

Clerks

**2024–2027 Business Plan
and 2024 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 Clerk's Division is responsible for the management and administration of the following services:

- Freedom of Information
- Privacy Compliance
- Records Management
- Inactive Records Centre
- Council and Committee Support
- Archives
- Accountability and Transparency Services
- Advocacy and External Relations
- Corporate Policy Administration

Interesting facts about this service:

- The 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. The 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.
- In 2022, the Access to Information and Privacy team received 294 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2022 the Council and Committee support team facilitated 870 council decisions and the enactment of 50 Regional by-laws.

- The Strategic Public Policy and External Relations team provides strategic advice and engages with other levels of government to support the Region's advocacy objectives this included facilitating 6 delegation meetings with Provincial leaders at the 2023 AMO Conference.

Highlights of the Business Plan include:

- 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.
- Creating an Open Public Access catalogue to allow the public to search online for archival documents, artworks, and objects from any of PAMA's collections.
- Implementing an electronic payment system for freedom of information requests to make customer payments for FOI applications and other fees more convenient and secure.

Net Investment (\$000s)	2024	2025	2026	2027
Operating	3,556	4,181	4,288	4,397
Capital	-	-	-	-
Full Time Equivalents	36.0	41.0	41.0	41.0

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
5. Support Regional advocacy priorities by providing strategic advice and leading efforts to influence policy of other levels of governments.

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 2022 the team administered 84 hours of meetings and 80.75 hours in 2023, as of July.

Advocacy: Strategic Public Policy & External Relations leads advocacy efforts to influence provincial and federal government decisions, budgets, policies, legislation, and regulations to support Regional Council's Strategic Plan and priority issues, as well as the evolving policy needs of Peel residents and businesses.



Senior Health and Wellness Village and Peel Manor Tour with Minister Jones

Public Complaints: The Region of Peel 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 the Region of Peel and the client experience of residents. Regional Council approved a Complaints Handling policy in 2016. As of July 2023, a total of 100 Formal Complaints have been 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*. In 2022, the Region's 30-day compliance rate was 93.6 per cent and the extended compliance rate was 99.3 per cent. The Region's extended compliance rate was higher than the average municipal 30-day extended compliance rate of 81.3 per cent.

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 94 breaches in 2022, directly affecting 1,261 people.

Records Management: The Records Management 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 2022, the Inactive Records completed almost 1,000 records requests last year and delivered training to over 1,000 Regional employees in records management principles and best practices.

Trends

Hybrid/Virtual Council Meetings: In response to the pandemic, amendments were made to the *Municipal Act, 2001*, to permanently permit electronic participation of members of Council in open and closed meetings outside of an emergency. This decision was built on the successful implementation of electronic meetings by multiple municipalities and in response to advocacy efforts of various municipal stakeholders.



Since 2020 members of Council and the public have participated in Council and Committee meetings virtually or through a hybrid model.

The Council Chamber and technology are also utilized by Peel Police Services Board for its hybrid meetings.

Streaming Council and Committee Meetings: Prior to the pandemic only Regional Council meetings were accessible via a live stream link on the Region's website. The Region now offers 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 2022, 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.



View of the Archives' temporary offsite review space for two incoming accessions of government records in 2022.

Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region'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 to connect and participate in Council/Committee meetings is necessary to permit public participation and engagement.

- Percentage of Council/Committees that stream their meetings is the percentage of Council/Committees which have their meetings streamed via the Region's website. Since 2022, 100 per cent of Council and Committee meetings have been streamed online.

Percentage of complaints handled:

The Region of Peel 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 2022, 100 per cent of the 9 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.

- 294 freedom of information requests were received in 2022 and processed with an extended compliance rate of 99.3%. This is as compared to the average municipal 30-day extended compliance rate of 81.3% in Ontario.

