



# Clerks

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2026–2029 Business Plan  
and 2026 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. Also, serving as the official archives of the area municipalities and the 2 largest school boards in Peel. It maintains a wide range of privately donated records, as well as records on loan from the Province of Ontario.
- Archival staff responded to over 2,600 research inquiries in 2024.
- In 2024, the Freedom of Information team received 421 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2024, the Freedom of Information (FOI) team positioned itself to begin processing Ambulance Call Report (ACR) requests and other requests for personal health information submitted under the *Personal Health Information Protection Act* (PHIPA), transitioning this process from Peel Paramedic Services.
- The digitization of the FOI request form including online payment options has proved to be an efficient and client-friendly process.
- In 2024, the Council and committee support team facilitated 922 council decisions and the enactment of 75 Regional bylaws.

## Highlights of the Business Plan

- Investing in additional space 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 improved technology to support the hybrid meeting model for Council and committee meetings.

**Table 1. Budget Summary**

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	3,244	3,492	3,562	3,636
Capital Net Investment (in \$ thousands)	–	–	–	–
Full Time Equivalents	31.0	32.0	32.0	32.0



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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.

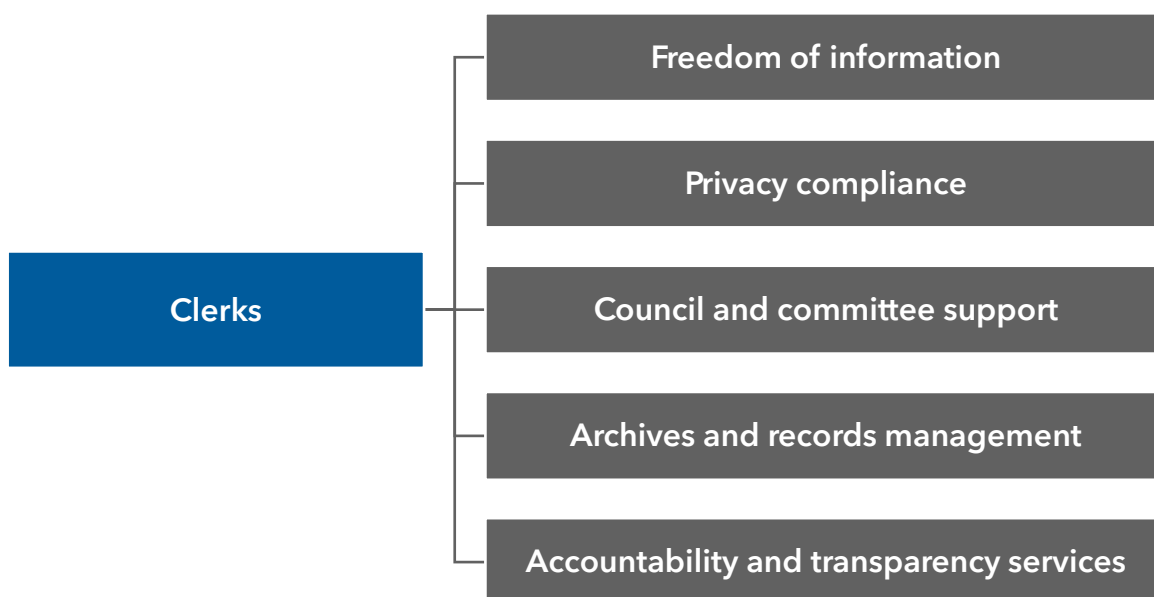
### Mission

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, Protection of Privacy Act* and *Personal Health Information Protection 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 Peel departments. In 2024, the team administered 178 hours of council/committee meetings, 45% increase compared to 2023, and 94 hours as of July 31, 2025, 72% increase over 2024 for the same period.



**Public complaints.** In 2016, Peel Regional Council approved a Complaints Handling Policy with the purpose of outlining Peel's Informal Complaints resolution process and to establish a procedure for Formal 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. In 2024, a total of four Formal Complaints were received, all of which were responded to in accordance with the process and timeframes set out in the Policy.

