. It also means that Calgary Transit will need to manage 4 different types of fleet, some of the U2s (the oldest type of LRVs) will need to be used even longer.
		657_03W	Fleet & Equipment	2,423	(500)	-	-	-	(500)	Reduction to the replacement of vehicles for Calgary Transit operational support staff. This means that all Calgary Transit operational support groups will have to hold onto existing vehicles for additional years. Service reliability will not be immediately affected but the ability of Calgary Transit to respond to operational issues in the field will gradually degrade.
			<b>Total</b>	<b>59,758</b>	<b>(10,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,500)</b>	
	Sidewalks & Pathways	481400	Comm Mobility Imp-Sidewalks	27,875	(860)	-	-	-	(860)	This program includes funding for multi-use pathways, bikeway and pedestrian improvements including adaptive sidewalks. Adaptive sidewalks provide safe, dedicated space for pedestrians without construction of a traditional sidewalk (e.g. low concrete curbs with sign posts). Reductions include cancellation of two multi-use pathway projects and associated pedestrian improvements. Lacking adequate / any multi-use trail infrastructure may pose some safety risks to people attempting to travel in those areas using unsuitable boulevards.

**PROPOSED ONE CALGARY CAPITAL PORTFOLIO CHANGES  
(\$000s)**

**Purpose:** To provide capital budget changes required to address to Provincial Budget funding shortfall.

Citizen Priority	Service	Budget ID	Budget ID Name	Previously Approved Budget <sup>1</sup>	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	Description / Impact
<b>Relinquishments - Scale Back (scope impacts)<sup>1</sup> - For Approval</b>										
Programs / Projects that are being scaled back										
<b>A Healthy &amp; Green City</b>	Environmental Management	815_14F	Environmental Programs	1,671	(300)	-	-	-	(300)	Rescoping of projects relating to contaminated site management, climate mitigation & adaptation, climate resilience action plan and Sustainable Environmental and Ethical Procurement projects. This could lead to reduced access to data, information, and consulting services for customers. Leveraging third party funding is also at risk.
<b>A Well-Run City</b>	Corporate Governance	873_001	Investment Optimization Program	3,561	(308)	-	-	-	(308)	No impact as remaining IOP funds were not allocated.
	Records Management, Access & Privacy	796_001	Content Suite (Phase 2) - EDRM	2,693	(250)	-	-	-	(250)	Delays the delivery of new records management functionality for electronic records throughout the organization by 12 to 24 months. Additional time will be required and funded out of corporate records operational activities in 2023 and beyond.
<b>Enabling Services</b>	Financial Support	737_001	Finance Capital	1,791	(195)	-	-	-	(195)	All projects within this Annual Investment Program will scale back scope and find efficiencies. This will impact TCA Project Costing (TBD), Hyperion (impact to automated reporting), CI Document Production System (use of existing solutions).
	Human Resources Support	795_002	Corporate Workforce Strategy	245	(45)	-	-	-	(45)	Reduced scope of HR data management tools and solutions. This reduction in capital constricts scope of HR data management to customers.
	Infrastructure Support	480702	Survey Control Program	1,600	(7)	(7)	(7)	-	(20)	The reduction will limit the ability to maintain and expand the survey control network including the DART system. The number of survey monuments that we establish in new communities and maintain in existing communities will be reduced.
		480705	Project and Portfolio Mgmt	3,635	(115)	-	-	-	(115)	The majority of desired functionality for the project management community is maintained, but it does further delay other important functionality necessary for a fulsome PM suite of tools.
		813_099	Construction Documents and Drawings Management Pro	1,423	(20)	-	-	-	(20)	Reduction to E-Submission project which is a part of the Construction Drawing Management Program. The reduction comes from adopting best practices for document E-Submissions (particular PDA) used elsewhere in the organization to reduce project costs. The reduction is not expected to have a significant impact on service levels.
	<b>Total</b>			<b>6,658</b>	<b>(142)</b>	<b>(7)</b>	<b>(7)</b>	<b>-</b>	<b>(155)</b>	
	Strategic Marketing & Communications	793_002	Diversity and Crisis Communication Tools	1,045	(116)	(266)	(266)	-	(647)	Will continue with the limited amount of work in-flight and cancel work that has not started/been scoped. Will limit ability to react to new ideas for diversity and crisis communications but does not impact service levels.
<b>Total Relinquishments - Scale Back</b>					<b>(13,079)</b>	<b>(431)</b>	<b>(1,136)</b>	<b>(1,200)</b>	<b>(15,845)</b>	

**PROPOSED ONE CALGARY CAPITAL PORTFOLIO CHANGES  
(\$000s)**

**Purpose:** To provide capital budget changes required to address to Provincial Budget funding shortfall.

Citizen Priority	Service	Budget ID	Budget ID Name	Previously Approved Budget <sup>1</sup>	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	Description / Impact
<b>Relinquishments - Consider for Next Cycle<sup>1</sup> - For Approval</b> Projects that won't start this cycle and will be re-prioritized for next cycle										
<b>A City of Safe and Inspiring Neighbourhoods</b>	Fire & Emergency Response	041_171	NE Station	13,695	-	-	(8,000)	-	(8,000)	Delay the delivery of the permanent fire station by entering into a lease for the current temporary station. This creates a new approach to the long term planning of assets to provide fire services. The cost of the lease payments would be in the range of \$150,000 to \$200,000 annually. Consider permanent fire station capital costs for next cycle.
<b>A City That Moves</b>	Streets	723_001	Macleod Tr / Lake Fraser Gate	3,620	(1,500)	-	-	-	(1,500)	Rescoping of the interim plan for this intersection. \$2.12 million in developer contributions (in capital deposits) will be held for implementation of the revised project.
<b>A Healthy &amp; Green City</b>	Parks & Open Spaces	500_006	Park Upgrades	38,301	(577)	-	-	-	(577)	The Colonel Walker House at Inglewood Bird Sanctuary has not yet started. There are planned upgrades to this historical building to allow for more educational programming space and to address accessibility issues.
		500_008	Park Lifecycle	38,354	(90)	-	(700)	-	(790)	Infrastructure Repairs Office would have no direct citizen impacts.
			<b>Total</b>	<b>76,655</b>	<b>(667)</b>	<b>-</b>	<b>(700)</b>	<b>-</b>	<b>(1,367)</b>	
	Recreation Opportunities	507_632	Recreation Upgrade Retrofit	5,910	(3,089)	-	-	-	(3,089)	An artificial turf field at Tom Brook Athletic Park would provide an increased level of service to customers as well as increased revenue due to extended play time and playing season.
<b>A Well-Run City</b>	Citizen Information & Services	791_003	Customer Service Tools & Technology	321	(174)	(73)	(73)	-	(321)	Project was to enhance phone service optimization (Verint enhancements related to speech and the rollout of the Quality Assurance program) and web chat opportunities along with other technological advancements to reduce call wait times. Quality Assurance technology will be implemented at a much slower rate. Web chat options to improve online transactions will be impacted.
<b>Enabling Services</b>	Corporate Security	710_026	Information Security	5,362	-	-	(637)	-	(637)	Corporate Security will identify other potential controls that are already in place to reduce risks to information systems. Impact is still being determined.
	Data Analytics & Information Access	813_222	Building Repository-Generation III	93	(79)	-	-	-	(79)	Data clean-up is on hold, with little to no impact at this time.
	Facility Management	480757	Forest Lawn Civic Centre	450	-	-	(450)	-	(450)	With construction of the Forest Lawn Civic Centre expected next business cycle, The City can align pre-planning and pre-design to that same cycle.
		480762	Northeast Site Development	4,863	(2,000)	-	-	-	(2,000)	\$2M of repayment to the Real Estate and Development Services Revolving Fund will be deferred, which may impact the funding availability for future strategic land acquisitions for The City.
<b>Total</b>				<b>5,313</b>	<b>(2,000)</b>	<b>-</b>	<b>(450)</b>	<b>-</b>	<b>(2,450)</b>	
<b>Total Relinquishments - Consider for Next Cycle</b>					<b>(7,509)</b>	<b>(73)</b>	<b>(9,860)</b>	<b>-</b>	<b>(17,442)</b>	
<b>Total Relinquishments - For Approval</b>					<b>(47,665)</b>	<b>(504)</b>	<b>(10,996)</b>	<b>(1,200)</b>	<b>(60,365)</b>	

Citizen Priority	Service	Budget ID	Budget ID Name	Amount	Capital Reserve	Description / Impact
<b>Capital Reserves (no budget impact)<sup>1</sup> - For Information</b> Increasing the use of capital reserves in order to free up more flexible sources for funding optimization						
<b>A City of Safe and Inspiring Neighbourhoods</b>	Calgary 9-1-1	045_015	Calgary 911 Facility Lifecycle Maintenance	(475)	911 Communications Centre Capital Financing Reserve	Work in this program is eligible under the 911 levy grant. Using this reserve reduces the amount of funding available for other initiatives such as Next Generation 9-1-1.
<b>A Healthy &amp; Green City</b>	Parks & Open Spaces	500_008	Park Lifecycle	(143)	Parks Endowment and Sustainment Reserve	Replaces Pay-As-You-Go funding for Century Gardens with capital reserves.
	Waste & Recycling	256_000	Landfill/Treatment Infrastructure	(4,000)	Waste & Recycling Sustainment Reserve	Replaces Federal Gas Tax funding with capital reserves.
		258_000	Facilities & Equipment	(3,701)	Waste & Recycling Sustainment Reserve	Replaces Federal Gas Tax funding with capital reserves.
<b>Enabling Services</b>	IT Solutions & Support	741_102	Multi-Data Centre Strategy	(4,316)	Information Technology Reserve	The use of capital reserves for this program restricts the flexibility to accommodate other programs such as Smart Cities, Internet of Things, and City fibre infrastructure growth. While some flexibility within the reserve will be reduced, the commitment remains to Calgary being a Smart City and will look to prioritize the use of capital funds appropriately.

**Total Capital Reserves - For Information**      **(12,635)**

**Notes:**

- Figures may not add due to rounding.
- Previously approved budget contains the 2019-2023+ budget as at 2019 December 31 for each Budget ID. This budget total has not been adjusted to reflect 2019 actual spend.

**2020 CAPITAL BUDGET RECAST - FOR APPROVAL**  
**(\$000s)**

**Purpose:** To provide capital budget timing changes for Council approval.

**Note:** Administration has the authority to approve revisions up to \$400,000 per CFO006; however, all recast changes have been consolidated in this attachment for completeness.

Citizen Priority	Service	Budget ID	Budget ID Name	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	2024 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
<b>A Prosperous City</b>									
	Affordable Housing	489_000	Affordable Housing Redevelopment	(12,600)	(22,089)	(400)	2,880	32,210	-
	Affordable Housing	489_013	AH Pre-Development	800	-	-	(800)	-	-
	Affordable Housing	489_AHS	Increase Affordable Housing Supply	(30)	(3,330)	3,360	-	-	-
	Affordable Housing	489_KLD	Kingsland	(500)	500	-	-	-	-
			<b>Total</b>	<b>(12,330)</b>	<b>(24,920)</b>	<b>2,960</b>	<b>2,080</b>	<b>32,210</b>	<b>-</b>
	Economic Development & Tourism	480351	Heritage Park - Wet Dock	(1,900)	1,900	-	-	-	-
	Economic Development & Tourism	512_892	Fort Calgary - CIR	(1,383)	1,383	-	-	-	-
	Economic Development & Tourism	515_001	Culture Artifact	(200)	-	200	-	-	-
	Economic Development & Tourism	633_002	Civic Partners Infrastructure Grant	(3,367)	367	3,000	-	-	-
			<b>Total</b>	<b>(6,850)</b>	<b>3,650</b>	<b>3,200</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Land Development & Sales	480850	Heritage Station TOD	(1,100)	-	1,100	-	-	-
	Land Development & Sales	480851	Srvc Connections-Driveways	(300)	300	-	-	-	-
	Land Development & Sales	696_BD1	Aurora Business Park	(15,200)	(50,000)	65,200	-	-	-
	Land Development & Sales	697_FLC	Forest Lawn Creek	(30,000)	(35,000)	65,000	-	-	-
	Land Development & Sales	697_GP4	Great Plains IV	(3,000)	3,000	-	-	-	-
	Land Development & Sales	697_PTT	Point Trotter	(5,155)	2,000	3,155	-	-	-
	Land Development & Sales	703_TOD	Anderson TOD	(17,000)	4,000	13,000	-	-	-
	Land Development & Sales	705_MHP	Midfield Mobile Home Park	(14,000)	-	14,000	-	-	-
	Land Development & Sales	705_PDV	RE&DS Pre-Development	(450)	450	-	-	-	-
			<b>Total</b>	<b>(86,205)</b>	<b>(75,250)</b>	<b>161,455</b>	<b>-</b>	<b>-</b>	<b>-</b>
			<b>Total - A Prosperous City</b>	<b>(105,385)</b>	<b>(96,520)</b>	<b>167,615</b>	<b>2,080</b>	<b>32,210</b>	<b>-</b>
<b>A City That Moves</b>									
	Public Transit	655_14W	LRT Lifecycle Asset Management	(3,400)	1,700	1,700	-	-	-
	Sidewalks & Pathways	612_000	Main Streets	(5,268)	5,268	-	-	-	-
	Sidewalks & Pathways	223_000	Pedestrian Bridge Replacement and Upgrading	(5,862)	5,862	-	-	-	-
			<b>Total</b>	<b>(11,130)</b>	<b>11,130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Streets	481406	Stoney Trail Improvements	(20,500)	5,000	9,500	4,850	1,150	-
	Streets	481407	144 AV NW at W Nose Creek	(5,000)	(6,000)	10,900	50	50	-
	Streets	570_001	Southwest & West Ring Road Connections	(19,885)	19,670	215	-	-	-
	Streets	859_001	Airport Trail NE Phase 2	(20,000)	10,000	10,000	-	-	-
			<b>Total</b>	<b>(65,385)</b>	<b>28,670</b>	<b>30,615</b>	<b>4,900</b>	<b>1,200</b>	<b>-</b>
			<b>Total - A City That Moves</b>	<b>(79,915)</b>	<b>41,500</b>	<b>32,315</b>	<b>4,900</b>	<b>1,200</b>	<b>-</b>

**2020 CAPITAL BUDGET RECAST - FOR APPROVAL**  
**(\$000s)**

**Purpose:** To provide capital budget timing changes for Council approval.

**Note:** Administration has the authority to approve revisions up to \$400,000 per CFO006; however, all recast changes have been consolidated in this attachment for completeness.