Awards and Achievements

Achievements

Access and Privacy: In 2022, ATIP's internal website was updated to reflect current operations and provide more useful navigation options for staff. Further enhancements are scheduled to be completed by the end of 2023.

To increase the awareness of access to information and privacy best practices within the Region, the team launched a corporate campaign for Right to Know week with daily engagement of thousands of Regional staff.

The team also completed Privacy Impact Assessments (PIA) on several regional initiatives including Book-it-Peel, Bus Patrol, Public Health SharePoint solutions, Ambulance Call Report webforms, changes to the OMERS NFT program, to identify and mitigate privacy risks and to ensure client data is properly safeguarded. A PIA was completed for Peel Regional Police to examine privacy considerations for the use of CCTV on the 410 highway.

Archives: 2022 saw the return of the extensive archival collection from its temporary storage space back to the newly renovated vaults on the PAMA campus. This move was a complicated logistical challenge, but the move went smoothly thanks to great planning by archival staff and support from partners in PAMA and RPAM.

Accountability and Transparency: Clerk's maintains a Lobbyist Registry which is an accessible public record of all lobbyists who have lobbied a Public Office Holder at the Region of Peel. 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: Clerk's partnered with staff in Communications to plan the 2022 Inaugural Meeting of Regional Council at which the Regional Chair and 24 Councillors took the oath of office. Two orientation workshops were held for members of Regional Council, 10 of whom were newly elected to their first term of office.



Staff in temporary vault space at PAMA

Archives staff assisted colleagues in Public Works with the rationalization of records housed in the Copper Road Public Works facility. The project will free up valuable storage space, while also bringing invaluable Regional assets into formal RM and archival custody.

The 2024 -2027 Business Plan Outlook

Planning for the Future

Reliable Access to Information

Clerk's 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. Efforts are now underway to create options to pay for FOI application and other fees online, which is the last remaining piece in the FOI becoming an entirely paperless program.

Keeping Pace with Growth and Demand

Working with partners in Real Property Asset Management, Clerk's will be 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.



Main Storage Vault at Region of Peel Archives

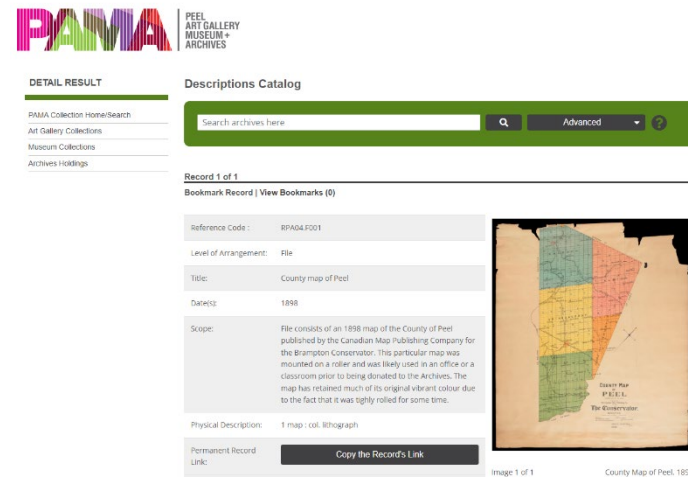
Finding Efficiencies

Continuous Improvement New Open Public Access Catalogue (OPAC)

The Region of Peel Archives and the Peel Art Gallery, Museum and Archives (PAMA) recently launched its new open public access catalogue (OPAC). This cloud-based automated research tool allows the public to search online for archival documents and artworks from any of PAMA's collections.

This new information tool is about access, outreach, open data and information sharing. The OPAC also puts us more in line with other cultural institutions and archives as most public cultural institutions in Canada have searchable online collection catalogues.

The OPAC will be especially helpful to the Archives in support of its robust public reference services. Researchers can now search the OPAC before visiting to identify records they want to see. This reduces retrieval times and ensures Archives patrons make the most of each visit.



