

# Legislative Services

2023–2026 Business Plan  
and 2023 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 Legislative Services 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:

- Archives manages a growing collection of more than 1.5 linear kilometers of archival holdings, including more than 500 linear metres of government records and approximately 2 million photographic images, and private records of individuals, and organizations in Peel.
- In 2021, the Access to Information and Privacy team received 329 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2021 the Council and Committee support team facilitated 1,210 council decisions and the enactment of 71 Regional by-laws

## 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 application and other fees more convenient and secure.
- Developing new tools and processes including an advocacy priority database to support tracking of ongoing issues and legislative/regulatory developments
- Implementation of a new integrated audio-visual technology solution in Council chambers.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	5,909	6,480	6,921	7,100
Capital	3,400	500	0	0
Full Time Equivalents	36.0	38.5	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.

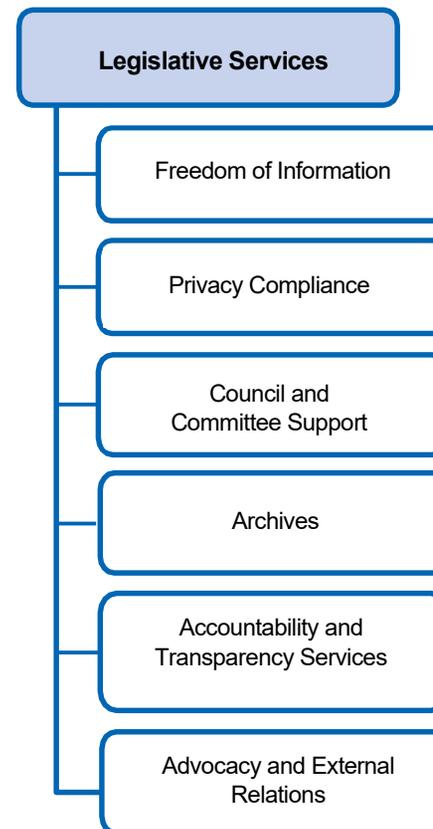
### Mission

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 Legislative Services 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 meet or exceed legislated requirements and include targets for non-statutory services. The existing service level for the various programs in Legislative Services 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 2021 the team administered 144 hours of meetings and 94 hours in 2022, as of August.

**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 September 2022, a total of 93 Formal Complaints have been received, all of which were responded to in accordance with the process and timeframes set out in the policy.

**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 priorities and the evolving policy needs of the Region.

**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 2021, the Region's 30-day compliance rate was 57.7 per cent and the extended compliance rate was 99.7 per cent. The Region's extended compliance rate was higher than the average municipal 30-day extended compliance rate of 83.8 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 107 breaches in 2021, directly affecting 3,336 people. Breaches most often occur by email (37), followed by breaches using online systems (29), then fax (26), followed by other formats (15).

**Records Management:** The Records Management team is responsible for the effective management and preservation of corporate records to ensure that records are available to inform decision making; assist in business continuity; satisfy legislative and regulatory requirements; maintain accountability; promote openness by enabling disclosure of information to the public and by preserving organizational and operational history. For 2020 and 2021 combined, Inactive Records (IRC) processed 3994 total service requests, completed 1812 total destructions and 982 total ascensions. As of August, Records Management delivered training to 230 staff members in 2022.



*Archivist often have to process records at their desk. For larger ingests the Archivists will sometimes take over the reading room.*