Citizen Priority	Service	Budget ID	Budget ID Name	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	2024 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
<b>A Healthy &amp; Green City</b>	Parks & Open Spaces	423350	Land Acquisition JUCC	-	(17,000)	-	17,000	-	-
	Parks & Open Spaces	500_006	Park Upgrades	(2,121)	(76)	2,197	-	-	-
			<b>Total</b>	<b>(2,121)</b>	<b>(17,076)</b>	<b>2,197</b>	<b>17,000</b>	-	-
	Recreation Opportunities	447999	Foothills Fieldhouse Redevelopment	(12,475)	12,475	-	-	-	-
	Recreation Opportunities	480353	Repsol Ctr Flood Res Prj	(800)	800	-	-	-	-
	Recreation Opportunities	480654	Vivo Expansion	(11,000)	6,000	5,000	-	-	-
	Recreation Opportunities	505_642	Golf Course Upgrade	(1,902)	-	-	1,902	-	-
	Recreation Opportunities	505_643	Golf Course Lifecycle	(2,510)	-	-	2,510	-	-
	Recreation Opportunities	519_130	Facility Lifecycle	(4,000)	2,000	2,000	-	-	-
			<b>Total</b>	<b>(32,687)</b>	<b>21,275</b>	<b>7,000</b>	<b>4,412</b>	-	-
	Waste & Recycling	258_000	Facilities & Equipment	(10,547)	7,661	2,886	-	-	-
	Wastewater Collection & Treatment	894_000	Wastewater Treatment Plants	(14,571)	(6,036)	20,607	-	-	-
	Wastewater Collection & Treatment	895_000	Wastewater Collection Network	28,431	(7,614)	(20,817)	-	-	-
			<b>Total</b>	<b>13,860</b>	<b>(13,650)</b>	<b>(210)</b>	-	-	-
			<b>Total - A Healthy &amp; Green City</b>	<b>(31,495)</b>	<b>(1,790)</b>	<b>11,873</b>	<b>21,412</b>	-	-
<b>A Well-Run City</b>	Property Assessment	153_001	Assessment Systems Improvement	(3,600)	-	3,600	-	-	-
	Taxation	480200	Tax Management Sustainment	(1,100)	550	550	-	-	-
			<b>Total - A Well-Run City</b>	<b>(4,700)</b>	<b>550</b>	<b>4,150</b>	-	-	-
<b>Enabling Services</b>	Corporate Security	710_026	Information Security	(1,146)	669	477	-	-	-
	Corporate Security	710_038	Physical Security	(1,926)	555	1,371	-	-	-
			<b>Total</b>	<b>(3,072)</b>	<b>1,224</b>	<b>1,848</b>	-	-	-
	Data Analytics & Information Access	480700	City Online Next Generation	(703)	500	-	203	-	-
	Infrastructure Support	480705	Project and Portfolio Mgmt	(640)	640	-	-	-	-
	Infrastructure Support	813_099	Construction Docs and Drawings	(307)	207	99	-	-	-
			<b>Total</b>	<b>(947)</b>	<b>847</b>	<b>99</b>	-	-	-
	Real Estate	705_TCH	Technology Advancement	(200)	200	-	-	-	-
			<b>Total - Enabling Services</b>	<b>(4,921)</b>	<b>2,771</b>	<b>1,947</b>	<b>203</b>	-	-
			<b>Total Recast</b>	<b>(226,416)</b>	<b>(53,488)</b>	<b>217,900</b>	<b>28,595</b>	<b>33,410</b>	-

Note: Figures may not add due to rounding



**CAPITAL BUDGET CONTINUITY SCHEDULE - FOR INFORMATION**  
**(By Citizen Priority and Service)**  
**(\$000s)**

**Purpose:** To provide a summary of capital adjustments to maintain continuity and transparency of the capital budget.

	As at 2020 Adjustments (C2019-1052) <sup>1</sup>					Capital Budget Relinquishments and Recast <sup>1</sup>					Revised Budget <sup>1,2</sup>				
Citizen Priority/Service	2020	2021	2022	2023	2024	2020 Change (Att 1, 2)	2021 Change (Att 1, 2)	2022 Change (Att 1, 2)	2023 Change (Att 1, 2)	2024 Change (Att 1, 2)	2020	2021	2022	2023	2024
<b>A Prosperous City</b>															
Affordable Housing	34,273	60,338	49,230	28,294	-	(12,451)	(25,041)	2,338	2,080	32,210	21,821	35,297	51,569	30,374	32,210
Arts & Culture	6,754	5,701	3,430	8,085	-	-	-	-	(1,200)	-	6,754	5,701	3,430	6,885	-
Business Licensing	1,000	150	50	-	-	-	-	-	-	-	1,000	150	50	-	-
Community Strategies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development & Tourism	20,050	9,019	7,558	-	-	(6,939)	3,650	3,200	-	-	13,111	12,669	10,758	-	-
Land Development & Sales	125,840	113,223	7,350	4,380	-	(86,205)	(75,250)	161,455	-	-	39,635	37,973	168,805	4,380	-
Library Services	3,174	3,619	2,352	-	-	-	-	-	-	-	3,174	3,619	2,352	-	-
Social Programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL - A Prosperous City</b>	<b>191,091</b>	<b>192,050</b>	<b>69,971</b>	<b>40,759</b>	<b>-</b>	<b>(105,595)</b>	<b>(96,641)</b>	<b>166,994</b>	<b>880</b>	<b>32,210</b>	<b>85,496</b>	<b>95,409</b>	<b>236,964</b>	<b>41,639</b>	<b>32,210</b>
<b>A City of Safe &amp; Inspiring Neighbourhoods</b>															
Building Safety	4,097	8,097	8,097	-	-	-	-	-	-	-	4,097	8,097	8,097	-	-
Bylaw Education & Compliance	459	225	225	-	-	(20)	(20)	(20)	-	-	439	205	205	-	-
Calgary 9-1-1	4,650	2,900	2,500	-	-	-	-	-	-	-	4,650	2,900	2,500	-	-
City Cemeteries	2,608	3,009	4,293	-	-	-	-	-	-	-	2,608	3,009	4,293	-	-
City Planning & Policy	1,400	900	1,100	-	-	-	-	-	-	-	1,400	900	1,100	-	-
Development Approvals	5,522	2,790	2,630	-	-	-	-	-	-	-	5,522	2,790	2,630	-	-
Emergency Management & Business Continuity	4,513	1,761	1,615	-	-	(205)	-	(205)	-	-	4,308	1,761	1,410	-	-
Fire & Emergency Response	26,395	34,315	71,560	-	-	-	-	(8,000)	-	-	26,395	34,315	63,560	-	-
Fire Inspection & Enforcement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Safety Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Neighbourhood Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pet Ownership & Licensing	391	191	191	-	-	(17)	(17)	(17)	-	-	375	175	175	-	-
Police Services	14,579	53,308	14,817	-	-	-	-	-	-	-	14,579	53,308	14,817	-	-
<b>TOTAL - A City of Safe &amp; Inspiring Neighbourhood</b>	<b>64,614</b>	<b>107,496</b>	<b>107,029</b>	<b>-</b>	<b>-</b>	<b>(242)</b>	<b>(37)</b>	<b>(8,242)</b>	<b>-</b>	<b>-</b>	<b>64,373</b>	<b>107,459</b>	<b>98,787</b>	<b>-</b>	<b>-</b>
<b>A City That Moves</b>															
Parking	14,482	13,950	9,800	-	-	-	-	-	-	-	14,482	13,950	9,800	-	-
Public Transit	272,174	102,116	96,027	52,000	52,000	(34,900)	1,700	1,700	-	-	237,275	103,816	97,727	52,000	52,000
Sidewalks & Pathways	72,521	45,803	21,582	-	-	(11,990)	11,130	-	-	-	60,531	56,933	21,582	-	-
Specialized Transit	113	90	90	-	-	-	-	-	-	-	113	90	90	-	-
Streets	312,260	187,261	136,100	-	-	(66,885)	28,670	30,615	4,900	1,200	245,375	215,931	166,715	4,900	1,200
Taxi, Limousine & Vehicles-for-Hire	380	330	230	-	-	-	-	-	-	-	380	330	230	-	-
<b>TOTAL - A City That Moves</b>	<b>671,930</b>	<b>349,550</b>	<b>263,829</b>	<b>52,000</b>	<b>52,000</b>	<b>(113,774)</b>	<b>41,500</b>	<b>32,315</b>	<b>4,900</b>	<b>1,200</b>	<b>558,156</b>	<b>391,050</b>	<b>296,144</b>	<b>56,900</b>	<b>53,200</b>
<b>A Healthy &amp; Green City</b>															
Environmental Management	742	335	245	-	-	(300)	-	-	-	-	442	335	245	-	-
Parks & Open Spaces	29,696	42,182	19,413	-	-	(2,888)	(17,076)	1,497	17,000	-	26,808	25,106	20,910	17,000	-
Recreation Opportunities	82,352	58,424	23,710	-	-	(40,616)	21,275	7,000	4,412	-	41,737	79,699	30,710	4,412	-
Stormwater Management	87,170	75,087	67,980	-	-	-	-	-	-	-	87,170	75,087	67,980	-	-
Urban Forestry	3,000	3,000	3,243	-	-	-	-	-	-	-	3,000	3,000	3,243	-	-
Waste & Recycling	40,090	29,937	29,656	-	-	(10,547)	7,661	2,886	-	-	29,543	37,598	32,542	-	-
Wastewater Collection & Treatment	280,286	194,377	163,053	-	-	13,860	(13,650)	(210)	-	-	294,146	180,727	162,843	-	-
Water Treatment & Supply	159,322	123,076	114,100	-	-	-	-	-	-	-	159,322	123,076	114,100	-	-
<b>TOTAL - A Healthy &amp; Green City</b>	<b>682,658</b>	<b>526,417</b>	<b>421,400</b>	<b>-</b>	<b>-</b>	<b>(40,491)</b>	<b>(1,790)</b>	<b>11,173</b>	<b>21,412</b>	<b>-</b>	<b>642,167</b>	<b>524,628</b>	<b>432,573</b>	<b>21,412</b>	<b>-</b>