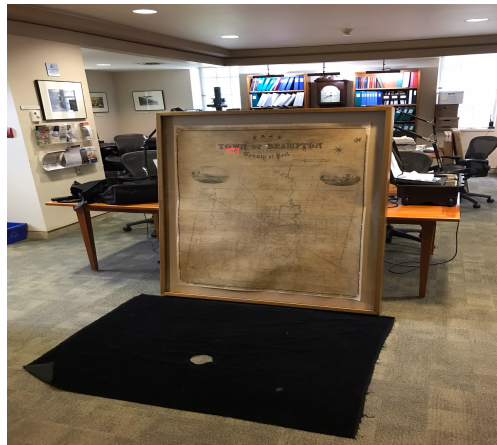
**Freedom of information.** The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), imposes a 30-day time limit in which an institution must provide a decision regarding a Freedom of Information (FOI) request. The 30-day time limit may be extended in certain limited circumstances, as prescribed by MFIPPA. Peel Region achieved an extended compliance rate of 98.9%, which is considerably higher than the average municipal 30-day extended compliance rate of 87%. To process these FOI requests, staff reviewed 39,843 pages of material. The implementation of an online FOI request form, coupled with electronic payment options, has significantly enhanced the client experience for residents. This modernization initiative has transformed the way individuals interact with government services, making the process more accessible and user-friendly.

The team has seen a significant increase in requests (doubling the typical caseload) since taking on requests for Ambulance Call Reports (ACRs) and other requests for personal health information submitted under the *Personal Health Information Protection Act* (PHIPA). These requests are processed within the legislated 30-day time limit prescribed by PHIPA.

**Privacy.** The Privacy team ensures compliance by providing advice on regional initiatives, managing breach investigations, conducting Privacy Impact Assessments (PIAs), advising on the lifecycle of regional records, and delivering training. The Privacy team investigated and resolved 108 privacy breaches in 2024, directly affecting 1,043 people. Of these breaches, 99% were due to disclosure of information without authority. The team handled 64 inquiries for information from law enforcement agencies, and logged 136 distinct projects ranging from consultations, training sessions, policy reviews, contract reviews, and PIAs.

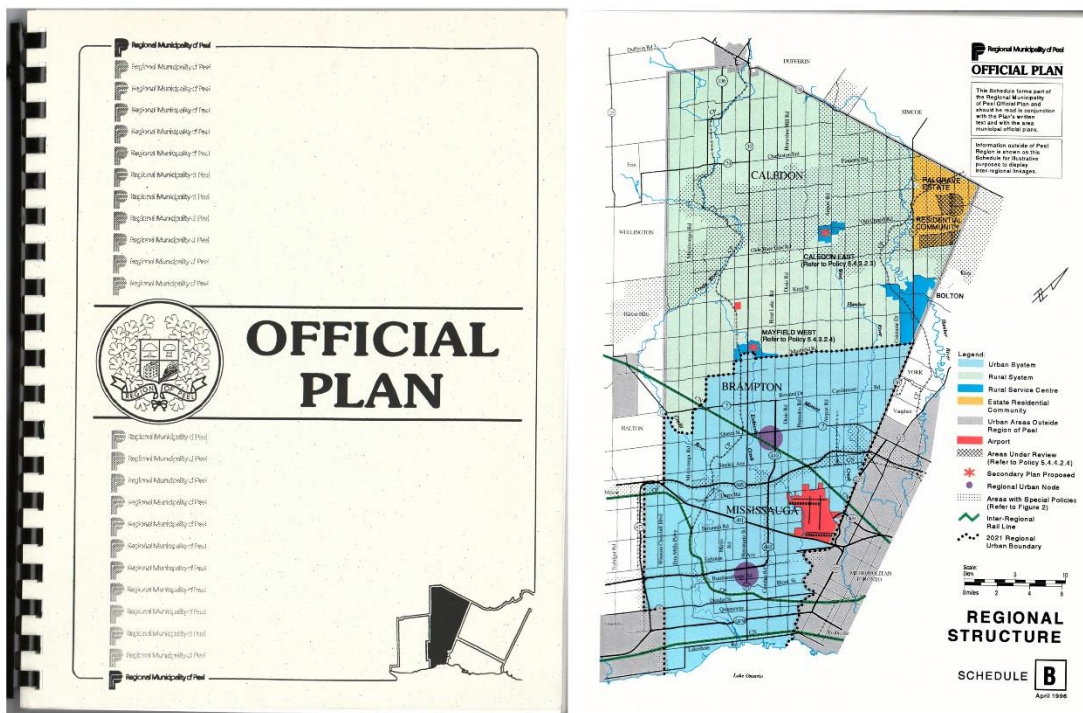
**Records management.** The Records Management (RM) team is responsible for the effective management and preservation of corporate records. The RM team ensures that records are available to inform decision-making, satisfy legislative and regulatory requirements, maintain accountability and promote openness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