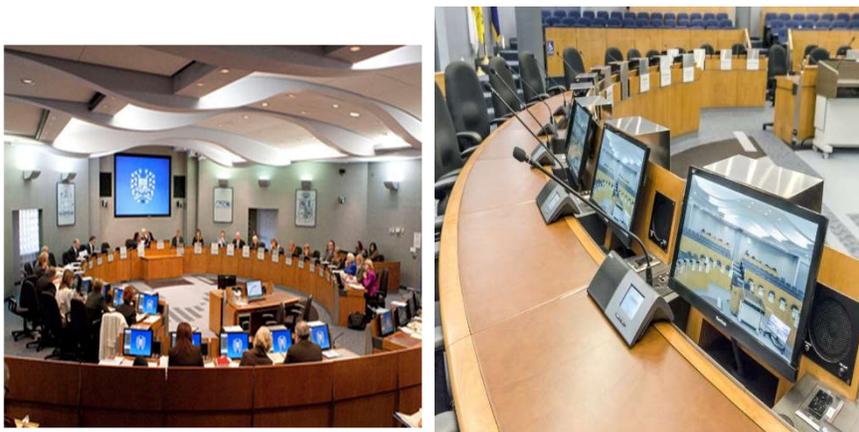
**Archives:** Despite the challenges of the pandemic, the Archives kept basic client consultation services in place through most of 2021 and responded to more than 1100 often complex and time-consuming inquiries in 2021 and more than 1200 inquiries in 2022. The Archives continues to ensure that records of archival value that provide evidence of the decisions, policies and activities of the Region of Peel, the City of Mississauga, the City of Brampton, and Town of Caledon are collected, preserved and accessible.



*The Archives does not have dedicated conservation space for preventative conservation. Sometimes, as this photo shows, records have to be taken outside for routine cleaning.*

## 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. As a result of the many benefits that hybrid meetings provide, including more opportunities for community participation, options for accessibility measures such as closed captioning, and increased flexibility for Council members and members of the public to continue hybrid meetings. Further investments in Council Chamber technology will be required to deliver a seamless meeting experience for members of Council, staff, and the public.

**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.

The Region will continue to explore new technologies and find ways to engage residents without an in-person connection to ensure that council and committee meetings are accessible to residents who cannot or would not attend a meeting in-person and to engage residents who have not previously interacted with their local government.

**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 2021, 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.*

## 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 Streamed:** The proportion of meeting streamed via the Region's website expressed as a percentage of the total Council/Committees meetings. In 2022, 100 per cent of Council and Committee meetings were streamed online.

**Percentage of complaints handled appropriately:** Proportion of complaints managed in accordance with the Complaints Handling Policy expressed as a percentage of the total complaints received. In 2021, 100 per cent of the 15 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 2021, 329 freedom of information requests were received and processed with an extended compliance rate of 99.7%. This is compared to the average municipal 30-day extended compliance rate of 83.8% in Ontario.

# Awards and Achievements

## Achievements

**Council and Committee Support:** The team worked quickly to develop procedures to enable electronic and hybrid council meetings and recommend amendments to the Region of Peel Procedure By-law to enable Council members participating electronically to be counted towards quorum and participate in closed session. Processes were implemented to ensure there were no interruptions to the Region's decision-making by its elected officials and that Council meetings remained accessible to the public and other stakeholders.

Regional Council passed a by-law to change the composition of Regional Council relating to the appointment and term of office of the Head of Council which necessitated significant amendments to the Region of Peel Procedure By-law. Additional amendments were recommended to facilitate efficient meetings, clarify practices, and reflect administrative updates. A new Procedure By-law, 27-2022, was approved by Regional Council to come into effect the day the new Council is organized following the 2022 election.

**Access and Privacy:** Through the pandemic, the team quickly and efficiently transitioned the processing of freedom of information requests from a paper-based to electronic process to ensure seamless and convenient service to our customers, acting as a reference case for several neighbouring municipalities.

**Archives:** The Archives completed the cross-border repatriation of a significant drawing and correspondence relating to noted Lakota artist Standing Bear, to the Oglala Lakota College in Kyle, South Dakota.

In the fall of 2021, the Archives relocated its entire archival collection to a temporary storage facility to support construction of new environmental and preservation control systems in its storage vaults. The retrofit was completed in summer 2022. A comprehensive feasibility study was recently completed that identifies long-term needs and business requirements for the Archives. One outcome of this study implemented recently, was the transfer of responsibility for the Region's archival program to the Clerks Division.

