CURRENT STATE		PLAN			FUTURE STATE
Program Area	Score*	Initiatives	Original Timeline (5Years)	Revised Timeline (3 Years)	Key Success Indicators
I. PROGRAM GOVERNANCE		[1] Delegation Order Revision	July 2021 - March 2022	July 2021 - March 2022	• Number of incidents of faulty action or decision-making due to redundant or unclear roles. • FOIP Coordinator and City compliance actions and decision-making meet identified standards.
1. Program Accountability and Authority	2	[2] Service Provider Contract Revision	June 2022 to December 2022	June 2022 to December 2022	• Number of service provider services and contracts impacting privacy are identified and include requirements clauses.
1.1 Internal	3		March 2023	March 2023	• Number of service providers meeting or exceeding audit assessment standards.
1.2 Service Providers	3	[3] Standalone Privacy Policy and Procedure	July 2021 - March 2022	July 2021 - March 2022	• Number of adverse privacy incidents due to lack of understanding or knowledge of standards. • Number of staff demonstrating an adequate understanding or knowledge of policies and standards. • Degree to which policies and standards cover required privacy policy areas.
2. Policies and Procedures	3				
3. Communication, Training and Awareness	3	[4] Communication, Training and Awareness Development	September 2022 - April 2022	COMPLETED	• Effective knowledge of key privacy concepts, requirements and processes across City. • Number of communications resources published and distributed.
			April 2021 - November 2021	COMPLETED	• Percentage of targeted staff trained.
		[5] Performance Metrics Development	September 2022 - June 2024	*September 2022 - December 2023*	• Coverage of performance indicators across privacy program areas. • Increased number of business units establishing indicators, targets, baseline data and annual data. • Degree to which business unit initiatives and indicators are integrated into existing performance programs.
II. PERSONAL INFORMATION COLLECTION, USE AND DISCLOSURE		[1] PIA Follow-up and Auditing	September 2022 - September 2023	September 2022 - September 2023	• Degree to which audit framework is integrated into existing project management. • Number of deficiencies rectified as compared to deficiencies outstanding. • Number of PIA follow up audits completed, based on identified targets
1. Limiting Collection	2	[2] Track and Assess Personal Information Collected	June 2023 - December 2024	*June 2022 - December 2023*	• Number and percentage of PIBs and personal information collection assessments completed and re-evaluated by departments annually. • Number of unauthorized collection flows. • Number of opportunities to de-identify and anonymize personal information implemented.
2. Notification - Identifying Purpose	2				
3. Use and Disclosure	2				
4. Consent	2				

CURRENT STATE		PLAN			FUTURE STATE
Program Area	*Score**	*Initiatives*	*Original Timeline (5Years)*	*Revised Timeline (3 Years)*	*Key Success Indicators*
5. Employee Information	4	[3] Inventory and Review Collection Notices	December 2021 - December 2022	December 2021 - December 2022	• Number and percentage of collection notices identified, evaluated, and revised as required. • Collection notices clearly provide the collection authority, purpose and resource for further information.
6. Authorized Representatives	2				
7. Research	3	[4] Mandatory Privacy Training for all City Staff	March 2022 - September 2023	March 2022 - September 2023	• Number and percentage of identified staff trained at assigned level. • Number of adverse privacy incidents due to lack of understanding or knowledge of policies and standards. • Degree to which privacy and security are integrated into operational decision-making.
8. Performance Metrics	2				
III. RIGHT OF ACCESS AND CORRECTION		[1] Access and Privacy Website Development	February 2022 - March 2022	COMPLETED	• Efficiency and timeliness of access and correction requests and responses. • Number of requests resolved by reference to the website and other highlighted options.
1. Access and Correction Process	4				
2. Proactive Dissemination/ Routine Disclosure	3	2] Departmental Access and Sharing Standard and Registry	December 2022 - April 2024	*January 2023 - December 2023*	• Number of requests resolved by reference to disclosure registry. • Number of formal access requests. • Efficiency and timeliness of departmental responses to requests for information.
3. Performance metrics	3				
IV. SECURITY AND INFORMATION MANAGEMENT		[1] Review Information Management and Security Policy	March 2021 - June 2022	*March 2021 - March 2022*	• Number of adverse security incidents due to lack of understanding or knowledge standards. • Number of staff demonstrating an adequate understanding or knowledge of policies and standards. • Degree to which policies and standards cover required security policy area
1. Policies, Procedures, and Guidelines	3				
2. Information Management and Retention	4				
3. Personal Information Banks	2	[2] Personal Information Registry (PIR)	June 2023 - June 2024	*January 2023 - December 2023*	• Number of PIBs identified. • Degree to which PI location, information flows, authorities, security and retention are effectively tracked. • Efficiency and timeliness of PIR capture.
4. PI Systems and Privacy Impact Assessments	3				
(PIAs)		[3] PIA Follow-up Process	2022	*January 2022 - December 2022*	• Degree to which follow-up framework is integrated into existing project management. • Number of deficiencies rectified as compared to deficiencies outstanding. • Number of PIA follow ups completed, based on identified targets
5. Performance Metrics	2				
		[4] PIA Education and Training	2022	COMPLETED	• Number and percentage of identified staff trained at assigned level. • Number of non-compliant projects and systems due to lack of assessment. • Degree to which privacy and security are integrated into system development and operational decision-making.