	As at 2020 Adjustments (C2019-1052) <sup>1</sup>					Capital Budget Relinquishments and Recast <sup>1</sup>					Revised Budget <sup>1, 2</sup>				
Citizen Priority/Service	2020	2021	2022	2023	2024	2020 Change (Att 1, 2)	2021 Change (Att 1, 2)	2022 Change (Att 1, 2)	2023 Change (Att 1, 2)	2024 Change (Att 1, 2)	2020	2021	2022	2023	2024
<b>A Well-Run City</b>															
Appeals & Tribunals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Citizen Engagement & Insights	343	143	143	-	-	(14)	-	-	-	-	329	143	143	-	-
Citizen Information & Services	3,662	2,003	2,003	-	-	(174)	(73)	(73)	-	-	3,488	1,930	1,930	-	-
City Auditor's Office	-	-	-	-	-	(50)	-	-	-	-	(50)	-	-	-	-
Corporate Governance	-	-	-	-	-	(308)	-	-	-	-	(308)	-	-	-	-
Council & Committee Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Executive Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mayor & Council	100	-	-	-	-	-	-	-	-	-	100	-	-	-	-
Municipal Elections	2,200	380	-	-	-	(250)	-	-	-	-	1,950	380	-	-	-
Property Assessment	7,190	5,000	-	-	-	(3,600)	-	3,600	-	-	3,590	5,000	3,600	-	-
Records Management, Access & Privacy	1,392	280	500	-	-	(250)	-	-	-	-	1,142	280	500	-	-
Taxation	1,500	-	-	-	-	(1,220)	550	550	-	-	280	550	550	-	-
<b>TOTAL - A Well-Run City</b>	<b>16,387</b>	<b>7,806</b>	<b>2,646</b>	<b>-</b>	<b>-</b>	<b>(5,867)</b>	<b>477</b>	<b>4,077</b>	<b>-</b>	<b>-</b>	<b>10,520</b>	<b>8,283</b>	<b>6,723</b>	<b>-</b>	<b>-</b>
<b>Enabling Services</b>															
Corporate Security	5,694	1,380	2,308	-	-	(3,072)	1,224	1,211	-	-	2,622	2,604	3,519	-	-
Data Analytics & Information Access	2,298	1,527	2,456	-	-	(809)	500	-	203	-	1,488	2,027	2,456	203	-
Facility Management	73,498	66,552	48,442	-	-	(2,403)	-	(450)	-	-	71,095	66,552	47,992	-	-
Financial Support	460	348	280	-	-	(274)	-	-	-	-	186	348	280	-	-
Fleet Management	71,111	40,549	38,700	25,385	-	-	-	-	-	-	71,111	40,549	38,700	25,385	-
Human Resources Support	903	-	-	-	-	(45)	-	-	-	-	858	-	-	-	-
Infrastructure Support	3,988	1,989	1,372	-	-	(1,088)	841	93	-	-	2,900	2,830	1,464	-	-
Insurance & Claims	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IT Solutions & Support	34,105	28,401	25,761	-	-	(1)	-	-	-	-	34,104	28,401	25,761	-	-
Legal Counsel & Advocacy	66	195	195	-	-	-	-	-	-	-	66	195	195	-	-
Organizational Health, Safety & Wellness	360	109	105	-	-	-	-	-	-	-	360	109	105	-	-
Procurement & Warehousing	2,240	1,065	459	-	-	(104)	-	-	-	-	2,136	1,065	459	-	-
Real Estate	13,743	11,135	5,438	-	-	(200)	200	-	-	-	13,543	11,335	5,438	-	-
Strategic Marketing & Communications	270	270	270	-	-	(116)	(266)	(266)	-	-	154	4	4	-	-
<b>TOTAL - Enabling Services</b>	<b>208,736</b>	<b>153,521</b>	<b>125,784</b>	<b>25,385</b>	<b>-</b>	<b>(8,113)</b>	<b>2,499</b>	<b>588</b>	<b>203</b>	<b>-</b>	<b>200,623</b>	<b>156,020</b>	<b>126,371</b>	<b>25,588</b>	<b>-</b>
<b>CORPORATE CAPITAL PROGRAMS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CITY<sup>3</sup></b>	<b>1,835,416</b>	<b>1,336,840</b>	<b>990,658</b>	<b>118,145</b>	<b>52,000</b>	<b>(274,081)</b>	<b>(53,992)</b>	<b>206,904</b>	<b>27,395</b>	<b>33,410</b>	<b>1,561,335</b>	<b>1,282,848</b>	<b>1,197,562</b>	<b>145,539</b>	<b>85,410</b>

**Notes:**

1. Figures may not add due to rounding.
2. Revised budget does not include any unspent 2019 budget that will be carried forward to 2020. This will be identified in the 2019 Year End Revision Report.
3. Excludes confidential budget remaining from previously approved reports (\$258.376 million), which will be allocated to services as confidentiality is lifted.

City Manager's Office Report to  
Strategic Meeting of Council  
2020 January 27

ISC: UNRESTRICTED  
C2020-0039

## City of Calgary Citizen Privacy Data Practices

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### EXECUTIVE SUMMARY

This report, in response to the Notice of Motion regarding *City of Calgary Citizen Privacy Data Practices*, provides an analysis of The City of Calgary's ("The City") current privacy practices, and brings forward a workplan for a strategic Privacy Framework to continue to uphold public trust in The City.

#### ADMINISTRATION RECOMMENDATIONS:

That Council:

1. Approve the Privacy Framework 2019-2021 Workplan (Attachment 1); and
2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.

### PREVIOUS COUNCIL DIRECTION / POLICY

At the 2019 April 29 Combined Meeting of Council, Council adopted Councillor Diane Colley-Urquhart's Notice of Motion (C2019-0590), *City of Calgary Citizen Privacy Data Practices*, directing the Chief Security Officer/Chief Information Security Officer, the Chief Information Technology Officer, Chief Human Resource Officer and the City Clerk in consultation with appropriate City staff and leading external privacy experts to (a) provide an analysis of The City's current privacy practices; and (b) develop a visible, accessible and overarching strategic Privacy Framework associated with digital infrastructure ('Smart Cities') and a Workplan for implementation for Council consideration. Council directed Administration to report back directly to the January 27<sup>th</sup>, 2020 Strategic Meeting of Council, with a status update.

### BACKGROUND

In Alberta, the *Freedom of Information and Protection of Privacy Act* ("FOIP Act") requires The City to protect the privacy of individuals by controlling the manner in which The City collects, uses and discloses personal information. While the *FOIP Act* sets out access and privacy requirements, and compliance with the *FOIP Act* is an obligation, it is the starting point for privacy practices at The City. The City also adopted bylaws, policies and procedures related to privacy (Attachment 2) to ensure that privacy is built into all City initiatives, programs, technologies and services. The City also delivers access and privacy awareness training to City employees and contractors related to their responsibilities (Attachment 3).

Municipalities, similar to other industries, are looking at ways to leverage data to enable efficiencies in program and service delivery. The City has been at the forefront of Smart Cities technology for several years. Initially, investing in critical connectivity, but more recently, developing the infrastructure to do Internet of Things ("IoT")/sensing required for a Smart City. Examples of Smart City initiatives are provided in Attachment 4. With Smart Cities comes a need for data governance in terms of policies, standards and procedures to ensure the protection of data. In 2019 September, The City was invited to be part of a Future Cities Canada initiative to develop and leverage data governance to support a Smart City initiative. A project team, comprised of subject matter experts from Information Technology, Corporate Analytics and Innovation, Corporate Security and the City Clerk's Office, has been established and tasked

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## **City of Calgary Citizen Privacy Data Practices**

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with building a data governance framework that enables innovation while ensuring the protection of personal information.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

In response to part (a) of the Notice of Motion, Attachment 5 provides an analysis of The City's current privacy practices. It indicates whether the current practices meet or exceed the legislative thresholds and identifies key future state privacy considerations to move The City's current privacy program into closer alignment with international privacy standards such as the *General Data Protection Regulation* ("GDPR"). In response to part (b) of the Notice of Motion:

- Attachment 1 details a Privacy Framework 2019 – 2021 Workplan for Council's consideration, and includes The City's participation in the Future Cities Canada initiative to develop and leverage data governance to support a Smart City, as well as design and test a data governance framework that can be used for future data initiatives;
- Attachment 6 provides a privacy vision and principles for The City that reinforce and build upon the purposes set out in the *FOIP Act* and will form the basis of public engagement in 2020 with citizens, organizations and privacy experts to provide input on this vision and principles to help shape The City's strategic privacy framework; and
- Attachment 7 provides results from open source research regarding a comparison of various Chief Privacy Officer roles and responsibility models across the public, private and global sectors. While the position titles vary across the various sectors, Attachment 7 demonstrates that the majority of the roles and responsibilities related to privacy are either already fulfilled under The City's current privacy model or will be completed as part of the work set out in the Privacy Framework 2019 – 2021 Workplan (Attachment 1).

### **Stakeholder Engagement, Research and Communication**

Research of open data sources was undertaken to gather information about best practices related to privacy practices and Chief Privacy Officer positions. The City engaged with the University of Calgary and a representative of the Urban Alliance to review current state privacy practices, and to initiate discussions about a future state privacy framework for The City.

### **Strategic Alignment**

This report aligns with Council's Priority of a well-run city: "Calgary's government is open, responsible, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need".

### **Social, Environmental, Economic (External)**

With respect to social impacts, as technology allows for greater collection of personal data, and as it changes how citizen data is being collected, used, stored, disclosed and destroyed, public concerns arise around loss of control over one's own personal information, monitoring, surveillance, tracking and third-party usage and disclosure of personal information. Such privacy concerns may impact City projects intended to improve social well-being when privacy is not part of the original project design and development. To minimize potential negative social

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## **City of Calgary Citizen Privacy Data Practices**

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impacts, The City regularly monitors privacy issues and industry best practices and adopts privacy practices to uphold public trust and confidence (Attachment 8).

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Through the Council Innovation Fund, Administration will seek budget to (1) secure services of an external privacy expert to conduct an audit of the current and future privacy practices at The City; and (2) to develop and implement a public engagement campaign. Citizens, privacy experts and organizations will be invited to provide feedback, through a variety of engagement means, that will then inform the development and implementation of privacy online tools to communicate more effectively about The City's privacy practices.

#### ***Current and Future Capital Budget:***

There are no capital budget implications associated with this report.

### **Risk Assessment**

Risks can arise from new technologies, upgrades to existing technologies, generation of large amounts of data by IoT devices and changes in business processes when privacy implications are not considered throughout the project. These privacy risks, as outlined in Attachment 9, can take many forms. The City mitigates privacy risks by adopting privacy practices such as those detailed in Attachment 8. Further, The City will mitigate any potential risk of losing public trust by completing a public engagement campaign on The City's proposed privacy vision and principles and will invite citizens, privacy experts and organizations to provide input to help shape The City's strategic privacy framework.

### **REASON FOR RECOMMENDATIONS:**

This report responds to Council's direction to provide a status update by bringing forward an analysis of The City's current privacy practices and a workplan for the development and implementation of a strategic privacy framework.

### **ATTACHMENTS**

1. Attachment 1 – Privacy Framework 2019-2021 Workplan
2. Attachment 2 – City Bylaws, Policies and Procedures
3. Attachment 3 – Access to Information and Privacy Training
4. Attachment 4 – Privacy and Smart Cities
5. Attachment 5 – Analysis of The City's Current Privacy Practices
6. Attachment 6 – Privacy Vision and Principles
7. Attachment 7 – Chief Privacy Models – Roles and Responsibilities
8. Attachment 8 – Privacy and Public Trust
9. Attachment 9 – Risk Assessment – Privacy Risks



	2019		2020				2021	
Workplan Tasks	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Privacy Vision and Privacy Principles	Research and conduct jurisdictional scans		Report to Council					
Privacy Charter and Privacy Statement	Research and conduct jurisdictional scans		Consultation → Develop and document Privacy Vision, Privacy Principles, Privacy Charter, and Privacy Statement				Report to Council	
Privacy Awareness (for both City employees and citizens)	Process in existence for City employees		Develop and document process for citizens				Report to Council	
Privacy Auditing and Review Processes	Research and conduct jurisdictional scans		Formal documentation of processes and improvements				Report to Council	
Merits of having a Chief Privacy Officer	Research and conduct jurisdictional scans		Report to Council					

	2019		2020				2021	
Workplan Tasks	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Privacy Complaints Management	Process in existence		Formal documentation of process and improvements				Report to Council	
Digital Tools that assist with tracking and managing City projects involving data collection, use and disclosure	Research and consultations between Access and Privacy, Corporate Security, and Information Technology		Formal documentation of processes				Report to Council	
Data Governance Framework	Engage with partner cities, stakeholders, and non-governmental organizations		Draft Framework, Identify Pilot Smart City Projects to → Test Framework, Develop and Document Final Data Governance Framework				Report to Council	
Operational Privacy Toolkit	Operational Privacy Toolkit in existence (Access and Privacy Handbook, Privacy Impact Assessment form, report, and Administration policy; Privacy Breach report and Notification of Findings; FOIP Program Administrators and City employees in-person and online training)		Jurisdictional scans and update the Operational Privacy Toolkit				Report to Council → Publish on calgary.ca	



## City Bylaws, Policies and Procedures

While the *Freedom of Information and Protection Act* ("FOIP Act") provides the minimum requirements, The City of Calgary's ("The City") commitment to protecting privacy and personal information is also demonstrated through various policies and practices that set out how The City collects, uses and discloses personal information. Privacy and personal responsibility for information is included in The City's Code of Conduct.

