



# Clerks

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2025–2028 Business Plan  
and 2025 Budget

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# Executive Summary

**Mission:** As trusted partners we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

## Services We Provide

The Clerks Division is responsible for the management and administration of the following services:

- Freedom of Information.
- Privacy Compliance.
- Council and Committee Support.
- Archives and Records Management.
- Accountability and Transparency Services.

## Interesting Facts About This Service

- Archives manages a growing collection of more than **1.5 linear kilometres** of government and non-government records documenting the history and development of Peel and its people. Archives serves as the official archives of the area municipalities and school boards in Peel. It also maintains a wide range of privately donated records and records on loan from the Province of Ontario.
- Archival staff responded to 1,935 research inquiries in 2023.
- In 2023, the Freedom of Information team received 397 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2023, the Council and Committee support team facilitated 1,032 council decisions and the enactment of 65 Regional by-laws.

## Highlights of the Business Plan

- Investing in additional resources and a location for processing and storage capacity to keep pace with the growth of the archives collection and the increasing demand of the growing Peel community.
- Implementation of an electronic payment system for freedom of information requests to make customer payments for FOI applications and other fees more convenient and secure.

**Table 1. Budget Summary**

	2025	2026	2027	2028
Operating Net Investment (in \$ thousands)	3,117	3,769	4,087	4,206
Capital Net Investment (in \$ thousands)	–	–	–	–
Full Time Equivalents	31.0	35.0	37.0	37.0

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# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

We provide service excellence by working with elected officials, residents, and staff in support of accessible, accountable, and effective governance for the Peel community.