In 2024, specialized live training was delivered to groups including all Long-Term Care centres, Treasury Services, the Museum and Art Gallery at PAMA, as well as Infrastructure Planning, Partnerships and Compliance in Water and Wastewater, with more than 250 employees trained. This training was in addition to 618 staff who completed the online Records Management 101 module. Additionally, the Records Management team logged 71 distinct consultations in which staff were provided guidance regarding their program needs. The Inactive Records Centre (IRC) processed over 1,748 requests for records, accessioned 768 boxes of records, and destroyed 400 boxes of records in accordance with their assigned retention period.



**Left: Archival record review project at the Arthur P. Kennedy Water Treatment Plant. Right: 1857 Brampton map being prepared for digitization.**

**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 Brampton, Town of Caledon and City of Mississauga. They also collect private records that make a significant contribution to an understanding of the history and development of Peel. In 2024, the team handled over 2,600 research inquiries from municipal staff, other professionals, and the public. Archives also took in 171 accessions of records (ranging in size from a single postcard up to dozens of boxes) and the Archives blog, [Peeling the Past](#), logged 33,177 views.



**Above: The first Peel Region Official Plan from 1996. One of the many exciting additions to the archival holdings in 2024.**

## Trends

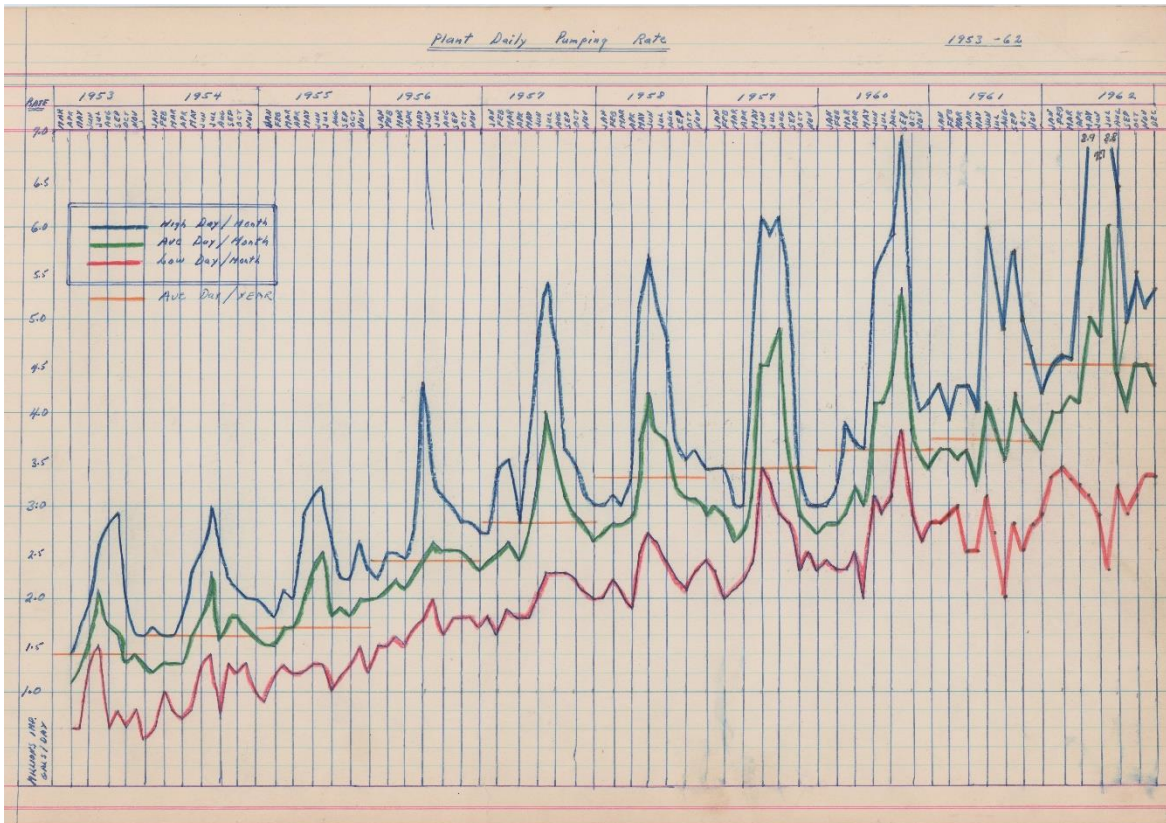
**Streaming Council and committee meetings.** Peel Region continues to offer a variety of options for public participation in both Council and committee meetings, including in-person attendance, or a live stream option.



**Accessibility and inclusion.** Peel Region continues proactive adoption of accessible formats, live captioning, and ensuring underrepresented groups can access council proceedings through varied participation channels.

**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 2024, 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.

Archival staff were excited to complete the digitization of the earliest surviving operational ledgers used at the Port Credit and Township of Toronto Water Treatment plants, with the earliest entries dating to 1950. These ledgers help to showcase the growing post-Second World War demand for water production at two of the precursors to the modern Regional water service.