Transforming Our Business with Technology

The COVID-19 pandemic highlighted the need to improve our existing technology to keep pace with the emerging technical landscape.

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 2022, 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.



A photo showing a typical ingest of government records.

Digitizing Freedom of Information: The freedom of information process evolved from being entirely paper based to electronic process with improved measures to service in nearly every metric. Plans are underway for the implementation of an electronic payment system to make customer payments for FOI application and other fees more convenient and secure.

E-signature: In 2022 and 2023, the Information Technology Solutions division in consultation with the Clerk's team implemented an E-signature solution for several regional program areas. The implementation of this new technology will eliminate manual tasks, increase efficiency in service delivery and enrich employee experience by focusing on meaningful, value-add tasks. The implementation will also result in the digitization of over ten thousand e-signature transactions annually.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$3.5 million and the proposed budget for 2024 is \$3.6 million

Net Expenditures: \$3.6 million (Total Expenditures: \$3.6 million)

Description	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	\$ Change Over 2023	% Change Over 2023
Operating Costs	209	375	370	(5)	(1.3)%
Labour Costs	3,546	4,440	4,576	136	3.1%
Reserve Contributions	-	-	-	-	-
Debt Charges	-	-	-	-	-
Grant Payments	-	-	-	-	-
Facility, IT, HR and other support costs	734	1,359	1,358	(1)	(0.1)%
Recoveries	(2,220)	(2,687)	(2,745)	(58)	2.2%
Total Expenditures	2,269	3,487	3,560	72	2.1%
Grants and Subsidies	(44)	-	-	-	-
Supplementary Taxes	-	-	-	-	-
Fees and Services Charges	(4)	(8)	(4)	4	(50.0)%
Transfer from Development Charges	-	-	-	-	-
Contributions from Reserves	-	-	-	-	-
Total Revenues	(48)	(8)	(4)	4	(50.0)%
Total Net Expenditure	\$2,221	\$3,479	\$3,556	\$76	2.2%

Note: May not add due to rounding.

2024 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2024 vs 2023	
2023 Revised Cost of Service	3,487	8	3,479	%
Cost of Living/Inflation				
Labour costs	136	-	136	
Goods and services	15	-	15	
Base Subsidy/Recoveries	-	-	-	
Updated allocation to Tax and Utility services and Peel Living	(58)	-	(58)	
Adjustments to User Fee Revenues	-	(4)	4	
Cost Mitigation	-	-	-	
Adjustments from the ongoing review of budgets	(20)	-	(20)	
Other Pressures	-	-	-	
Base Budget Changes Subtotal	72	(4)	76	
Service Level Changes Subtotal	-	-	-	
Total 2024 Budget Change	72	(4)	76	
2024 Proposed Budget	\$3,560	\$4	\$3,556	2.2%