### Privacy Impact Assessment Policy

(GN-022, Effective 2007, Policy Owner: City Clerk's Office)

Privacy Impact Assessments ("PIAs") are required for all City projects, practices and Information Technology systems that involve the collection, use or disclosure of personal information. The PIA process enables The City to exercise due diligence to identify risks to the privacy of individuals and mitigate the risks by implementing preventative and corrective measures. The PIA process engages key stakeholders from various areas including Corporate Security and Information Technology to understand and identify any privacy, security or technical risks.

#### Procedures and Operational Toolkit

- Self Service forms and information on myCity
- Collaboration with other jurisdictions
- FOIP Program Administrators in every Business Unit
- Defined PIA intake, stakeholder engagement and PIA reports
- In-person privacy consultations
- Access to Information and Protection of Privacy Handbook

### Acceptable Use of City Technology Resources

(IM-IT-002, Effective 2003, Policy Owner: Information Technology)

The purpose of this Administration policy is to provide clear direction and accountability for what The City expects regarding acceptable, ethical and safe uses and monitoring of City technology resources. This Administration policy was an initiative between Access, Privacy and Policy, Corporate Analytics and Information, Corporate Security and Information Technology to consolidate nine (9) existing Administration policies addressing aspects of information into one central policy. This Administration policy is meant to encourage the sharing of and access to information by City staff while mitigating legal, privacy and financial risk.

#### Procedures and Operational Toolkit

- Information Security Project Risk Assessment
- Cloud and Open Source Risk Value Assessment
- Security testing and auditing
- Information Technology Device Management Tools

## City Bylaws, Policies and Procedures

### Information Management and Security Policy

(IM-IT-003, Effective 2013, Joint Policy Owners: Information Technology, Corporate Security, Corporate Analytics and Innovation, City Clerk's Office)

The purpose of this Administration policy is to provide standardized, transparent governance for Information Management and Information Security at The City. This Administration policy was an initiative between City Clerk's Office, Corporate Analytics and Information, Corporate Security and Information Technology and is meant to encourage the sharing of and access to information while mitigating legal, privacy and financial risk.

Supporting this Administration policy is a suite of technical standards that dictate minimum technical controls for access and information systems within The City.

#### Standards

- Electronic Communication Standard
- Information Security Classification Standard
- Intellectual Property Standard
- Access and Sharing Standard
- Technical Control Library

#### Procedures and Operational Toolkit

- Information Security Project Risk Assessment
- Cloud and Open Source Risk Value Assessment
- Security testing and auditing

### Protecting Cardholder Data

(GN-032, Effective 2011, Policy Owner: Finance and Supply)

The payment card industry (PCI), which includes VISA, MasterCard, and American Express (card brands accepted by The City) has established minimum security requirements that organizations must follow to protect cardholder data. The City must adhere to PCI Data Security Standards (PCI-DSS) to be considered PCI compliant. This policy addresses the compliance responsibilities for each business unit with a role to play within the PCI-DSS process. The City's Merchant Bank communicates with Treasury to provide any updates to PCI-DSS as they occur.

#### Procedures and Operational Toolkit

- Annual PCI Security Compliance Assessment completed by independent Qualified Security Assessor
- Mandatory PCI awareness training completed annually
- Third Party credit card processing

## City Bylaws, Policies and Procedures

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### Records Retention Practices (Bylaw 53M99, Effective 1999)

The City's Records Management Program ensures that all official records are retained until they have met operational, legal and fiscal requirements, at which time they are disposed of by destruction, deletion or transfer to the City of Calgary Archives.

Bylaw 53M99 is supported internally by the following City Clerk's Administrative policies:

- Records Disposition (GN-013(b)), effective 2007
- Records Management Program Mandate and Responsibilities (GN-011), effective 2007
- Vital Records Management (GN-014), effective 2007
- Archival Records Management (GN-017), effective 2007
- Electronic Records Management (GN-015(b)), effective 2007
- Transitory Records Management (GN-016), effective 2007



## Access to Information and Privacy Training

A variety of courses are available for City employees which are either dedicated to privacy or include significant privacy related content. These courses help employees understand the requirements under the *Freedom of Information and Protection of Privacy Act* ("FOIP Act") and how that applies to the collection, use and disclosure of personal information.

### Internal Training

#### City of Calgary Onboarding ("COCO") Welcome Workshop

The COCO Workshop provides new City employees with an understanding of The City's strategic direction. The COCO Workshop includes modules on access and privacy, information management and security, and corporate records management.

#### Code of Conduct Training

The City's Code of Conduct provides City Staff with a common reference on standards of behaviour to help us build a healthy workplace, preserve citizen trust and protect The City's reputation. The Code of Conduct training is mandatory and includes modules on protection and collection of personal information and proper use of City technology resources.

#### Privacy Awareness Training

Privacy Awareness Training is an interactive online course designed as self-managed training for all City of Calgary employees to increase privacy awareness. Participants gain an understanding of:

- What personal information is and how to protect it;
- The proper collection, use, and disclosure of personal information under the FOIP Act;
- How to recognize and respond to a privacy breach; and,
- An understanding of what a Privacy Impact Assessment is and when to use it.

#### Access to Information Training

Access to Information Training is an online training module designed specifically for all City of Calgary employees. The course is a self-managed awareness training intended to provide basic overview of the concepts of the FOIP Act. Participants gain an understanding of:

- What the *FOIP Act* is and understanding individual responsibilities under the *FOIP Act* as an employee of The City of Calgary;
- Knowledge about the access to information request process; and,
- An understanding of when information can be released via active dissemination or routine disclosure.

## Access to Information and Privacy Training

### FOIP Program Administrator Training

Every business unit at The City has a designated FOIP Program Administrator and Alternate. This training is intended for The City of Calgary business unit FOIP Program Administrators and Alternates that are new to their roles. This is a half day training course which consists of identifying clear roles and responsibilities, delegations, accountabilities, handling access to information requests and information on the FOIP Act and Regulation, inclusive of the access to information and protection of privacy.

### Information Management & Security Training

This half day course helps users understand their responsibilities for information management and security. The course walks participants through their obligations for handling and securing of personal information during their duties.

### Information Management & Security eLearning

This series of eLearning modules educates staff on various cyber security risks that may potentially lead to data loss, including personal information, or a cyber incident.

### Business Unit Specific Training

On demand opportunities are also made available by Access and Privacy and Information Security to engage with business units to address specific training needs and requirements. These include embedded training programs for new staff in Calgary 9-1-1, Bylaw, Human Resources and others to ensure that staff in sensitive areas understand their privacy and security obligations.



In 2020, greater emphasis will be placed on training statistics and trends as we leverage the tools and functions in the new Learning Management System implemented by Human Resources in 2019. Except for Code of Conduct training all training is optional for employees. CFOD has made an internal decision to make the Information Management & Security online training mandatory for CFOD employee in 2020.

### Records Management and Retention

City Clerk's Office offers several in-person courses tailored to different records and information management roles and functions. General Records Management Training includes information



## Access to Information and Privacy Training

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on identification, handling and disposition of personal information under the Corporate Records Management Program.

Application specific training is also offered by City Clerk's Office and includes content on managing permissions and access within applications to protect against accidental disclosure of personal information.

## Access to Information and Privacy Training

### External Training

#### FOIP Training through Government of Alberta

Service Alberta provides three (3) instructor-led FOIP training programs for employees of public bodies. These include:

- FOIP Coordinators three one-day courses for employees of public bodies who are responsible for protection of personal information. The course covers Introduction to Privacy, Access to Information and Managing a FOIP Program.
- FOIP General Awareness is a half-day session designed to provide a broad overview of the basic concepts of access to information and protection of privacy as well as the impact of FOIP on public bodies and staff.
- a one-day session for Government of Alberta employees on managing contracts under the FOIP Act.

#### eLearning FOIP Training through Government of Alberta

The "FOIP: Focus on Privacy" course is an online training tool designed specifically for employees of all levels within public bodies but is accessible online by anyone. The course is a self-managed awareness training intended to provide a basic overview of the concepts of informational privacy and Alberta's privacy legislation. Most of the course deals with privacy and the protection of personal information. The public's right to access records of a public body is discussed as well.



## Privacy and Smart Cities

### The Smart City

Councillor Colley-Urquhart's Notice of Motion C2019-0560 provides the following definition of Smart Cities:

*"The International Data Corporation (IDC) defines 'Smart Cities' development as the use of smart initiatives combined to leverage technology investments with common platforms increasing efficiency, data being shared across systems, along with IT investments and third party vendors; with a 'Smart Cities' using IoT sensors and technology to connect components across a city to derive personal data and improve the quality of life for citizens and visitors in the delivery of programs and services".*

In a 2019 Survey of Canadians<sup>1</sup>, researchers sought to "examine Canadians' attitudes towards uses of personal information in a smart-city context, focusing on six specific uses of personal information:

- in targeted advertisements,
- for behavior modification,
- in traffic and transit planning,
- in policing and crime prevention,
- the sale of data, and
- in private business".

The 2019 Survey of Canadians found that "88 percent of Canadians are concerned on some level about their privacy in the smart-city context, with 23 percent being extremely concerned, 29 percent saying they are moderately concerned, and 19 percent somewhat concerned. In general, these responses demonstrate a strong level of concern in the privacy issues surrounding smart cities".<sup>2</sup> In the municipal context, this 2019 Survey demonstrated the following:

- "the greatest number of Canadians (57 percent) felt that the use of personal information for traffic, transit and city planning was permissible with protections and rights granted to them over their data, and
- the majority of Canadians felt that their personal information should either not be collected by police for use in crime prevention (32 percent) or should only be collected if certain rights and privileges were afforded to individuals over this data (44 percent)".<sup>3</sup>

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<sup>1</sup> Bannerman S., and Orasch, A. January 2019. "Privacy and Smart Cities: A Canadian Survey". Available online at <https://smartcityprivacy.ca/wp-content/uploads/2019/01/Bannerman-Orasch-Privacy-and-Smart-Cities-A-Canadian-Survey-v1-2019.pdf>

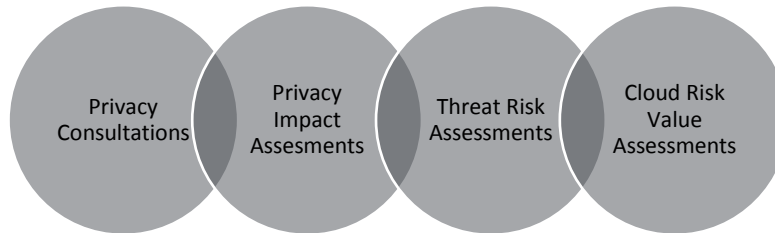
<sup>2</sup> Bannerman S., and Orasch, A. January 2019. "Privacy and Smart Cities: A Canadian Survey".

<sup>3</sup> Bannerman S., and Orasch, A. January 2019. "Privacy and Smart Cities: A Canadian Survey".

## Privacy and Smart Cities

### Protecting Privacy in a Smart City

The City of Calgary (“The City”) has been delivering smart services and investing in smart infrastructure to help make our community better for many years. The City protects privacy in Smart Cities initiatives through a variety of controls:



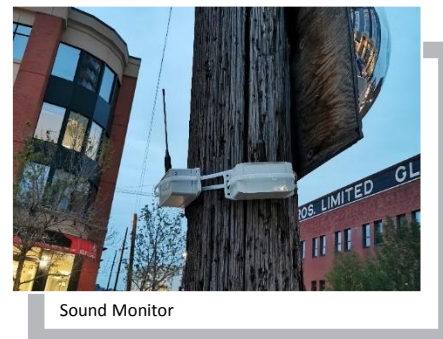
Depending on the project requirements, information in scope or technology touchpoints, some or all these controls may be used to understand, identify and mitigate the risk to personal information.

### Examples of Privacy Protections in Smart Cities

#### I. Acoustic Solutions for Noise Monitoring

The City of Calgary has partnered with the University of Calgary to develop low-cost and portable acoustic sensors for public music event noise monitoring and notification. The sensors have been tested during the 2018 Circle Festival and 2019 Chasing Summer event. Such solutions enable the City to better monitor urban noise and further reduce noise complaints from citizens.

The project team consulted Access and Privacy requesting and receiving a Privacy Consultation. In reviewing the technology and project scope it was determined no personal information was being collected. Privacy consultations like this ensure that privacy is considered and protected at the earliest stages of project design.



#### II. Devonian Garden Internet of Things (IoT)

This project developed and tested IoT sensor technologies at the downtown Devonian Garden to remotely monitor light, soil humidity, temperature and electrical conductivity for optimal plant

## Privacy and Smart Cities

health. The positive result has demonstrated the capability of using IoT technology to reduce plant attrition, maintenance effort and increase garden health using concrete sensor data.



### III. Automated Traffic Data

In 2017, The City began upgrading the Traffic Management Centre (TMC) systems to automatically report car accidents, vehicle breakdowns and other sources of traffic disruptions.