Above: A hand-drawn usage graph of water pumping rates per month, 1953–1962, at the former Township of Toronto Water Treatment Plant, now known as the Arthur P. Kennedy Water Treatment Plant in Mississauga.

# 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 Peel Region's website expressed as a percentage of all Council/Committee meetings. Of the 79 Council/Committee meetings in 2024 and until July 31, 2025, 79 (99%) have been streamed online. Hybrid participation for delegations continues 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 2024, 100% of the four 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 2024, 421 freedom of information requests were received and processed with a 30-day compliance rate of 92.4% and an extended compliance rate of 98.9%. This is compared to the average municipal 30-day extended compliance rate of 87% in Ontario.

# Awards and Achievements

## Achievements

**Freedom of information and privacy.** To increase the awareness of access to information and privacy best practices within Peel Region, the team launched corporate campaigns for Data Privacy Week, Privacy Awareness Week, and Right to Know Week, which included articles on artificial intelligence, records management tips, and secure shredding, with daily engagement of thousands of regional staff.

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 implementation of the process, Freedom of Information and Privacy completed 498 unique inquiries (questions or records), which stemmed from 97 formal requests. The records responsive to these inquiries were reflected in 127,425 pages of documents.

In 2024, the team implemented a Robotic Process Automation (RPA) tool to ensure that all relevant FOI responsive records are collected, converted to PDF and combined for review and eventual delivery to requesters.

**Records management.** The program updated the In-Office Destruction Form to make it more user-friendly and improve tracking of records destruction across the organization. In addition, the Recordkeeping and Lifecycle Management policy was revised to clarify processes and better align with current practices. This update also consolidated and eliminated several older policies, reducing duplication and making the overall framework simpler and easier for staff to follow.

