Data Governance Committee

Terms of Reference

1.0   Background and Purpose

1.1   Background

In 2008, the Information Management Council was established and a Corporate Records and Information Management (IM) Directive and Procedure was initiated. The City of Edmonton recognized that corporate records are valuable assets that must be managed throughout their lifecycle and preserved for the use of future generations and that the management of corporate records must comply with all business requirements, applicable legislation and corporate records and information management best practices.

In 2013, a Corporate Information Management/Information Technology (IM/IT) Strategy was developed and resulted in the establishment of an Enterprise IT Governance Framework to help govern and balance the technology needs of the City. Multiple layers of governance were established to manage IM/IT investments across the City. This new framework further advanced the purpose of the Information Management Council, now renamed to Information Management Committee.

In 2017, What Works Cities an internationally recognized program reviewed the City's data governance practices and made recommendations on a Data Governance Committee and resources. This was to start treating data as a strategic asset, leveraging it more effectively for reliable insights and more efficient service provision, and laying the foundation for advanced data practices. Therefore, the Information Management Committee was disbanded and this Data Governance Committee was established to take its place.

1.2   Purpose

The purpose of the Data Governance Committee is to be a strong advocate for and oversee, the City of Edmonton's data. The members provide counsel, advice, and recommendations to the Committee Chair regarding key elements of the strategy, framework and implementation as it relates to the management of City data including funding, integration, performance, planning, conformance and risk at the City.

2.0   Mandate

The Data Governance Committee assumes One City perspective in its approach and

adopts a corporate view over the topics under consideration, for the primary benefit of the City as a whole. The Data Governance Committee supports the corporation in effectively protecting its data assets and reduces corporate risk associated with those assets.

Data Governance Committee ensures the implementation and oversight of the data programs are consistent with legislation, regulation, policy, directives guidelines and established data governance principles.

2.1 Authority and Accountability

The Data Governance Committee directs, promotes and facilitates strategic planning of the data management programs and serves as the centralized authority on data governance within the City

The Deputy City Manager (DCM) of Financial and Corporate Services, or their assigned delegate, is the accountable executive of the Data Governance Committee and for directing the following:

Responsibility
- Establish and prioritize roles and responsibilities for data governance within the organization.
- Foster buy-in to data program from key stakeholders.
- Owning training, tools, technologies, processes, and procedures that are within the auspices of Data Governance.
- Ensuring that changes are effectively managed within a disciplined and coordinated change management program.

Funding & Resources
- Ensure sufficient funding for implementation and support of the data program by identifying funding sources for potential expenses, such as new staff, new software, training, and server maintenance.
- Ensure investment outcomes meet the outcomes detailed in the investment proposal: specific, measurable, attainable, realistic and timely (S.M.A.R.T.).
- Nominate and convene data coordinators from each department/focus area on a regular basis.

Open Data
- Oversee the city's open data program.
- Prioritize data for external release.

- Determine licensing policy for publicly released datasets.
- Establish and maintain process for publishing datasets publicly.

Integration
- Oversee the creation of a comprehensive data inventory with regular review.
- Actively encourage department and public participation by providing regular opportunities for feedback and collaboration.
- Create and explore potential partnerships that bolster efforts related to data.
- Engage departments in creating a data dictionary.
- Determine and allocate resources for outreach practices to encourage external use.
- Understanding integration opportunities between all Data Governance investments and activities.
- Ensuring that internal engagement is managed and employees are engaged with the program.

Roadmap
- Determine the process and policy for increasing access to data, potentially through data warehousing solutions.
- Developing and ongoing maintenance of a comprehensive roadmap for Data Governance processes, tools, technologies, and people.
- Approval of a Data Governance roadmap for Data Governance processes, tools, technologies and people.

Compliance
- Determine standards for data publication and sharing formats.
- Set standards for data quality and addressing data quality concerns.
- Set standards for collection of data and metadata within the City.
- Consider adopting civic data standards.
- Determine proper schedule and process for data retention.
- Work with the Open City and Technology branch to develop contract provisions to promote data policies in technology-related procurements.
- Understanding the regulatory, privacy and compliance issues that pertain to Data Governance.
- Ensuring compliance with legislation, privacy, confidentiality, retention, regulation, policy, directives, procedures, guidelines and established principles.

Risk
- Ensure development of a risk reduction and resiliency plan for City data.
- Ensuring the Data Governance Framework including the administrative directives and procedures effectively manages data risks for the corporation.
- Sponsoring appropriate risk management activities.
- Understanding the risks with changes to Data Governance processes, tools, technologies, and people that may be impacted by Data Governance investments.

The DCM of Financial and Corporate Services or their assigned delegate is accountable for assigning responsibility for funding, performance, integration, roadmap, compliance, risk of data investments.

2.2   Meeting Agenda

The Data Governance Committee's meetings will cover the following topics:
- Program reports from Working Group Leads;
- Requests for resources;
- Investment evaluation and prioritization;
- Identification of any program risks requiring action or mitigation and recorded in a Risk Management Log;
- Identification of any issues requiring action and recorded in an Issue Management Log; and
- Other items as required.

2.3   Conditions of Success

The success of the Data Governance Committee will be subject to:
- Performance and outcomes of all data investments;
- Ensuring completion of documented and tracked Action Items;
- Adhering to a consistent, transparent and defensible process for investment prioritization and selection;
- Ensuring that all requests are channeled through the Data Governance process – no "back doors" for funding of initiatives;
- Supporting the enablement of effective decision-making by having a complete set of necessary background materials and analysis available for committee members;
- Ensuring an organized, seamless and timely flow of information to relevant parties;
- Ensuring all meetings end with concrete decisions and action items; and
- Ensuring the portfolio has the right mix of investments to ensure progress in treating data as a strategic asset.