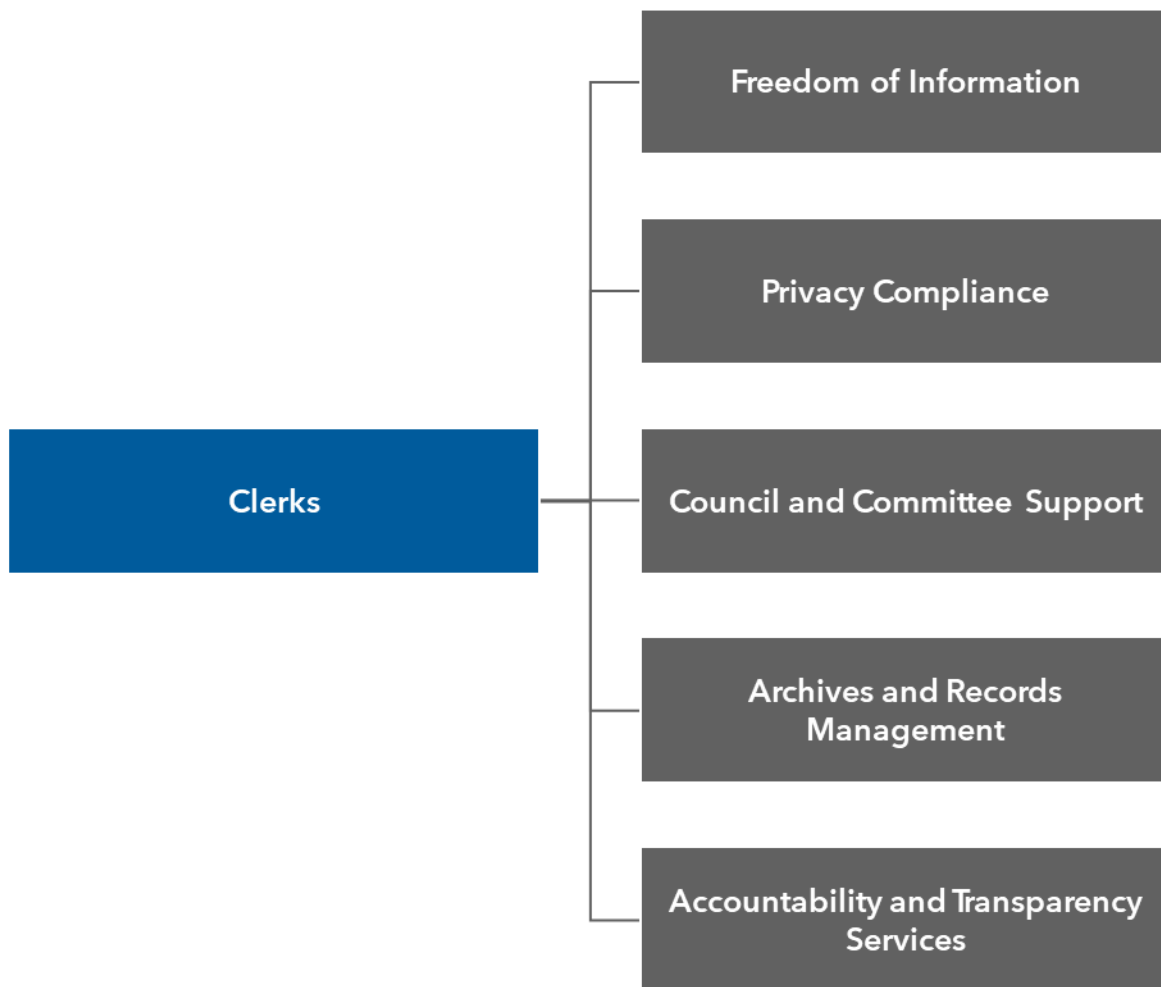
### Mission

As trusted partners, we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

### Goals of Service

1. Ensure access to regional government is inclusive, accountable, and barrier-free.
2. Deliver services in compliance with legislation and that respond to the diverse needs of the Peel community.
3. Be proactive in the implementation of continuous improvement initiatives that enhance the effectiveness of our services to elected officials, residents, and staff.
4. Leverage technology to ensure services are delivered in an accessible and streamlined manner.

## Service Delivery Model



# Service Levels and Trends

## Service Levels

Service levels for many of the functions within Clerks are set out in legislation including the *Municipal Act* and *Municipal Freedom of Information and Protection of Privacy Act*. The team has also developed customer service standards that strive to meet or exceed legislated requirements and include targets for non-statutory services. The existing service level for the various programs in Clerks are summarized below.

**Council and Committee support.** The team records and preserves Council decisions and provides procedural support and guidance to all Regional departments. In 2023, the team administered 122.5 hours of council/committee meetings and 54.5 hours in 2024, as of July.



**Public complaints.** Peel Region recognizes the importance of public feedback and welcomes complaints as a valuable form of feedback regarding our services, operations, and facilities. The information gained from complaints helps improve the quality of the services provided by Peel Region and the client experience of residents. Regional Council approved a Complaints Handling policy in 2016. In 2023, a total of six Formal Complaints were received, all of which were responded to in accordance with the process and timeframes set out in the policy.

**Freedom of information.** The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), imposes a 30-day time limit in which an institution must provide a decision regarding a Freedom of Information (FOI) request. The 30-day time-limit may be extended in certain limited circumstances, as prescribed by MFIPPA. Peel Region achieved an extended

compliance rate of 100 per cent, which is considerably better than the average municipal 30-day extended compliance rate of 85.3 per cent. To process these FOI requests, staff reviewed 39,843 pages of material.

**Privacy.** The Privacy team ensures compliance by providing advice on regional initiatives; managing breach investigations; conducting Privacy Impact Assessments (PIAs); managing and advising on the lifecycle of regional records; and delivering training. The Privacy team investigated and resolved 77 privacy breaches in 2023, directly affecting 12,076 people. Of these breaches, 96 per cent were due to disclosure of information without authority.

**Records management.** The Records Management (RM) team is responsible for the effective management and preservation of corporate records. The RM team ensures that records are available to inform decision making, satisfy legislative and regulatory requirements, maintain accountability and promote openness by enabling disclosure of information to the public and by preserving organization and operational history.

In 2023, between the online Records Management 101 module, and specialized live training delivered to specific groups such as the Immunization Services Division (ISD), the team delivered training to over 1,000 employees. Records Management also logged 41 distinct consultations in which staff were provided guidance regarding their program needs. The Inactive Records Centre (IRC) processed over 1,500 requests for records, accessioned 1,569 boxes of records, and destroyed 604 boxes of records in accordance with their assigned retention period.