**Inactive Records/ Records Management:** The team developed a records management training module for all employees at the Region. To date, the training has been rolled out to 230 employees, with plans to train more employees before year end. This will help to ensure that corporate records are preserved in accordance with the Region's



records keeping obligations under MFIPPA and the Region's Records Retention by-law.

*Standing Bear's great-grand son Arthur Amiotte holding one of the items of the unboxing of the materials repatriated to the Lakota*

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Reliable Access to Information

Legislative Services 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. In the future, Legislative Services will continue to focus on ways to improve the service experience by modernizing processes and fostering continued open communication with our municipal partners to identify opportunities to create complementary and cohesive processes. These efforts will help to ensure access to regional government is inclusive, accountable, and barrier-free.

### Lobbyist Registry

Legislative Services 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.

In 2023, staff will update the mandatory Lobbyist Registry training to ensure all staff are aware of their responsibilities as a Public Office Holder.

### Council Chamber Technology Project

In 2022, an external consultant was retained to assess the Council Chamber Technology and recommend improvements. An integrated Audio-Visual Management solution was recommended to manage and facilitate Council and Committee meetings to provide a better user experience for participants. This solution will be implemented in 2023.

### Digitizing Freedom of Information

The freedom of information process evolved from being entirely paper based to electronic without impact to legislated timelines and with improved measures to service in nearly every metric.

Requesters can more easily submit requests by being able to use email and are able to correspond more easily with staff processing the request, eliminating significant time delays. Requesters also receive records more quickly, and with significantly less cost, as records are now available to be securely transmitted online as opposed to being printed and then sent by courier, both at a cost. Current efforts are focused on exploring options to receive payments online as the last remaining piece of the process in becoming a paperless program.

## Archives Feasibility Study

The Region of Peel Archives is an essential and critical resource. Despite the successes and achievements of the archival program over the years, a 2021 feasibility study, requested by staff, identified that the current Archives building footprint, staffing levels, processing space and storage capacity can no longer keep pace with the growth of the collection or the increasing demand of the growing Peel community.



*View into the main storage vault of the Region of Peel Archives*

A key deliverable in the feasibility study was to undertake a comparables benchmarking analysis with other like or similar public archives in Canada. In total, 12 archival programs were surveyed. Compared to other municipal archives, in large and growing regions, the Peel Archives is considerably under-resourced. Here are some key findings:

- While the Region of Peel has one of the largest populations of the comparator municipal archives, its Archives has, by far, the lowest staff complement per capita, when compared to other like or similar institutions.
- The Region of Peel Archives operating budget is \$0.35 cents per capita which compares with an average of \$2.28 per capita for the other archives surveyed.
- The majority of other archives have space for records receiving, dedicated processing space, backlog and accession storage, digitization workspace and collections processing. The Region of Peel Archives does not, for the most part. The Archives can no longer actively build its collection.

Without appropriate resources the Archives will not be able to fulfill its mandate to the Region, posing a threat of potential loss of information about decisions made, policies, enacted and actions taken within the Region of Peel over time. Critical investments in additional resources and space capacity are needed to establish a plan for future growth.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous 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.

**Advocacy Tools and Processes:** To support continuous improvement of the Region's advocacy efforts, new tools and processes are in development, including an advocacy priority database to support tracking of ongoing issues and legislative/regulatory developments, as well as a consultation framework to streamline the Region's responses to federal and provincial consultations on issues of relevance to Peel.

### Fees for Freedom of Information (FOI) Requests:

MFIPPA permits a municipality to charge certain fees to individuals seeking access to government records. The fees permitted are set out in MFIPPA, such as application fees, fees for photocopying, shipping, preparing a record for disclosure and search time.