3.0   Membership Structure

As the Accountable Executive for Corporate-wide Data Governance, the DCM of Financial and Corporate Services or their assigned delegate will chair the Data Governance Committee.

The membership will consist of core members as appointed by the Chair and support members and is supported by:

Membership	Description of Committee Role	Responsibilities
DCM, Financial and Corporate Services (Chair)	To provide oversight and guidance to the committee by chairing the committee. As the Accountable Executive, their role will be to make decisions as it relates to all Data activities and investments.	- Chairing the committee meetings; - Delegating responsibility for action items; - Ensuring the committee make-up is appropriate and effective; - Ensuring action items are addressed by their assigned owners; and - Working with the chairs of other committees to resolve conflicts where competing investments are impacting resource availability.
Branch Manager, Open City and Technology	To provide the perspective of the Open City and Technology Branch, advice and provide subject matter expertise as required.	- Facilitating project information sharing; - Facilitating and enabling discussion by providing subject matter expertise as it relates to their role; and - Addressing any action items that may be assigned.
City Solicitor, Branch Manager, Law	To provide the perspective of the legal team and advice and to provide subject matter expertise as it relates to legal matters.	- Facilitating and enabling discussion by providing subject matter expertise; and - Addressing any action items that may be assigned.

City Clerk	To provide the perspective of the Office of the City Clerk, and advice and to provide subject matter expertise as it relates to corporate records and FOIP legislation management.	- Facilitating and enabling discussion by providing subject matter expertise; and - Addressing any action items that may be assigned.
Branch Manager from each other departments not representative above	To provide insight and requirements from the perspective of entire Corporation and to provide resources as required.	- Facilitating and enabling discussion by providing their departmental view; and - Addressing any action items that may be assigned.
Working Group Leads	To provide insight and requirements from the perspective of their program and as subject matter experts.	- Facilitating and enabling discussion by providing subject matter expertise; and - Addressing any action items that may be assigned.
SUPPORT MEMBERS		
Governance Secretariat	To act as the Data Governance Committee secretariat.	- Coordinating meeting agendas and minutes; and - Reviewing documents to ensure consistency and completeness for submitted documents.

3.1 Delegation of Membership

Data Governance Core Members may appoint a delegate to attend Data Governance Committee meetings on a regular basis or on a temporary basis. The Chair and Meeting Support members must be advised in writing of the delegation and the terms of the delegation.

4.0 Meetings

The Data Governance Committee will meet on a monthly basis with additional meetings at the discretion of the Chair. Meetings will be scheduled in coordination with the members.

- Minutes will be made available publicly within 2 business days of the meeting.
- Pre-reading for meetings will be sent out at least 2 business days before the meeting.

4.1   Quorum

Attendees required for Data Governance meetings are:

- Chair (Chair may delegate responsibility), and
- Mandatory attendance for the Core Members or their delegates

Minimum attendance requirements are at the discretion of the Chair based on the meeting agenda such as specific business cases being tabled for approval.

Quorum: 2/3 of the core members or their delegates.

If a core member cannot attend, it is understood that the member will send a predetermined delegate with the same departmental authority to represent their interests. This predetermined delegate will represent the core member whenever the core member is absent and will have the full decision making authority on behalf of that member.

4.2   Decision-making procedures

Ultimately, the accountability for decisions regarding Data Governance is held by the DCM of Financial and Corporate Services or their assigned delegate.

During Data Governance Committee meetings, decision-making on discussion items will be made by consensus, defined as the "general agreement" of core committee members. The Governance Secretariat will record the position of the committee on the matter under discussion and, based on either the general agreement of all members or the absence of disagreement, suggest to the Chair that a consensus-decision has been reached.

In the event that a consensus cannot be reached, the Chair of the committee will make a final decision.

4.3   Record of Decisions

A Record of Decisions of the meetings and status of the portfolio and projects shall be prepared and maintained by the Governance Secretariat. Any member of the Data Governance Committee may inspect these at any time upon giving reasonable notice and arranging a time for the inspection satisfactory to the Governance Secretariat. The records of all meetings – agendas, minutes, presentations, reports, etc. will be made available on request.

5.0   Programs

Due to the nature of Data Governance, Working Groups will be established to undertake projects and activities to achieve the overall objectives articulated within the Business Technology Strategy. Membership on all Working Groups will be determined by the Data Governance Committee and recorded in the Record of Decisions. Working Groups are under the auspices of Data Governance and will seek approval and report on their activities and progress to the Data Governance Committee. Terms of reference for each Program must be approved by Data Governance Committee.

6.0   Definitions

In the Terms of Reference and all associated documents of the Data Governance Committee, the following definitions will be applied:

Term	Definition
Solution Portfolio	Group of programs, projects, services or assets that is used and maintained by the specific committee
Mandate	Authorization and purpose of the committee
Conditions of Success	Metrics which determine and measure the successful performance of the committee
Quorum	Minimum number of members required to conduct business
ELT	Executive Leadership Team
Corporate Governance	The structure for determining organizational objectives and monitoring performance to ensure that objectives are attained

Portfolio Management	A grouping of programs, projects, services or assets selected, managed and monitored to optimise business return
Working Groups	Any committee assigned to examine a specific issue and schedule to be terminated when its final report is tabled.
Value	The end business outcome(s) expected from a data-enabled business investment where such outcomes may be financial, non-financial or a combination of the two