**Archives.** The Archives team collects, preserves, and provides access to records of archival value that provide evidence of the decisions, policies, and activities of Peel Region, City of Mississauga, City of Brampton, and Town of Caledon. They also collect private records that make a significant contribution to an understanding of the history and development of Peel. In 2023, the team handled 1,935 research inquiries from municipal staff, other

professionals, and the public. Archives also took in 180 accessions of records (ranging in size from a single postcard up to dozens of boxes) and the Archives blog "[Peeling the Past](#)" logged 27,977 views.

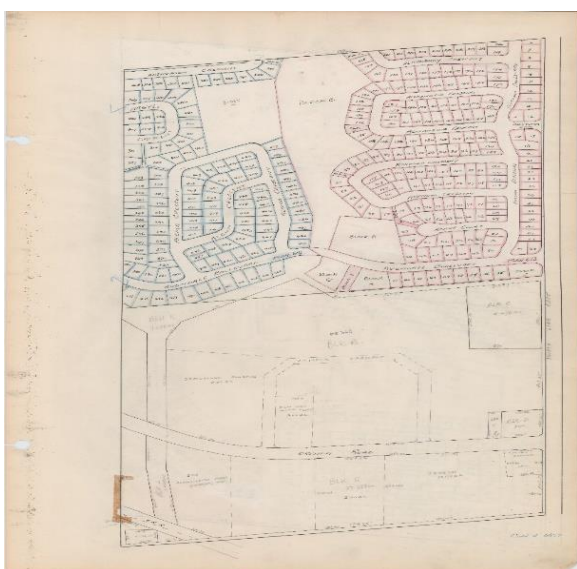
## Trends

**Streaming Council and Committee meetings.** Peel Region continues to offer a variety of options for public participation in both Council and Committee meetings, including in-person attendance, or a live stream option.



**Archives digital engagement.** Collecting and preserving diverse and important documents and sharing these documents with the community is a vital component of the service Archives provides. In 2023, the Archives continued to develop digital offerings that support long term preservation and greatly expands the ability to share archival content with communities in Peel.

An example of three recently digitized record series is 1960s–1970s planning maps from the former Townships of Chinguacousy, Caledon, and Albion (covering modern day Caledon and most of Brampton).



In 2023, as part of a commitment to digitizing and disseminating records, the Archives obtained a variety of equipment for the digitization lab, including an 18" x 24" flatbed scanner for use on oversize maps and plans, an even larger book digitization mount, a photo-slide scanner, and a VCR unit.



# Performance Measures and Results

Peel Region is committed to delivering services economically and efficiently. Peel's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

## Customer Measures

Ensuring that Council and Committee meetings remain open and accessible to the members of the public is necessary to enable public participation and engagement.

- The percentage of Council/Committees that stream their meetings is determined by the number of meetings available for public viewing via streaming on the Region's website expressed as a percentage of all Council/Committee meetings. In 2023 and 2024, all Council/Committee meetings have been streamed online.
- Hybrid participation for delegations continue to be supported.

## Percentage of Complaints Handled

Peel Region recognizes the importance of public feedback and welcomes complaints as a valuable form of feedback regarding our services, operations, and facilities.

- Proportion of complaints managed in accordance with the Complaints Handling Policy approved by Council, expressed as a percentage of the total complaints received. In 2023, 100 per cent of the six formal complaints received were managed in accordance with the policy.

## Business Process Measures

*Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rate. MFIPPA imposes a time limit in which an institution must provide a decision regarding a freedom of information request. The Office of the Information and Privacy Commissioner of Ontario (IPC) has defined the compliance rate as the percentage of freedom of information requests that are responded to as mandated by MFIPPA.

- In 2023, Peel Region's 30-day compliance rate was 96.4 per cent and the extended compliance rate was 100 per cent.
- 397 freedom of information requests were received in 2023 and processed with an extended compliance rate of 100 per cent. This is as compared to the average municipal 30-day extended compliance rate of 85.3 per cent in Ontario.

# Awards and Achievements

## Achievements

**Freedom of information and privacy.** In 2023, Access to Information and Privacy's internal website was updated to reflect current operations and provide more useful navigation options for staff.

To increase the awareness of access to information and privacy best practices within Peel Region, the team launched corporate campaigns for Right to Know and Privacy Awareness Week, with daily engagement of thousands of regional staff. The team also delivered a targeted overview of freedom of information and privacy to Regional Councillor Assistants for the new term of council through an in-person presentation at each lower-tier municipality.