*Access to information and Privacy Team holding Staff Awareness Training*

In 2021, the Region of Peel collected approximately \$5,000 in fees for processing FOI requests. Electronic fulfillment for FOI requests has reduced fees for customers, eliminated significant staff time spent performing administrative tasks related to handling physical mail and records, and optimized the service experience.

**Archives:** Staff continued development of its new cloud-based collections management system (CMS). The CMS gives greater power to archival and curatorial staff to catalogue, research and monitor PAMA's collections, whether working onsite or remotely. Set to launch later in 2022, an Open Public Access Catalogue (OPAC) will allow the public to search online for archival documents, artworks, and objects from any of PAMA's collections.

The OPAC will be developed gradually over the years ahead. The digitization of photo negatives produced in the 1950s and 1960s by Peel photojournalist Russell Cooper continued in 2022. The Archives now has more than 10,000 digital scans of these significant images. More than 700 documents have been posted by the Archives on its public *Internet Archive* account. Digital references available to the public now include Township of Toronto (Mississauga) council minutes from 1949 to 1970.

# Transforming Our Business with Technology

The COVID-19 pandemic highlighted the need to improve our existing Council Chambers technology and supporting governance structure. Most of the audio-visual equipment, voting and related technology systems in the Council Chambers were designed for in person attendance but were quickly modified to permit electronic participation during the pandemic when remote meetings became a necessity. As a result of the convenience that electronic meetings provide, there is likely to be a preference by some Council members and members of the public to participate in Council and Committee meetings virtually post pandemic. The Council Chambers and its technology are also used by the Peel Police Services Board for its meetings.



The evolution of management of Council meetings through technology has been exponential over the past decade and there continues to be advances made to keep up with the changing nature of meeting management and the expectations of Members of Council in the services we provide through technology.

In 2022, Regional Council approved a technology support model that includes a dedicated team of resources who can effectively plan, manage, and operate Council Chambers technology. This team will lead a major Council Chamber technology upgrade to be completed for the start of the 2026-2030 term of Council.

In 2023, Cisco Legislate will be implemented to enable a more seamless hybrid meeting experience. Cisco Legislate's integration with existing Council Chamber technology will enable automated voting and request to speak list management for both in-person and virtual meeting participants, improve camera operations, and provide a visible timer to assist the meeting Chair and speakers to manage their time. It will provide improved quorum and attendance monitoring and allow participants to follow agenda items within the meeting application.

**Access and Privacy/FOI:** 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, the Information Technology Solutions division in consultation with the Legislative Services 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 2023-2026 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 2022 was \$5.0 million and the proposed budget for 2023 is \$5.9 million

**Net Expenditures: \$5.9 million** (Total Expenditures: \$5.9 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	371	388	(17)	(4.4%)
Labour Costs	4,440	4,069	371	9.1%
Reserve Contributions	0	0	-	-
Debt Charges	0	0	-	-
Grant Payments	0	0	-	-
Facility, IT, HR and other support costs	1,266	760	506	67%
Recoveries	(160)	(156)	4	2.5%
<b>Total Expenditures</b>	<b>5,917</b>	<b>5,060</b>	<b>856</b>	<b>16.9%</b>
Grants and Subsidies	0	0	-	-
Supplementary Taxes	0	0	-	-
Fees and Service Charges	(8)	(28)	(20)	(70.9%)
Transfer from Development Charges	0	0	-	-
Contributions from Reserves	0	0	-	-
<b>Total Revenues</b>	<b>(8)</b>	<b>(28)</b>	<b>20</b>	<b>(70.9%)</b>
<b>Total Net Expenditure</b>	<b>\$5,909</b>	<b>5,033</b>	<b>876</b>	<b>17.4%</b>