This dramatically reduced the time required to manually gather the inputs and paint a clear picture of what was happening on the roadways. In turn, TMC staff were able to act more quickly to, for example, adjust traffic signals to minimize the impacts as much as possible.

The other half was automating the flow of information to motorists, who could then choose to change their route in real time to avoid traffic delays.

Combined, the upgrade improved information processing time by 600 percent and TMC workflows by 80 percent.

Using technology to turn traffic incident reports into real-time, actionable intelligence is just one aspect of Calgary's progress as a smart city. For TMC staff, and the motorists who take advantage of the service, it provides that one gift we can never get enough of – time.

All this is completed without collecting or recording personal information such as license plate numbers or car occupant faces.



# **Analysis of The City's Current Privacy Practices**

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# Collection of Personal Information Process and Intended Use

One of the purposes of the Freedom of Information and Protection of Privacy Act ("FOIP Act") is "to control the manner in which a public body may collect personal information from individuals, to control the use that a public body may make of that information and to control the disclosure by a public body of that information". Public bodies cannot collect personal information unless the collection is authorized under the FOIP Act.

## FOIP Act

### Collection of Personal Information

No personal information may be collected by or for a public body unless:

- The collection of that information is expressly authorized by an enactment of Alberta or Canada,
- that information is collected for the purpose of law enforcement, or
- that information relates directly to and is necessary for an operating program or activity of the public body.

### Manner of Collection of Personal Information

The FOIP Act provides that, subject to some limited exceptions, a public body must collect personal information directly from the individual.



THE CITY OF CALGARY  
**EXCEEDS  
LEGISLATED  
REQUIREMENT**

## Current Privacy Practices

### Privacy Impact Assessments ("PIAs")

PIAs are not mandatory under the FOIP Act. In 2007, The City of Calgary (The City) adopted an Administration Policy on *Privacy Impact Assessments (PIA)* (GN-022) requiring that all City projects, practices and information technology systems that involve the collection, use or disclosure of personal information undergo a PIA.

#### WHAT

Identifies privacy risks of a project, information technology or program. Identifies privacy risks with third party services or technology providers.

#### WHEN

At the start of a new project or development of information technology, or when a change to an existing project that uses or discloses personal information.

#### RECOMMENDS

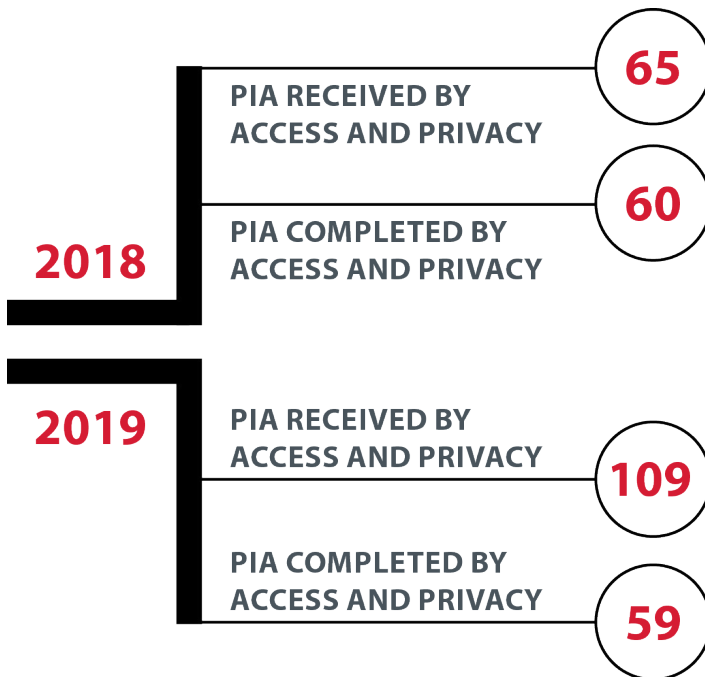
Ways to reduce privacy risks through controls, administrative, technical or physical safeguards, data minimization or other mitigation.

#### WHY

Ensures protection of citizen data. Ensure compliance with legislated requirements for the reasonable security and protection of personal information.

Requests for PIAs are submitted to City Clerk's Access and Privacy for evaluation. During the preliminary review phase, projects are assessed to determine if the information collected would be considered personal information, the authority for collection, the intended use and the context under which it will be shared internally or externally and how it will be safeguarded.

The PIA process connects with key stakeholders in Corporate Security, Information Technology and business units to understand privacy, security or technical risks associated with collection, use and/or disclosure of personal information and develop mitigation controls.



PIAs are living documents revisited as technology or systems change.

## PIA Process

**CORPORATE PIA INTAKE AND REVIEW (ACCESS & PRIVACY)**

**CLIENT AND STAKEHOLDER MEETING**

**IDENTIFY PRIVACY RISKS OF PROJECT (ACCESS & PRIVACY)**

**PRIVACY ANALYSIS (ACCESS & PRIVACY)**

**PRIVACY RECOMMENDATIONS (ACCESS & PRIVACY)**

**CLIENT AND STAKEHOLDER MEETING**

**PIA REPORT (ACCESS & PRIVACY)**

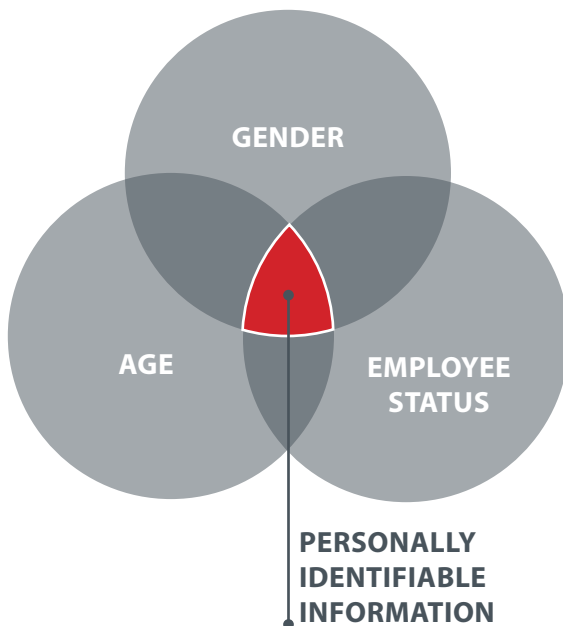




## Future State

### Anonymization, de-identification and pseudonymization

Emphasize removing personal identifiers, separation and altering of data to break linkages to an individual's identity, remove risks and eliminating the possibility of creating a mosaic effect.



A mosaic effect is when disparate information sources are combined to identify an individual.

### Data Mapping

Emphasize flow of data, not just the flow of personal information, through lifecycle to prevent commingling and linkages to an individual's identity.

### Context

Emphasize the context in which personal information and/or data will be disclosed and the possible consequences of intended further use.

### PIA Auditing

Formalize annual reviews and assessments of completed PIAs to ensure that the collection scope, intended use and technology have not changed. Increasing audit abilities will help ensure personal information is protected even as technology and processes evolve.

### Tracking, Mitigation and Remediation Activities

Create a central repository and implement new technology to track and follow up on privacy recommendations on an ongoing proactive basis.

### Interconnected Devices

Emphasize privacy in the development and design of interconnected processes, programs and devices.

### Privacy Awareness in Data Analytics

Ensure privacy is not compromised and individuals will not be re-identified during data analysis and publication in open portals.

### Updated PIA Policy

Proactive, not reactive, policy that is aligned with privacy practices of the European Union's General Data Protection Regulations to prepare for Smart Cities.

### Threat Risk Assessment ("TRA")

A comprehensive information security risk assessment is completed collaboratively with stakeholders in City Clerk's, Corporate Security, Information Technology and various business units. The goal of the risk assessment is to assess information security risks, including identifying personal information collected or contained in new information systems or applications, and provides guidance on risk mitigation strategies to reduce risk.



### >> Future State

#### Tracking

Implement new technology that allows tracking and managing application and data risk. Having a central repository of TRA's will show trends in risk and better manage and track data risk.

### Cloud Risk Value Assessments ("RVA")

Information Technology's Cloud Computing and Open Source Program helps business units evaluate and adopt solutions to meet their business needs. The program works with the business units, other Information Technology divisions, Law, City Clerk's Office, Corporate Security and Information Management, as well as industry experts, suppliers/vendors. The program team facilitates a Risk Value Assessment ("RVA") which focuses on data protection, data security & ownership and privacy. The RVA helps the business make an informed decision on whether the cloud solution requested is a viable business and technology option.

Through the Cloud RVA, an in-depth evaluation is completed of access management, vendor's third-party service providers, vendor's incident and security breach policies, and current security standards and certifications.





## Future State

### Increased Risk Management and Alignment

The Cloud and Open Source Program is moving from current risk identification to risk life cycle management - through awareness & engagement across information management stakeholders and City staff. The Cloud RVA process should be integrated with The City's Risk Register to ensure all high impact and high probability items captured in the Cloud RVA's are properly tracked. Risks identified with high probability and high impact will be assigned and mitigated with recommendations to the business using the service. The recommended mitigations will be tracked and validated to ensure that they are being effectively managed.

Current risk identification processes will be enhanced to include concepts of risk appetite, and risk tolerance with technology and business stakeholders. Stakeholder engagement will discuss the current risk landscape, current and future business initiatives that may lead to excessive risk and how to assess risk prioritization and risk mitigations.

## FOIP Act

### Notification of Collection of Personal Information

A public body that collects personal information must inform the individual of:

- The purpose for which the information is collected,
- the specific legal authority for the collection, and
- the title, business address and business telephone number of an officer or employee of the public body who can answer the individual's questions about the collection.

## Current Privacy Practices

### Notification of Collection of Personal Information

Notification allows individuals to know the authority for the collection of personal information, the purpose for collection and how the personal information will be used. Notification also identifies who can be contacted at The City to explain why the personal information is being collected, how it will be used and/or disclosed. Notification of collection of personal information is given in several ways at The City:



#### FORMS AND APPLICATIONS

- + Hard copy
- + Online



#### PUBLIC SPACES

- + Posters
- + Displays on service counters



#### VERBALLY

- + In person
- + Phone pre-recordings



### Future State

#### Public Awareness

Emphasize public notification and awareness, provided in a manageable and easily accessible manner. Use best tools to reach Calgarians to bring awareness to The City's privacy program, including access to information and the ability to request a correction of personal information in The City's custody or control.

THE CITY OF CALGARY  
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REQUIREMENT**

## FOIP Act

### Use of Personal Information

A public body may use personal information only

- a. for the purpose for which the information was collected or compiled or for a use consistent with that purpose,
- b. if the individual the information is about has identified the information and consented, in the prescribed manner, to the use, or
- c. for a purpose for which the information may be disclosed to that public body under sections 40, 42 or 43 of the FOIP Act.

A public body may use personal information only to the extent necessary to enable the public body to carry out its purpose in a reasonable manner.

## Current Privacy Practices

### Use of Personal Information

The City engages many processes and procedures to guard against improper use of personal information in its custody or under its control:

- + The PIA process enables data use minimization by ensuring the collection of personal information is limited and the use is consistent with the purpose of collection. Once a PIA is submitted to Access and Privacy, personal information flows are examined to ensure compliance with the FOIP Act. In some instances, the flow of personal information may need to be altered due to a use of personal information that is inconsistent with the collection or not required.
- + The City has policies in place to control the use of personal information. These policies define the classification of information and clearly define how technology can be used to store, transmit and use information of different classifications.
- + The City employs technical controls and auditing to limit data exposure and restrict access to those that have a business need. These controls include access control, email management systems, file auditing and security and application level security.
- + The City provides various training courses to employees on the use and disclosure of personal information.



### Future State

#### Anonymization, de-identification and pseudonymization

Emphasize removing personal identifiers, separation and altering of data to break linkages to an individual's identity, removing risk and eliminating the possibility of creating a mosaic effect.

THE CITY OF CALGARY  
**MEETS  
LEGISLATED  
REQUIREMENT**

# Personal Information Handling Practices

The City collects personal information necessary for City Departments to provide service to the public, and to coordinate the delivery of services. The City uses personal information only to the extent necessary to carry out its purpose in a reasonable manner. While in The City's custody, Information Technology and Corporate Security take steps to safeguard the integrity and security of personal information. Depending on the type of personal information, The City may implement administrative, physical and/or technical safeguards to secure the personal information during its lifecycle.

## FOIP Act

The FOIP Act provides that the head of a public body must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or destruction.

## Current Privacy Practices

### Administrative Safeguards

City employees and third parties have access to administrative policies and training to bring awareness to their responsibilities related to information management, security and privacy.

### Administrative Policies

The City's Administration policies identify roles and responsibilities for positions related to the management of privacy (FOIP Head/ City Clerk), security (Chief Security Officer) and information technology (Chief Information Technology Officer) within The City. The Administration policies also provide clear direction to staff on the appropriate handling and protection of personal information. These Administration policies, and associated Standards and technical controls, are available to staff in The City's Administration Policy Library.