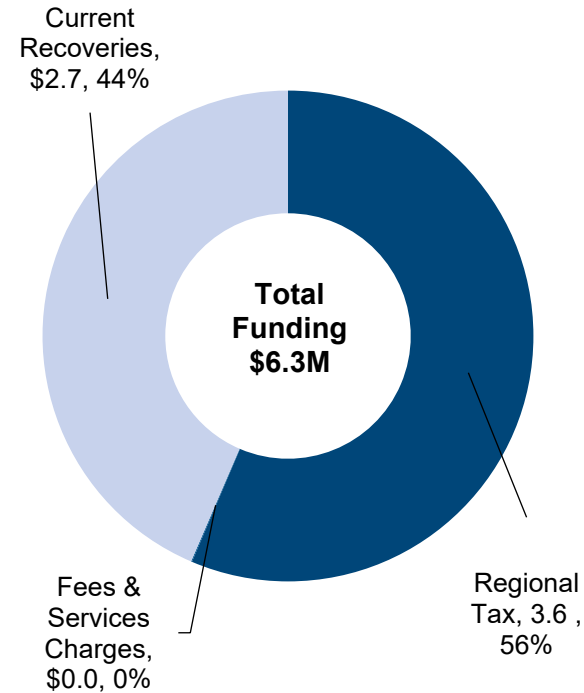
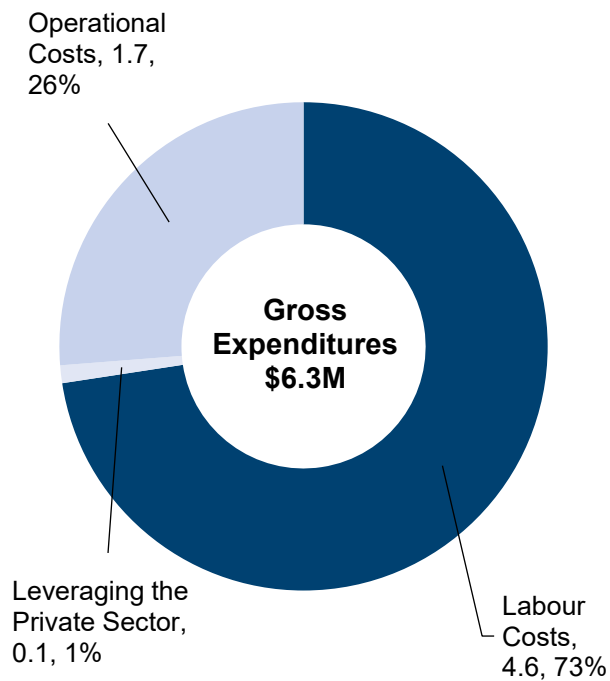
Note: May not add up due to rounding

Staffing Resources to Achieve Level of Service

Sub Service	2023	2024	2025	2026	2027
Freedom of Information	5.0	5.0	5.0	5.0	5.0
Privacy Compliance	4.0	4.0	4.0	4.0	4.0
Council and Committee Support	14.0	14.0	14.0	14.0	14.0
Archives	6.0	6.0	11.0	11.0	11.0
Accountability and Transparency Services	2.0	2.0	2.0	2.0	2.0
Advocacy and External Relations	5.0	5.0	5.0	5.0	5.0
Total	36.0	36.0	41.0	41.0	41.0

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

2024 Gross Expenditures & Funding Source (In \$M)



2024 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2024 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

2025 - 2027 Operating Forecast

	Budget			Forecast					
	2023	2024		2025		2026		2027	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	3,487	3,560	2.1%	4,185	17.6%	4,292	2.6%	4,402	2.6%
Total Revenue	(8)	(4)	(50.0)%	(4)	2.0%	(4)	2.0%	(4)	2.0%
Net Expenditure	3,479	3,556	2.2%	4,181	17.6%	4,288	2.6%	4,397	2.6%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- Estimated costs resulting from the Archives Feasibility Study are included as follows:
 - 5 additional FTEs are included in 2025 (2023 - BR#39)

Proposed Capital Budget

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

2024 Capital Budget Overview

The following table provides a summary of Clerks planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2024 Capital Budget (\$'000)	Total Capital in 2024 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	2,625	-	2,625
Total Expenditures	2,625	-	2,625
# of Projects	3	-	3

Existing Capital Projects - \$2.6M

- \$2.0M for Archives Storage (to acquire interim overflow storage)
- \$0.4M for the Refurbishment of Council Chambers
- \$0.2M for Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions)

2024 Capital Budget - \$0.0M

Key highlights:

- None

See Appendix I for details.

2024 Budget Risks

- None

Operating Impact of 2024 Capital Budget

- None

Proposed Capital Plan

2024 - 2033 10-Year Capital Plan - \$0.0M

By Project Classification:

<p>State of Good Repair \$-M</p>	<p>DC Funded Growth \$-M</p>	<p>Non-DC Funded Growth & Other \$-M</p>
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Clerks currently does not have any planned capital work.