The team launched a new reporting form so regional staff can report privacy breaches anonymously, providing another safe option to report incidents. An interactive dashboard for tracking privacy breaches and their details was also launched, which captures data such as how many people a breach impacts, what personal information it includes, how the breach occurred and why, all in real time.

Under the *Hazel McCallion Act (Peel Dissolution), 2023*, the team developed a secure process and facilitated requests for information on behalf of Peel Region from the provincially appointed Transition Board. Since the beginning of 2023, Freedom of Information and Privacy has completed 478 unique inquiries (questions or records), which stemmed from 95 formal requests. The records responsive to these inquiries were reflected in 109,627 pages of documents.

The team also completed Privacy Impact Assessments (PIA) on several regional initiatives, including Electronic Medical Records (EMR), Biometric Clocks, Dental Health Screening digitization, and Paramedics and Situation Tables.

**Records Management.** Records Management was approached in March 2023 to help clear a large mezzanine located above a TransHelp Garage at 2 Copper Road containing upwards of 800 bankers' boxes ranging in origin from the 1950s to 2022. The team performed tasks including reviewing box contents, identifying records from transitory information, classifying and retaining using the Records Retention Schedule, and coordinating with program areas to approve disposition. By the end of the year, the Records Management team cleared out the space, including over 350 boxes of records sent to the Inactive Records Centre, and coordinating destruction of approximately 300 boxes of records that had reached the end of their life cycle. The exercise involved the coordination of over 10 program areas and facilitated the location of several records that were once thought lost.

The Records Management team also completed a comprehensive update of Peel Region's Records Retention schedule, including revisions to the Records Retention Bylaw itself, which included broader integration with the Archives program.

**Archives.** In 2023, the Reading Room successfully re-opened to in-person research following COVID and renovation delays to the Peel Art Gallery and Museum and Archives (PAMA) where the archives are located. The renovations involved work on specialized HVAC spaces in the former Peel County Jail Building located on the PAMA campus.

Working with partners in Records Management, the Archives was successful in seeing a much-needed update to Peel Region's Record Retention by-law passed by Council (58-2023). The update clearly outlines the authority of the Regional Archivist to review all regional records at the end of their life cycle. This codification of best appraisal practices ensures that more records of long-term value can be identified and transferred to the Archives.

**Accountability and transparency.** Clerks maintains a Lobbyist Registry which is an accessible public record of all lobbyists who have lobbied a Public Office Holder at Peel Region. Lobbying is any communication with a public office holder by an individual who is paid or represents a business or financial interest with the goal of trying to influence any legislative action.

A Public Office Holder is a Member of Regional Council and any person on his or her staff; the Chief Administrative Officer or a Commissioner employed by the Regional Municipality of Peel; an officer or employee of the Regional Municipality of Peel; a Member of a local board or committee established by Council and any person on his or her staff; and any accountability officer appointed under the *Municipal Act, 2001* including but not limited to the Integrity Commissioner, Lobbyist Registrar and Closed Meeting Investigator.

The mandatory Lobbyist Registry training module was updated to ensure all staff are aware of their responsibilities as a Public Office Holder.

**Council and Committee support.** Clerks supported the administration of the declaration of office for the two new Regional Councillors from the City of Mississauga.



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# The 2025–2028 Business Plan Outlook

## Planning for the Future

### Reliable Access to Information

Clerks values its partnerships with Peel’s local municipal counterparts and strives to ensure its stakeholders have consistent and reliable access to information and Council documents. Clerks will continue to focus on ways to improve the service experience by fostering continued open communication with our municipal partners to identify opportunities and to create complementary and cohesive processes. These efforts will help to ensure access to regional government is inclusive, accountable, and barrier-free.

### Digitizing Freedom of Information

The Freedom of Information process was efficiently transitioned from a paper based to electronic process to permit requestors to more efficiently submit FOI requests and to receive records earlier, eliminating significant time delays. The final step, to create options to pay for FOI application and other fees online, has just been launched. It is intended to learn from and improve this process, as well as to develop an educational outreach campaign with requesters so that FOI can become an entirely paperless program.

### Keeping Pace with Growth and Demand

Working with partners in Real Property Asset Management, Clerks will be investing in additional resources and locations for processing and storage capacity to keep pace with the growth of the archives collection and the increasing demand of the growing Peel community.