THE CITY OF CALGARY  
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REQUIREMENT**

## Training

Training programs are available to City employees (online and in person) to bring awareness to responsibilities related to privacy and security. For example:

- + **All City employees:**
  - Mandatory Code of Conduct training, which includes modules on the FOIP Act and Acceptable Use of City Technology Resources;
  - Optional Access, Privacy, and Information Management Security courses (online and in person)
- + **New hires:**
  - Required to take City of Calgary Orientation (“COCO”), which includes modules related to access and privacy.

With respect to third parties, The City enters into written agreements when an outside agency or contractor is collecting personal information on behalf of The City.

In person access and privacy training is available to third parties conducting business on behalf of The City.

## Physical Safeguards

Access and authorization mechanism (employee access cards) are in place to restrict access to authorized individuals. Physical Security Risk assessments are completed on priority sites and physical security systems are in place to protect sites and information assets.

Secure filing rooms and cabinets can be provided for personal information storage which include access control mechanisms.

## Technological Safeguards

In collaboration with Corporate Security, City Clerk’s, Corporate Analytics and Innovation, Information Technology manages all information assets in The City’s possession by controlling and restricting access to and protecting The City’s technical infrastructure (hardware and software). With the extensive use of third-party technologies, services and tools, Information Technology provides:

- + Access controls on devices
- + Access control for applications and databases
- + Risk management
- + Intrusion protection
- + Usage restrictions
- + Virus protection
- + Network security

This ensures the right people are accessing the right information they need to perform their jobs. Information Technology makes use of these technologies to monitor, audit and report on all aspects of our technical environment to ensure compliance to each of the pertinent policies. Information Technology, Corporate Security and City Clerk’s Office provides education on usage and standards to help ensure staff are using technology correctly.



## Future State

### Mandatory Access and Privacy Training for City Staff

Making privacy and information handling training mandatory will ensure all staff and contractors are aware of proper handling of personal information and their role in the protection of personal information.

### Privacy Awareness for the public

Communicate The City’s safeguarding practices to protect against such risks as unauthorized access, collection, use, disclosure or destruction.

### Privacy Settings

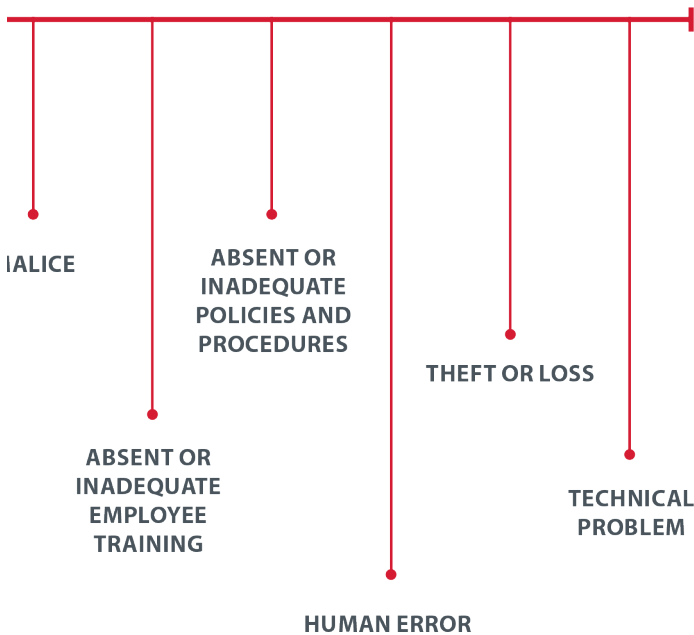
Periodic review of information technology infrastructure, identifying ways to improve service delivery, protect data and remain secure in an evolving technical landscape. This process has and will continue to emphasize protection of personal and sensitive data.

### Anonymization, de-identification and pseudonymization

Emphasize removing personal identifiers, separation and altering of data to break linkages to an individual’s identity and remove risk of creating a mosaic effect.

## Privacy Breach Management and Notification

### COMMON PRIVACY BREACH CAUSES



Responsibilities for privacy incident and breach management are defined at The City. The FOIP Head has the overall responsibility for the protection of privacy, and works collaboratively with Corporate Security and Information Technology, as required. The Chief Security Officer is responsible for incidents and breach management that does not involve personal information.

Although not required by law, The City notifies affected individuals and the Office of the Information Privacy Commissioner of Alberta (OPIC) following a comprehensive assessment of a real risk of significant harm to an individual as a result of personal information loss, unauthorized access or disclosure.

The City's approach to notification models the Personal Information Protection Act ("PIPA") provision, which states that it is mandatory for an organization with personal information under its control to notify the Information and Privacy Commissioner without delay, of a privacy breach where a reasonable person would

consider that there exists a real risk of significant harm to an individual as a result of the loss or unauthorized access or disclosure.

Effective 2018, Access and Privacy:



Investigates every privacy breach report, internal and external, and provides a Letter of Findings to the business unit's senior management, including recommendations regarding future risk avoidance.



Conducts annual reviews of privacy breaches to identify patterns and develop prevention strategies.



Delivers regular in person and online privacy awareness training sessions to City employees handling personal information and those who were involved in a privacy incident or breach.



Audits compliance and implementation of recommended administrative, physical or technical safeguards against further privacy breaches.

**2018**

**PRIVACY BREACHES  
REPORTED TO CITY  
CLERK'S OFFICE**

**65**

**PRIVACY BREACH  
INVESTIGATIONS  
CLOSED BY THE CITY  
CLERK'S OFFICE**

**63**

**2019**

**PRIVACY BREACHES  
REPORTED TO CITY  
CLERK'S OFFICE**

**97**

**PRIVACY BREACH  
INVESTIGATIONS  
CLOSED BY THE CITY  
CLERK'S OFFICE**

**43**





## Future State

### **Privacy Protocol**

Formally document the privacy incident and breach management program and its protocols, including notification of affected individuals and the OPIC. This process has and will continue to emphasize protection of personal and sensitive data.

### **Determination of Severity and Harm**

Document the current process to identify severity and risk of harm to affected individuals.

### **Privacy Breach Notification**

Evaluate current and implement improvements to the notification standards.

## FOIP Act

An employee, in relation to the public body, includes a person who performs a service for the public body as an appointee volunteer or student or under a contract or agency relationship with the public body.

## Current Privacy Practices

### Third Party Protection of Personal Information

The City engages third-party service provider to supply a service which is managed by The City. In these instances, the third-party service provider is an 'employee' of The City, as such, has a duty under the FOIP Act to protect the personal information that it collects, uses and discloses as part of that service. Online and in person privacy awareness training is available to third party providers.

By engaging the PIA process when selecting service providers, The City can ensure service providers limit collection of personal information, have adequate safeguards in place to protect personal information it collects, uses and discloses, and will dispose of the personal information after the purpose of the collection has been completed.

Information Technology's Cloud Computing and Open Source Program helps business units evaluate third party providers.



### Future State

#### Compliance

Implement follow up on compliance with contractual obligations, e.g. third party confirmation that personal information has been securely destroyed.



THE CITY OF CALGARY  
**MEETS  
LEGISLATED  
REQUIREMENT**

# Personal Information Retention Policies and How Consistently They Are Observed

The classification and retention policies for The City are set out in City of Calgary Bylaw 53M99, being a bylaw to adopt policies and procedures for the management of The City of Calgary's records including classification and retention schedule pursuant to the Municipal Government Act 1994 S.A. M-26.1 ("Bylaw 53M99").

## FOIP Act

The FOIP Act provides that if an individual's personal information will be used by a public body to make a decision that directly affects the individual, the public body must retain the personal information for at least one year after using it to make a decision, so that the individual has a reasonable opportunity to obtain access to it, or for any shorter period of time as agreed to in writing by:

- a. The individual,
- b. The public body,
- c. If the body that approves the records and retention and disposition schedule for the public body is different from the public body, that body.

## Bylaw 53M99

Bylaw 53M99 sets out that The City will retain Corporate records until they have met operational, legal and fiscal purpose and that when records have met their retention requirements the disposition process will be implemented.



THE CITY OF CALGARY  
**MEETS  
LEGISLATED  
REQUIREMENT**

## Current Privacy Practices

### Personal Information Retention Policies

Bylaw 53M99 is supported by a robust Corporate Records Management Program which ensures that business units are provided with support, guidance and processes on how to effectively identify and manage Corporate records. Administration policy on *Records Disposition* (GN-013(B)), provides that Corporate Records are retained until they have met operational, legal and fiscal purpose, at which time they are disposed of by destruction, deletion or transfer to the Archives.

Annually, the City Clerk's Office provides each business unit with a listing of records that have met retention periods as set out in the Corporate Records Classification and Retention Schedule and are ready for disposition.

Disposition of records, which may contain personal information, may be delayed or suspended because of an audit, a legal action, a change in legislation, a FOIP request, or a change in the use of a record or record series.

In 2016, the disposition of records that had met their retention was suspended as City Clerk's, in conjunction with Information Technology, upgraded and modernized The City's records management system. Disposition of records that have met retention requirements resume in Q4 of 2019.



## Future State

### **Electronic Disposition Process**

Implement a digital disposition process for electronic records that adheres to the Corporate Records Bylaw and policies.

### **Awareness Training**

Implement online training on records management, retention and disposition practices.

# Use of Third-Party Services or Technologies

The City maintains a complex and robust network of technologies and services that enable The City to meet Citizen's needs in an efficient and effective way. Information Technology is a corporate service responsible for the management and support of The City's technical infrastructure, and the development/acquisition and support of the software installed on it. This includes servers, databases, computers and mobile devices, all of which pass information across The City's network and wireless infrastructure. In collaboration with Corporate Security, City Clerk's, Corporate Analytics and Innovation, Information Technology manages all information assets in The City's possession by controlling and restricting access to and protecting our technical infrastructure (hardware and software). Information Technology develops and maintains both corporate-wide and line-of-business applications and improves and automates business processes to enable City business units to deliver internal and citizen-facing services, while respecting personal information.

## FOIP Act

The FOIP Act provides that "the head of a public body must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use disclosure or destruction".



THE CITY OF CALGARY  
**MEETS  
LEGISLATED  
REQUIREMENT**

## Current Privacy Practices

### Data Protection of Personal Information

Information security design is part of all systems and infrastructure architecture design; Information Technology technical processes, business practices and methodologies follow City policies and standards; and plans for business continuity are in place.

All data located on City websites and in email, software applications, databases, files (documents, spreadsheets, images, etc.) and other information repositories supported by Information Technology are managed, protected and monitored. Third party technologies provide:

- + Email protection from spam and malware;
- + Secure processing of financial transactions;
- + Reporting and alerts;
- + Various means of restricting changes to our systems;
- + Secure web traffic transmission and protection of files, among others.

## User Authentication

Systems and procedures are in place to authenticate users. The City requires user name and password, two-factor authentication (for remote access), certificate, external token, or biometrics before access is granted to systems handling personal information.

## Unstructured Data Security Initiative

Information Security is currently leading a security audit and remediation of all access controls and file system permissions. The goal is to identify and validate the security controls in place for sensitive information. The project is currently in pilot with five (5) Business Units slated to be complete in 2019. The objectives of this project are to review existing access, classification of information and identify any personal information and where appropriate recommend strategies to reduce risks and modify access controls.

This project is the foundation for role-based access where individual data owners will control (approve and revoke) access to information based on who has a business need to access that information.

## Device Management

Information Technology uses tools to manage The City's desktop, laptop and thin-client computers which provide standardization for how they are built and installed, hard drive encryption, enforcement of security rules, regularly updated security patches, and the ability to lock them down remotely in case of theft and remote administration and monitoring.

To help ensure business continuity and protection of data, Information Technology keeps The City's third-party technologies and services up to date and stable to ensure the latest security protections are in place. This includes operating systems, servers, databases, computers and mobile devices, as well as The City's wired and wireless networks.

City administrative policies restrict the use of unapproved hardware and software for storing personal information. This includes personal devices, removable media (thumb drives) and hosted software without appropriate identity management and authentication.

## Logging and Monitoring

User access to personal information (e.g. viewing, modification, deletion of records) both from a front-end (e.g. business user) perspective and a back-end (e.g. system or database administrator) perspective is logged and monitored on a regular basis in accordance with the Access Control Standard (Information Management and Security Policy). Efforts are underway to ensure all locations and systems which contain personal information generate logs which are directed to a security and event monitoring process to identify unauthorized access or suspicious user activity. These events are monitored and reviewed by the Corporate Security Information Security Operations Team.

As part of the Unstructured Data Security Initiative files and folders containing personal information are being identified and Corporate Security (Information Security), supported by City Clerk's Office offer remediation options to ensure proper security and alerting are in place for these highly sensitive files.