Note: May not add due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>5,060</b>	<b>28</b>	<b>5,033</b>	<b>%</b>
<b>Annualization<sup>1</sup></b>				
Council Chambers Technology Support	480	-	480	
<b>Cost of Living/Inflation</b>				
Labour costs	96	-	96	
Goods and services	26	-	26	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to Tax and Utility services and Peel Living	(4)	(20)	16	
<b>Base Budget Changes Subtotal</b>	<b>598</b>	<b>(20)</b>	<b>618</b>	
<b>Service Level Demand<sup>2</sup></b>				
Budget Request 39 – Archives Feasibility Study Implementation Phase 1	258	-	258	
<b>Service Level Changes Subtotal</b>	<b>258</b>	<b>-</b>	<b>258</b>	
<b>Total 2023 Budget Change</b>	<b>856</b>	<b>(20)</b>	<b>876</b>	
<b>2023 Proposed Budget</b>	<b>\$5,917</b>	<b>8</b>	<b>5,909</b>	<b>17.4%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Annualization<sup>1</sup>

- On May 26, 2022, Regional Council passed a resolution (Resolution Number 2022-475) to upgrade technology support for Council Chambers. This included the approval of four additional FTE whose costs during 2022 were funded by rate stabilization reserves.

#### Service Level Demand<sup>2</sup>

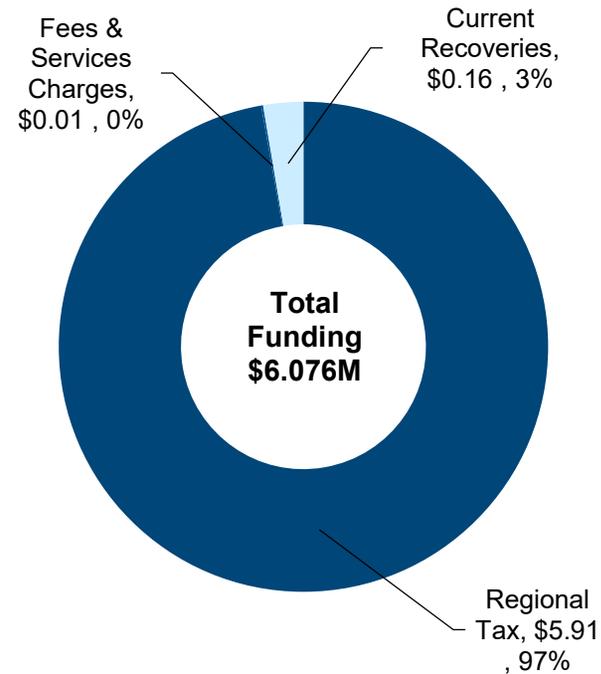
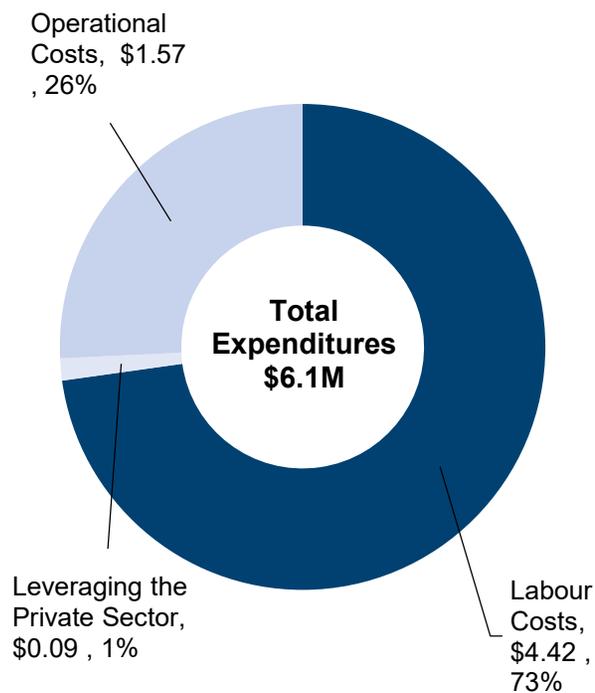
- Budget Request 39 Archives Feasibility Study Implementation Phase 1 is for the addition of 2.5 FTE. The study recommended the addition of 7.5 FTE, which will be phased in with requests for 2.5 FTE in each of 2023, 2024 and 2025.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
33.5	36.0	38.5	41.0	41.0