# Finding Efficiencies

## Continuous Improvement

The objective of Peel's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings, and cost avoidance.

As part of its objectives to avoid costs, provide efficient services, and improve client satisfaction, Archives' Reprographics Technician has been systematically digitizing and publishing several series of heavily requested records in the archives, including:

- Approximately 1,150 maps created by planning departments from the former townships of Caledon, Albion, and Chinguacousy (1950s–early 1970s), covering most of modern-day Brampton and Caledon.
- 5 oversize historic vegetation maps based on survey diaries from 1806–1819, covering the entire historic Peel area.
- Annotated land registry records compiled in the 1930s covering most of modern-day Peel. The complete series of nearly 10,000 pages has now been digitized. These record series are of use to heritage planners, property and land title researchers, genealogists, and those interested in the natural history of the Peel area (including factors relating to climate change).
- Select assessment rolls for Brampton and Port Credit.

These digitized records are being uploaded to the Internet Archive and/or the Wikimedia Commons, to make them widely accessible. Such online access not only increases researcher (client) satisfaction because they can view these resources from the comforts of their home or office, but also decreases the immense amount of regional staff time whenever archivists need to retrieve and/or copy selected material from these series on demand. We can now reinvest that time in other initiatives to make even more records accessible to our researchers.

# Transforming Our Business with Technology

The COVID pandemic highlighted the need to improve our existing technology to keep pace with the emerging technical landscape.

**Digitizing freedom of information.** The FOI process evolved from being entirely paper based to an electronic process with improved measures to service in nearly every metric. The FOI team has just implemented an electronic payment system to make customer payments for FOI application and other fees more convenient and secure.

**eSignature.** In 2023, the Information Technology Solutions division in consultation with the Clerk's team implemented an e-Signature solution, DocuSign across the organization. The new technology eliminated manual tasks, increased efficiency in service delivery, and enhanced the employee experience by focusing on meaningful, value-add tasks. A total of 9,429 DocuSign envelopes were processed for electronic execution.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2025–2028 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2024 was \$3.0 million and the proposed budget for 2025 is \$3.1 million.

**Net Expenditures:** \$3.1 million (**Total Expenditures:** \$3.1 million)

Description (in \$ thousands)	2023 Actuals	2024 Approved Budget	2025 Proposed Budget	\$ Change Over 2024	% Change Over 2024
Operating Costs	291	336	362	26	7.9%
Labour Costs	4,068	3,834	3,942	108	2.8%
Reserve Contributions	–	–	–	–	–
Debt Charges	–	–	–	–	–
Grant Payments	–	–	–	–	–
Facility, IT, HR and Other Support Costs	1,043	1,278	1,218	(60)	(4.7)%
Recoveries	(2,820)	(2,404)	(2,400)	4	(0.2)%
<b>Total Expenditures</b>	<b>2,581</b>	<b>3,043</b>	<b>3,121</b>	<b>78</b>	<b>2.6%</b>
Grants and Subsidies	(5)	–	–	–	–
Supplementary Taxes	–	–	–	–	–
Fees and Services Charges	(5)	(4)	(4)	–	–
Transfer from Development Charges	–	–	–	–	–
Contributions from Reserves	–	–	–	–	–
<b>Total Revenues</b>	<b>(10)</b>	<b>(4)</b>	<b>(4)</b>	<b>–</b>	<b>–</b>
<b>Total Net Expenditure</b>	<b>\$2,571</b>	<b>\$3,039</b>	<b>\$3,117</b>	<b>\$78</b>	<b>2.6%</b>

Note: May not add up due to rounding.

## 2025 Operating Budget Pressures

Service (in \$ thousands)	Total Expenditures	Total Revenue	Net Cost 2025 vs 2024	
<b>2024 Revised Cost of Service</b>	<b>\$3,043</b>	<b>\$4</b>	<b>\$3,039</b>	<b>%</b>
<b>Cost of Living Inflation</b>				
Labour Costs	108	–	108	
Goods and Services	14	–	14	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to Tax and Utility services and Peel Living	4	–	4	
Adjustments to User Fee Revenues	–	–	–	
<b>Cost Containment</b>				
Adjustments from the ongoing review of budgets	(48)	–	(48)	
<b>Base Budget Changes Subtotal</b>	<b>78</b>	<b>–</b>	<b>78</b>	
<b>Service Level Changes Subtotal</b>	<b>–</b>	<b>–</b>	<b>–</b>	
<b>Total 2025 Budget Change</b>	<b>78</b>	<b>–</b>	<b>78</b>	
<b>2025 Proposed Budget</b>	<b>\$3,121</b>	<b>\$4</b>	<b>\$3,117</b>	<b>2.6%</b>

Note: May not add up due to rounding.