## **Change Control**

Information Technology maintains a change control process which ensures that new implementation and modifications to systems follow strict change control processes to ensure system data is not exposed.

# Open Data Practices

Open Data supports The City's position as an open organization by increasing transparency, improving public participation and enhancing services for citizens.

The City of Calgary Digital Strategy embeds the concept of "open by default" in the section "We are transparent":

- + Data belongs to citizens. If The City collects data it will go in the Public Catalogue.
- + Only closed to protect privacy and to provide security. Information will be shared in a manner such that it will not impact the privacy of individuals. Privacy and security are not an afterthought; they are part of the design.

The City's Open Data Strategy aligns with the International Open Data Charter in coupling the principle of "Open by default" with the recognition that open data must not compromise citizens' right to privacy.

## External access to data and information

In alignment with the International Open Data Charter, Principle 1, Section 4: "We recognize that open data can only be unlocked when citizens are confident that open data will not compromise their right to privacy, and that citizens have the right to influence the collection and use of their own personal data or of data generated as a result of their interactions with governments."

The City's ability to release Open Data to the public is strengthened by the policies and processes surrounding the collection, storage and management of that information earlier in the data lifecycle.

**THE CITY OF CALGARY IN PROCESS OF  
ALIGNING TO  
INTERNATIONAL  
STANDARDS**

## Current Privacy Practices

### Practices to prevent external release of personally identifying information

External access to City data is centrally managed within Corporate Analytics and Innovation, including:

- + Open Data
- + Data licensing and Information Sharing Agreements
- + Sharing data with City vendors and contractors

This centralization is intended to ensure all external data access adheres to policy, and there are work-flows to guard against the release of personally identifying information. When there is a request for external access to City data, this team works to identify the appropriate data steward and understand the data required to fulfill the request. Analyzing the data's suitability for external access relies on:

- + Information Security Classification
- + Relevant Privacy Impact Assessments for the collection, use and disclosure of personal information
- + The structure and content of the data



Most datasets provided externally come from sources that do not contain personal information (e.g. information about City assets). For data that contains potentially personally identifying information, appropriate mitigation strategies are developed, or data release is not recommended. Some of the mitigation strategies used to decrease the risk of personal identification include:



Anonymizing (removing) or pseudonymizing (replacing) fields containing personally identifying information. E.g. removing the owner's name from a dataset of property information.



Generalizing or aggregating data to reduce the risk of re-identifying an individual. E.g. aggregating Civic Census data to the community or ward level.



Partial release – not releasing data fields containing personal information, or suppressing aggregate records that apply to very few (<10) individuals.

These strategies help ensure data provided externally does not contain direct personal identifiers (e.g. name, phone number, identifying numbers, etc.), but can contain indirect personal identifiers (e.g. age, gender, etc.) if proper precautions are taken to mitigate the risk of individuals in the dataset being re-identified.

If the required mitigation strategies are implemented, the data may be suitable for release externally, either licensed to specific parties, or as open data. The City's Open Data Terms of Use provide an Open Government License for anyone to access and use the data for any purpose, including commercial uses, but includes exemptions that do not grant any right to use personal information.

## Releasing personally identifying information for City business purposes

Approved external access to personally identifying information is rare, but sometimes required to deliver City services. When personally identifying information must be shared externally:

- + The information must only be used for the purpose for which it was collected.
- + The data is transferred using encrypted secure data transfer protocols.
- + Parties sign a binding legal agreement including restrictions on use, distribution, retention and disposition.



## Future State

### Early de-identification

Support efforts to de-identify data as early as possible in the data lifecycle.

### Open By Design

"Open by default" addresses the question of whether data is made available externally. "Open by design" addresses the processes and systems to safely and efficiently release open data, including planning for open data at the time of planning to collect data.



## Privacy Vision and Principles

### VISION

*The City protects citizen privacy while operating an open and transparent government through a collaborative City-wide privacy model that connects technology and leverages data to build an efficient, equitable and accessible city.*

### PRINCIPLES

<b>COLLABORATION</b>	The City protects personal information through collaborative working relationships that identify potential privacy and security risks and deliver solutions.
<b>NOTICE</b>	The City provides individuals with clear, transparent and concise information about why it collects personal information and intended use at the time of collection.
<b>DATA MINIMIZATION</b>	The City identifies the minimum amount of data needed and limits collection of personal information to only that which is required to deliver City services or programs. Personal information held by The City is regularly reviewed and deleted when no longer required.
<b>DE-IDENTIFICATION AND DATA ANONYMIZATION</b>	Before analyzing and sharing data, internally or externally, The City takes steps to prevent personal information from being revealed and considers the circumstances in which data may become publicly available.
<b>PRIVACY BY DESIGN</b>	<p>The City recognizes Privacy by Design<sup>1</sup> as an essential component of its responsibility for privacy protection, and practices the seven Privacy by Design foundational principles:</p> <ol style="list-style-type: none"> <li>1. Proactive not reactive: Preventative not Remedial</li> <li>2. Privacy as the default setting</li> <li>3. Privacy embedded into design</li> <li>4. Full functionality: positive-sum, not zero-sum</li> <li>5. End-to-end security: full lifecycle protection</li> <li>6. Visibility and transparency: keep it open</li> <li>7. Respect for user privacy: keep it user centric</li> </ol>

<sup>1</sup> Privacy by Design Centre of Excellence. Ryerson University. Available online: <https://www.ryerson.ca/pbdce/certification/seven-foundational-principles-of-privacy-by-design/>





# Chief Privacy Officer Models – Roles and Responsibilities

		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
Access	Manage the access to information process	✓	✓		✗	✗	✓	✓	✗	✗
	Enhance and develop mechanisms for access to information, data, and records	✓	✓		✗	✗	✓	✓	✓	✗
	Create and publish a public data inventory	✓	✓		✓	✗	✗	✗	✗	✗
Privacy Protection Compliance	Manage and conduct privacy impact assessments	✓	✓		✓	✓	✓	✓	✗	✓
	Formalize, conduct, and monitor privacy procedures and compliance	✓	✓	✓	✓	✓	✓	✓	✓	✓



# Chief Privacy Officer Models – Roles and Responsibilities

		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
Privacy Protection Compliance	Formalize an internal privacy impact assessment audit program	✓	✓		✓	✓	✓	✓	✗	✓
	Formalize an internal privacy breach audit program	✓	✓		✗	✓	✓	✓	✓	✓
	Implements a privacy plan response for privacy complaints and notifying individuals of improper collection, retention, use, disclosure, or destruction of their personal information	✓	✓		✓	✓	✓	✓	✓	✓
	Privacy investigations and privacy incidents management	✓	✓		✓	✓	✓	✓	✓	✓



# Chief Privacy Officer Models – Roles and Responsibilities

		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
	Establish rules over the collection, use and disclosure of personal information	✓	✓		✓	✓	✓	✓	✓	✓
Collaborative Data Governance	Monitor systems development and assure that the use of technologies maintain privacy protections related to use, collection, and disclosure of personal information	✓	✓	✓	✓	✓	✗	✓	✓	✓
	Develop and implement directory of personal information banks	✗	✗		✗	✗	✗	✗	✗	✗
	Evaluate legislative and regulatory proposals involving the collection, use, and disclosure of personal information	✓	✓		✓	✓	✓	✓	✓	✓



# Chief Privacy Officer Models – Roles and Responsibilities

		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
Privacy Program Administration	Report privacy matters and risks to the leadership team and/or board(s) or other responsible individual or committee(s)	✓	✓		✓	✓	✓	✓	✓	✓
Privacy Program Administration	Review privacy policies and procedures and update as necessary	✓	✓		✓	✓	✓	✓	✓	✓
Collaboration/ Relationship Building	Intra-organizational collaboration - Work with organization administration, legal counsel, and other related parties to represent the organization's information privacy interests	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Internal collaboration (e.g. departmental FOIP Program Administrators, Law, Corporate Security)	✓	✓	✓	✓	✓	✓	✓	✓	✓





# Chief Privacy Officer Models – Roles and Responsibilities

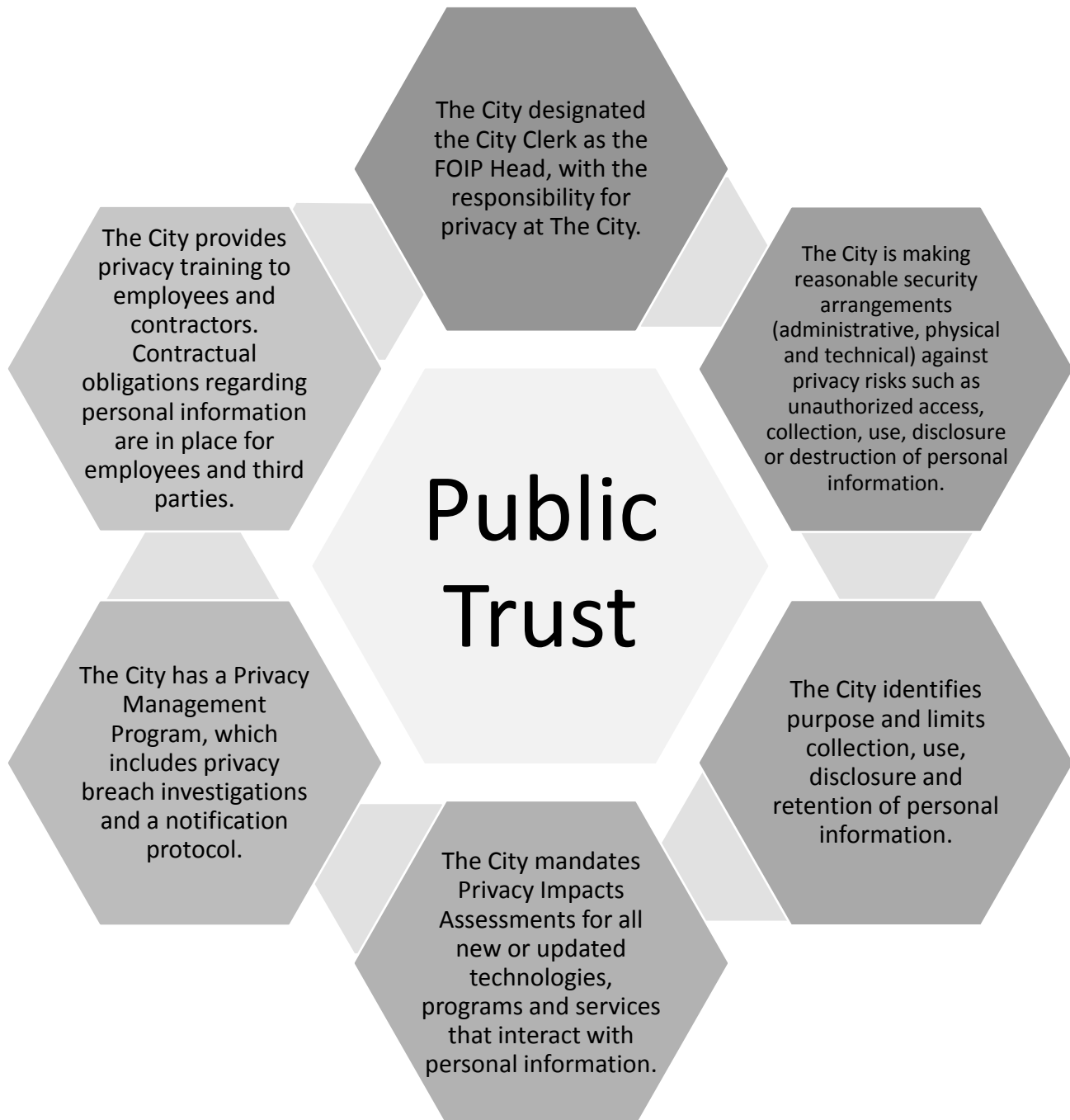
		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
	External collaboration (e.g. stakeholders, government agencies, regulators)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Privacy Training/ Awareness	Provide privacy training to staff	✓	✓		✓	✓	✓	✓	✓	✓
	Provide leadership to internal privacy staff	✓	✓		✓	✓	✓	✓	✓	✓
	Represent the organization by providing privacy awareness to internal and external stakeholders, customers, and regulators	✓	✓		✓	✓	✓	✓	✓	✓
	Provide privacy leadership for the organization's privacy program	✓	✓		✓	✓	✓	✓	✓	✓



# Chief Privacy Officer Models – Roles and Responsibilities








		Public Sector			Public Sector			Private Sector		Global Sector
		City of Calgary			City of Seattle	State of California	Office of the Privacy Commissioner of Canada	Telus	Stanford University	Price Waterhouse Coopers
Roles and Responsibilities		FOIP Head	Deputy City Clerk	Other City Dept	Chief Privacy Officer	Chief Privacy Officer	Chief Privacy Officer	Chief Data and Trust Officer	Chief Privacy Officer	Chief Privacy Officer
	Provide privacy guidance across Administration and the leadership team	✓	✓		✓	✓	✓	✓	✓	✓
Security Measures	Identify and use standards and technologies that protect privacy relating to the use, collection, and disclosure of personal information	✓	✓	✓	✓	✓	✓	✓	✓	✓
Security Measures	Work with staff to ensure that personal information is safeguarded from improper access, loss, use, disclosure, or destruction	✓	✓	✓	✓	✓	✓	✓	✓	✓

## Public Trust and The City's Current Privacy Practices





## Risk Assessment – Privacy Risks

	Failure to comply with provisions of the <i>FOIP Act</i> , including unauthorized collection of personal information, manner of collection, and lack of notification	
	Unauthorized access, use or disclosure of personal information internally (City employees or City contractors) or externally	
	Loss or theft of personal information	
	Re-identification and commingling of personal information	
	Privacy invasive practices, such as surveillance	
	Cybersecurity attack leads to personal information access, disclosure or destruction	
	Embarrassment, identity theft or reputational damage (to an individual or to The City)	



Council Innovation Fund Application – City of Calgary Citizen Privacy Data Practices, PFC2020-0110

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee, held 2020 January 21:

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**“Moved by** Councillor Woolley

That with respect to Report PFC2020-0110, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Application for Council Innovation Fund in the amount of \$75,000;
2. Direct Administration to report back on the outcomes as part of the Privacy Framework 2019-2021 Workplan no later than Q1 2021; and
3. Direct that this report be forwarded to the January 27 Strategic Council Meeting.