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

## 2023 Gross Expenditures & Funding Source (In \$M)



## 2023 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 2023 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.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	5,060	5,917	16.9%	6,488	9.6%	6,929	6.8%	7,109	2.6%
<b>Total Revenue</b>	(28)	(8)	(70.9)%	(8)	2.5%	(8)	2.0%	(9)	2.0%
<b>Net Expenditure</b>	5,033	5,909	17.4%	6,480	9.7%	6,921	6.8%	7,100	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:
  - 2.5 additional FTEs are included in 2024 and in 2025 (BR#39)
  - Interim space leasing costs are included beginning in 2024 (BR#40)

# Proposed Capital Budget

**Capital Budget: \$2.5 million** (Ten Year Plan: \$3.1 million)

## 2023 Capital Budget Overview

The following table provides a summary of Legislative Services’ planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	413	2,490	2,903
<b>Total Expenditures</b>	<b>413</b>	<b>2,490</b>	<b>2,903</b>
<b># of Projects</b>	<b>1</b>	<b>2</b>	<b>3</b>

### Existing Capital Projects - \$0.4M

- \$0.4M for the Refurbishment of Council Chambers

## 2023 Capital Budget - \$2.5M

### Key highlights:

- \$2.1M – Archives Storage (to acquire interim overflow storage)
- \$0.4M – Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions)

*See Appendix I for details.*

## 2023 Budget Risks

- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

## Operating Impact of 2023 Capital Budget

- There will be interim archives space leasing costs of \$130,750 beginning in 2024 (BR#40 / capital project 237117)

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$3.1M

### By Project Classification:



#### Key Highlights:

- \$1.0M – Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions to support Regional assets)
- \$2.1M – Archives Storage (to acquire interim overflow storage)

*See Appendix II for details.*

Service : Legislative Services

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>		
237117	Archives Storage	To acquire interim overflow storage space to support Archives program	2,090	2,090
237118	Council Chambers Technology	Procurement, implementation and sustainment of Council Chambers technology solutions.	400	400
Legislative Services			2,490	2,490

**Appendix II**

**Service: Legislative Services  
2023 Ten Year Combined Capital Program (\$'000)**

			2023	2025	2026	Gross
<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>				
237117	Archives Storage	To acquire interim overflow storage space to support Archives program	2,090	0	0	2,090
237118	Council Chambers Technology	Procurement, implementation and sustainment of Council Chambers technology solutions.	400	155	475	1,030
Legislative Services			2,490	155	475	3,120

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Archives Feasibility Study Implementation Phase 1	Clerks	39	2.5	0	257,701	0
Archives Interim Storage Implementation	Clerks	40	0.0	0	0	2,090,000
<b>TOTAL</b>			<b>2.5</b>	<b>0.0</b>	<b>257,701</b>	<b>2,090,000</b>

## Budget Request #: 39

Proposed Initiative	Department	Division	Service Area
Archives Feasibility Study Implementation Phase 1	Corporate Services	Clerks	Archives

### Description of Budget Request

The Region of Peel Archives is requesting 7.5 FTE over three years following the recommendations outlined in the 2021/22 Feasibility Report completed by a third party consultant. The Feasibility report specifically reviewed staffing, space, and structure of Regional Archives in comparison with similarly sized institutions across Canada.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	257,701	264,917	272,334	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	257,701	264,917	272,334	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	257,701	264,917	272,334	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	2.5	2.5	2.5	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Staff are currently unable to effectively carry out the core archival functions to meet the Archives' legislated mandate which is to collect both government records to document policies and decisions made and non-government records to support an understanding of the development and history of the region.