## Staffing Resources

Table 2. provides a summary of the staffing resources by Sub-Service (as identified in the Core Services) for the budget year, forecast years and the prior year. The prior year reflects FTE changes approved by Council during the prior year.

**Table 2. Staffing Resources to Achieve Level of Service**

Sub-Service	2024	2025	2026	2027	2028
Freedom of Information	4.0	4.0	4.0	4.0	4.0
Privacy Compliance	5.0	5.0	5.0	5.0	5.0
Council and Committee Support	13.0	13.0	13.0	13.0	13.0
Archives and Records Management	8.0	8.0	12.0	14.0	14.0
Accountability and Transparency Services	1.0	1.0	1.0	1.0	1.0
<b>Total</b>	<b>31.0</b>	<b>31.0</b>	<b>35.0</b>	<b>37.0</b>	<b>37.0</b>

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

# 2025 Gross Expenditures and Funding Source

Figure 1. 2025 Gross Expenditures (in \$ millions)

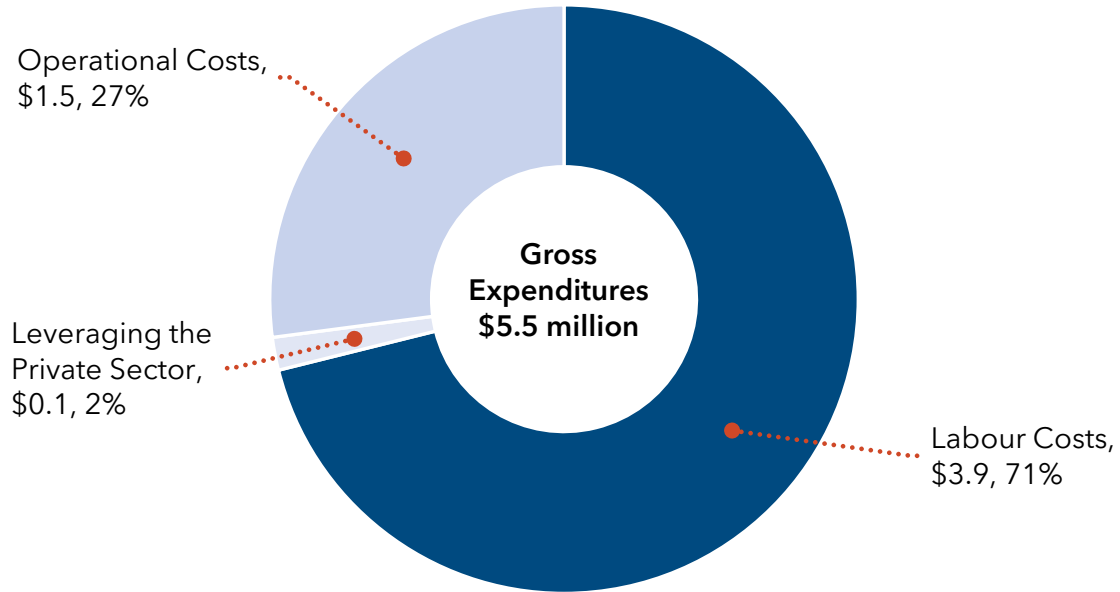
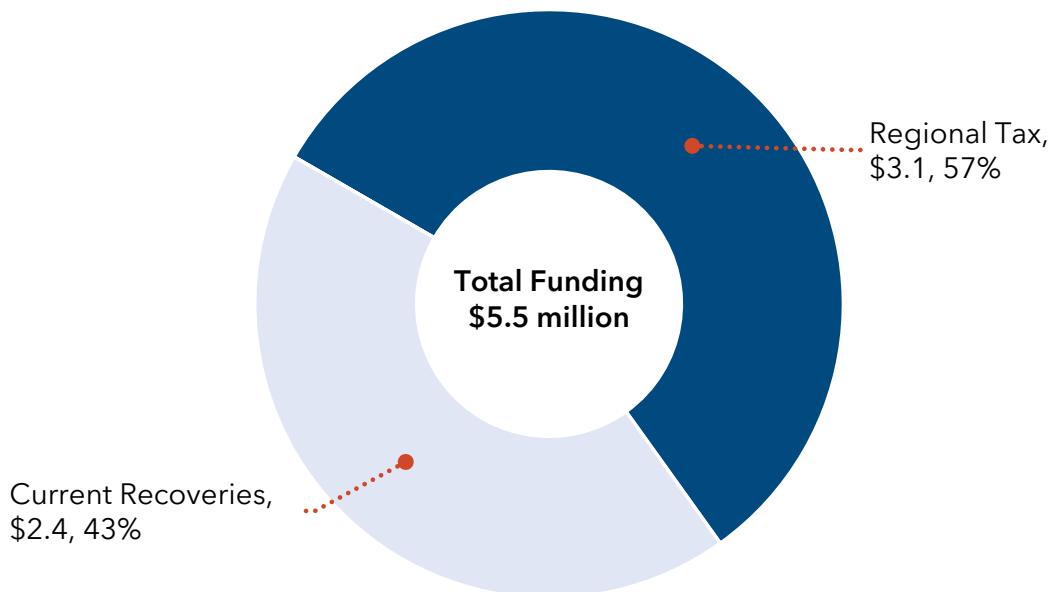