**MOTION CARRIED”**





**City Manager's Office Report to  
Priorities and Finance Committee  
2020 January 21**

**ISC: UNRESTRICTED  
PFC2020-0110**

**Council Innovation Fund Application – City of Calgary Citizen Privacy Data Practices**

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**EXECUTIVE SUMMARY**

Councillor Colley-Urquhart is sponsoring an application to the Council Innovation Fund (“CIF”) in partnership with the City Clerk. The CIF application is seeking \$75,000 to support (1) securing services of an external privacy expert to conduct an audit of the current and future privacy practices at The City of Calgary (“The City”); and (2) to develop and implement a city-wide public engagement campaign with citizens, privacy experts and organizations. This work will shape The City’s future strategic privacy framework and will inform the development and implementation of privacy tools to communicate more effectively about The City’s privacy practices to uphold the public’s trust and confidence. Administration will manage both aspects of this work and will report back to Council as part of the Privacy Framework 2019-2021 Workplan.

**ADMINISTRATION RECOMMENDATIONS:**

That the Priorities and Finance Committee recommend Council:

1. Approve the Application for Council Innovation Fund in the amount of \$75,000;
2. Direct Administration to report back on the outcomes as part of the Privacy Framework 2019-2021 Workplan no later than Q1 2021; and
3. Direct that this report be forwarded to the January 27 Strategic Council Meeting.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2020 JANUARY 21:**

That Council:

1. Approve the Application for Council Innovation Fund in the amount of \$75,000; and
2. Direct Administration to report back on the outcomes as part of the Privacy Framework 2019-2021 Workplan no later than Q1 2021

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 April 29, Council approved updates to the Council Innovation Fund Terms of Reference (Attachment 1). Any Member of Council can submit an application for CIF to the Priorities and Finance Committee for review and consideration and ultimately for Council’s consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

At the 2019 April 29 Combined Meeting of Council, Council adopted Councillor Diane Colley-Urquhart’s Notice of Motion (C2019-0590), *City of Calgary Citizen Privacy Data Practices*, directing the Chief Security Officer/Chief Information Security Officer, the Chief Information Technology Officer, Chief Human Resource Officer and the City Clerk in consultation with appropriate City staff and leading external privacy experts to (a) provide an analysis of The City’s current privacy practices; and (b) develop a visible, accessible and overarching strategic Privacy Framework associated with digital infrastructure (‘Smart Cities’) and a Workplan for implementation for Council consideration. Council directed Administration to report back directly to the January 27<sup>th</sup>, 2020 Strategic Meeting of Council, with a status update.

City Manager's Office Report to  
Priorities and Finance Committee  
2020 January 21

ISC: UNRESTRICTED  
PFC2020-0110

## **Council Innovation Fund Application - City of Calgary Citizen Privacy Data Practices**

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### **BACKGROUND**

On January 27, 2020, Administration will present a response to the Notice of Motion (C2019-0590), which includes (1) an analysis of The City's current privacy practices; and (2) a detailed Privacy Framework 2019-2021 Workplan for Council's consideration. Administration's work to date has focused on analyzing The City's current state practices, indicating whether The City meets or exceeds legislative thresholds and identifies key future state privacy considerations to move The City's current privacy program into closer alignment with international privacy standards such as the *General Data Protection Regulation* ("GDPR").

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Privacy has been a topic of increasing attention nationally and internationally, and there is a growing awareness of privacy within The City. The City has seen an increase in privacy related work in terms of privacy impact assessments and privacy breaches reported by members of the public and City employees. Currently, Administration's focus has been on collaborating internally and externally on operational matters, and documenting The City's current privacy practices. Prior to developing an overarching strategic privacy framework associated with digital infrastructure ("Smart Cities"), as directed by Notice of Motion (C2019-0560), Administration would like to obtain the services of an external privacy expert to conduct an audit of the current, under-development and future privacy practices to identify any policy and/or implementation gaps before a privacy framework is presented to Council for consideration. In addition, Administration would like to conduct a city-wide public consultation process on The City's proposed privacy vision and principles, given The City's commitment to communicate with the public regarding when and how their personal information is collected, used, disclosed, and retained by The City. A broader description of this work is outlined in Attachment 2. An external audit and city-wide public consultation will provide valuable information in order to shape The City's future strategic privacy framework.

### **Stakeholder Engagement, Research and Communication**

There are opportunities to engage and leverage the resources of Customer Service and Communications (Attachment 3), as well as faculty and students from the University of Calgary. Attachment 3 provides additional details.

### **Strategic Alignment**

This report aligns with Council's Priority of a well-run city: "Calgary's government is open, responsible, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need".

### **Social, Environmental, Economic (External)**

Privacy concerns have the potential to negatively impact City projects related to social and/or environmental well-being if privacy is not considered at the design stage of the project. To

City Manager's Office Report to  
Priorities and Finance Committee  
2020 January 21

ISC: UNRESTRICTED  
PFC2020-0110

## Council Innovation Fund Application - City of Calgary Citizen Privacy Data Practices

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promote social and environmental projects, this work will allow for an audit of current state privacy practices and will provide input into the design of future privacy practices at The City.

### Financial Capacity

As of 2020 January 1, the balance of the CIF is approximately \$3,900,000. This CIF application is requesting one-time funding of \$75,000.

#### ***Current and Future Operating Budget:***

The proposed external audit and engagement approach (Attachment 3) focuses on targeting privacy experts, specialized stakeholders, City employees and the general public. Administration does not have a sufficient operating budget to conduct a gap analysis, conduct an engagement campaign to inform a city-wide privacy framework, and implementing findings and recommendations out of the gap analysis and engagement process. Details related to the \$75,000 request are provided in Attachment 2.

#### ***Current and Future Capital Budget:***

No impact on current and future capital budget.

### Risk Assessment

The risk of not proceeding with the CIF application would be the lack of city-wide input into The City's future privacy framework, a limited scope gap assessment of current and future City privacy practices, and insufficient communication and education with the public and City employees related to the future privacy framework.

#### **REASON FOR RECOMMENDATIONS:**

This application meets the requirements of the existing CIF Terms of Reference. This CIF application is a one-time funding request that has the potential to have a city-wide impact and helps to advance Council priorities.

### ATTACHMENTS

1. Attachment 1 – Terms of Reference for the Council Innovation Fund
2. Attachment 2 – Application for Council Innovation Fund
3. Attachment 3 – Privacy Framework Engagement Plan Overview



## TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

### Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

### Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

*The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.*

### Guidelines 1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

### 2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

### 3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

#### **4. Reporting and Fund Replenishment**

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.



## APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-10)

**\* Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose your content. Please email your desktop copy and other attachments to the CFOD Administrative Assistant (see Contact Information on the CFOD myCity page for details), who will confirm receipt.**

Date of Submission

2020-01-13

Name of Project

City of Calgary Citizen Privacy Data Practices

Sponsoring Councilor

Councillor Diane Colley-Urquhart

Applicant Name

Laura Kennedy Director/City Clerk/FOIP Head

Applicant Contact Number

(403) 268-5848

Include area code, no spaces

Applicant Business Unit or Name of Organization

City Clerk's Office

Affected Business Units and/or Departments

City Clerk's Office

Amount of Funds Requested - please attach budget breakdown details in an attachment

\$75,000.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

PFC Cover Report; and  
Attachment 3 - Privacy Framework Engagement Plan Overview

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) no later than six (6) weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

**Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.**

Provide a summary description of the project to a maximum of 2 pages.

At the 2019 April 29 Combined Meeting of Council, Council adopted Councillor Diane Colley-Urquhart's Notice of Motion (C2019-0590), *City of Calgary Citizen Privacy Data Practices*, directing the Chief Security Officer/Chief Information Security Officer, the Chief Information Technology Officer, Chief Human Resource Officer and the City Clerk in consultation with appropriate City staff and leading external privacy experts to (a) provide an analysis of The City's current privacy practices; and (b) develop a visible, accessible and overarching strategic Privacy Framework associated with digital infrastructure ('Smart Cities') and a Workplan for implementation for Council consideration, including but not limited to:

- i. privacy vision, privacy principles and a privacy charter;
- ii. privacy statement aligned with existing statutory obligations and privacy best practice more broadly;
- iii. privacy awareness, for both City employees and citizens;
- iv. operational privacy toolkit;
- v. privacy auditing and review processes;
- vi. merits of having a Chief Privacy Officer;
- vii. Privacy Complaints Management; and
- viii. Digital tools that assist with tracking and managing City projects involving data collection, use and disclosure - particularly where personal information is involved.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund.  
**Please attach additional information as required.**

The project meets the following criteria as outlined section 2 of the Terms of Reference for the Council Innovation Fund:

(a) meets the innovation definition: the outcomes of the external audit and city-wide engagement will translate into improved services and processes for the public and City employees;

(b) supports Council's priorities: (1) well-run city: "Calgary's government is open, responsible, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need"; and (2) Notice of Motion (C2019-0560), which provides that "there is a strategic governance requirement for City Council to lead in the overall public domain of digital governance, by ensuring administrative controls are in place over The City's data (including citizen data) when deploying Smart Cities technologies. And, as part of our legislative responsibility and social contract obligations with citizens, ensure that a comprehensive Administrative Privacy Program is in place to uphold the public's trust and confidence".

(c) has the potential to change city-wide policies and procedures, if successful upon implementation: the outcomes of this work will inform updates to The City's current Administration policy on Privacy Impact Assessments and The City's Privacy Breach Complaint Management procedures. Both the Administration policy and the Complaint Management procedures have a city-wide impact as they relate to all City projects that interact, or may interact, with personal information and the handling of personal information (citizen and City employee).

(d) is viable and sustainable in the long term: the outcomes of this work will be incorporated into The City's future strategic Privacy Framework



(e) is fiscally sound: Administration is seeking \$10,000 for a city-wide engagement campaign and creation of online privacy tools to communicate more effectively about The City's privacy practices; and \$65,000 to secure the services of an external privacy expert to conduct an audit of the current and future privacy practices at The City to inform the development of a city-wide strategic privacy framework. The remaining work directed in the Notice of Motion (C2019-0560) will be completed by Administration.

(f) will be managed well: On January 27, 2020, Administration will present to Council a Privacy Framework 2019-2021 Workplan with timelines for completion.

(g) has not previously received a CIF grant

Outline the proposed timeline for this project, including the final report back date.

The timeline for this work is Q3 2019 to Q4 2020, with a final report back to Council in Q1 2021 and publication of privacy online tools to calgary.ca in Q2 2021.

Identify what success looks like, and how it will be measured.

The work seeks to clearly communicate, internally and externally, The City's commitment to privacy, and how The City collects, uses, discloses and retains citizens' personal information. Success includes a Council approved strategic Privacy Framework for The City, that was informed by city-wide public engagement and an external privacy expert. Success will be measured by completing the strategic Privacy Framework, and associated deliverables, as outlined in Notice of Motion (C2019-0560), by Q2 2021.

*Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Str. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.*



**Attachment 3 - Privacy Framework Engagement Plan Overview(CIF).docx**

	2020				2021	
Tasks	Q1	Q2	Q3	Q4	Q1	Q2
Public/online engagement						
Employee/Internal Engagement						
Engagement with expert stakeholders						
Members of Council Conversations						
Council Report: <i>'What we heard and What we did'</i>						
Awareness/ Implementation of new Privacy Framework Communications						