The Feasibility report has identified the challenges the staff face today and documented a need to expand.

## Details of Service Change

The consultant has recommended the Archives hire an additional 7.5 staff starting with 2.5 in 2023. The following FTEs are requested for 2023:

- a) create one new, fulltime reference archivist position; 1 FTE
- b) create one new, fulltime digital archivist position; 1 FTE
- c) convert the existing part-time reprographics position to full-time; 0.5 FTE

The approved FTE will enable staff to respond to standard inquiries within a seven to fourteen day timeframe.

The Feasibility report indicates that it is typical for an Archives similar in size to the Region of Peel have the following staff: Archivists, Archives Assistants, Retrieval staff, education coordinators, digitization technicians and conservators, all of whom support the activities of the Archives to ensure that collections are arranged, described, preserved and made available to the public. The FTE's requested as part of this business case will alleviate immediate service pressures.

The requested staff will be performing the intake, processing, decision making and accessioning of proposed archival materials received from municipalities and private donors. The conversion of the reprographics role will enable increased digital assets, increasing accessibility of the Archival collection for residents.

## Service Impact

The approval of this staffing increase will enable the Archives to become a stronger resource and a well managed asset for the Region. Service levels for requests from residents and municipalities will return to a standard seven to fourteen business day turnaround timeframe. Residents and Municipal partners will be enabled to access more information online, increasing accessibility of the Region's Archival holdings.

Over the next 3 to 5 years, beyond 2023, Peel Art Gallery, Museum and Archives (PAMA) proposes to steadily and gradually build the staff complement in the Archives to 11 to meet the needs of the growing program demands and to address the strategic tasks outlined in this report.

To confirm the recommendations of the report, PAMA management will review ongoing activities and track time allocation to confirm that all requested FTE's are critical to the Archives operation. The additional 2.5 staff requested will address immediate pressures resulting from growth in the collection and the shift to providing digital resources.

## Budget Request #: 40

Proposed Initiative	Department	Division	Service Area
Archives Interim Storage Implementation	Corporate Services	Clerks	Legislative Services

### Description of Budget Request

The Region of Peel Archives requires additional storage and processing space to enable the continual transfer of government records from the Region of Peel and municipal partners. A Feasibility study was conducted by a third party vendor, which has provided recommendations for interim space.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	130,750	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	2,090,000
Reserves	2,090,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	2,090,000

## Why Staff Recommend this Initiative

The Archives onsite storage capacity at PAMA is 1,700 sq ft, comprised of 2 storage vaults. The volume of records transferred from government and private sources increases annually. The frequency of acquisitions has been trending upwards for a decade. A single ingest of government records and private donations can be comprised of several hundred boxes. Additional space for the Archives has not been provided since 2012 and the onsite footprint at PAMA cannot be expanded.

## Details of Service Change

In 2023, staff propose to investigate, secure and retrofit (as needed) a suitable interim “over-flow” processing and storage space, within the Region of Peel. It is estimated that the Archives will require up to 5,230 square foot of offsite space to support acquisition, collections storage and records processing of inactive government records which are subject to archival review within the Region and lower-tier municipalities, along with additional private records. The Archives will continue to utilize space at PAMA until a long term solution for a facility that can incorporate processing, storage and public facing space can be identified.

## Service Impact

Staff have prepared a list of specifications to evaluate candidate properties and identify requirements that will bring identified properties to acceptable standards. A breakdown of costs and requirements associated with the project have been prepared by the consultants to guide staff. Cross-departmental working groups will be established to oversee candidate site identification and evaluation. Working with Legal Services, Facilities Management, IT Operations and Real Property, a suitable candidate site will be secured, retrofitted and prepared for occupancy. The approval of interim storage and processing space will greatly increase the Archives’ ability to serve the citizen of Peel and better meet its legislative mandate. Additional space will enable the Archives to reduce processing backlogs, resulting in more records being made available and accessible to the public and stakeholders for reference.