Figure 2. 2025 Total Funding Sources (in \$ millions)



## 2025 Budget Risks

The budget has been developed based on cost and inflationary assumptions.

## 2026–2028 Operating Forecast

**Table 3. Budget (in \$ thousands)**

	2024	2025	
Total Expenditure	3,043	3,121	2.6%
Total Revenue	(4)	(4)	0.0%
Net Expenditure	3,039	3,117	2.6%

**Table 4. Forecast (in \$ thousands)**

	2026		2027		2028	
Total Expenditure	3,773	20.9%	4,091	8.4%	4,211	2.9%
Total Revenue	(4)	2.0%	(4)	2.0%	(4)	2.0%
Net Expenditure	3,769	20.9%	4,087	8.4%	4,206	2.9%

Note: May not add up due to rounding.

- Estimated costs resulting from the Archives Feasibility Study (2023–BR# 39) are:
  - 3 additional FTEs included in 2026.
  - 2 additional FTEs included in 2027.
- One additional FTE is included in 2026 for Records Management to be in line with other municipalities.

# Proposed Capital Budget

**Capital Budget:** \$0.0 million (Ten Year Plan: \$0.0 million)

## 2025 Capital Budget Overview

Table 5 provides a summary of Clerks planned capital project activity for 2025, including funding sources for both new capital project requests in 2025 and projects carried forward to 2025.

**Table 5. Capital Plan by Funding Source (in \$ thousands)**

	Carry-forward from Prior Years (WIP)	2025 Capital Budget	Total Capital in 2025
DC Growth	–	–	–
Externally Funded	–	–	–
Non-DC Internal	3,411	–	3,411
<b>Total Expenditures</b>	<b>\$3,411</b>	<b>–</b>	<b>\$3,411</b>
<b># of Projects</b>	<b>3</b>	<b>–</b>	<b>3</b>

## Existing Capital Projects – \$3.4 million

Key Highlights:

- \$2.0 million to acquire interim overflow storage space for Peel Archives.
- \$1.4 million for the procurement, implementation and sustainment of Council Chambers technology solutions, including associated audio and video equipment.

## 2025 Capital Budget – \$0.0 million

Key Highlights:

- Clerks has no capital budget request for 2025.

## 2025 Budget Risks

- None.

## Operating Impact of 2025 Capital Budget

- None.

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# Proposed Capital Plan

**2025–2034 10-Year Capital Plan:** \$0.0 million

## By Project Classification

State of Good Repair  
\$0.0 million

DC Funded Growth  
\$0.0 million

Non-DC Funded Growth  
and Other  
\$0.0 million

## Key Highlights

- Clerks does not have any planned capital work.