**Archives.** The 2023 update to Peel Region's Record Retention By-law (1-2007 as amended by 58-2023) empowered the Regional Archivist to appraise for selection and preservation purposes any Regional record scheduled for disposition going forward. Such an appraisal review was completed in 2024, and a range of valuable Regional records were saved, with highlights including:

- Environmental studies and reports related to major public works projects (1977–2003).
- Material from the Peel debenture program, including debenture certificates from the 1980s.
- Documentation on the design of various Regional building projects, including homeless shelters and playgrounds (1990–2002).
- Condition reports for heritage buildings in Peel.
- Water consumption graphs and statistics related to Peel Region's pumping station and water well programs, some dating back to 1974.

**Accountability and transparency.** Clerks maintain 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 Peel 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.

44 Lobbyists have registered on Peel Region’s online Lobbyist Registry, of which 38 continue to be active.

**Council and committee support.** In 2024, a SharePoint site was introduced for Councillors and the Executive Leadership Team to access Peel Regional Council agenda materials. The use of SharePoint enables faster download times and a more user-friendly experience than the previous document sharing platform.



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# The 2026–2029 Business Plan Outlook

## Planning for the Future

### Improved Hybrid Meeting Management

Since March 2020, members of Council and the public have participated in Council and committee meetings virtually or through a hybrid model. Most of the audio-visual equipment, voting and related technology systems in the Council Chambers were designed for in-person attendance and have limited capabilities to allow for a fully integrated or hybrid experience with remote participation and electronic voting. In July 2025, Council approved a project to upgrade the technology support for the Council Chambers, with implementation commencing. By September 2025, the project will be completed and includes enhancements to the projector display, audio visual components, including hybrid meeting platform and microphones, camera automation and system operations, and will provide a dependable livestream.

### 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 (FOI) 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 also been implemented. It is intended to learn from and improve this process, as well as to develop an educational outreach campaign with requestors so that FOI can become an entirely paperless program.

### Keeping Pace with Growth and Demand

Working with partners in Real Property Asset Management, Clerks is continuing to invest 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 introduction of SharePoint for Councillors and the Executive Leadership team to access Peel Regional Council agenda materials resulted in cost avoidance of \$38,000 from staff time.

The implementation of the FOI digital form allowing clients to submit requests and payments online resulted in a cost avoidance of \$21,000 from staff time saved in the manual process of scanning and converting paper forms into PDF documents.

## 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.

**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 also implemented an electronic payment system to make customer payments for FOI application and other fees more convenient and secure. Additionally in 2024, the team implemented a Robotic Process Automation (RPA) tool to ensure that all relevant FOI responsive records are collected, converted to PDF and combined for review and eventual delivery to requesters.



# Proposed Operating Budget

This section sets out the financial resources required to deliver the proposed 2026–2029 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 net cost for the service in 2025 was \$3.1 million and the proposed budget for 2026 is \$3.2 million.

**Net Expenditures:** \$3.2 million (**Total Expenditures:** \$3.2 million)

Description (in \$ thousands)	2024 Actuals	2025 Approved Budget	2026 Proposed Budget	\$ Change over 2025	% Change over 2025
Operating costs	206	362	383	21	5.7%
Labour costs	3,585	3,942	4,219	277	7.0%
Reserve contributions	–	–	–	–	–
Debt charges	–	–	–	–	–
Grant payments	–	–	–	–	–
Facility, IT, HR and other support costs	1,271	1,218	1,270	52	4.2%
Recoveries	(2,518)	(2,400)	(2,623)	(223)	9.3%
<b>Total Expenditures</b>	<b>2,545</b>	<b>3,121</b>	<b>3,248</b>	<b>126</b>	<b>4.1%</b>
Grants and subsidies	–	–	–	–	–
Supplementary taxes	–	–	–	–	–
Fees and services charges	(1)	(4)	(4)	–	–
Transfer from development charges	–	–	–	–	–
Contributions from reserves	–	–	–	–	–
<b>Total Revenues</b>	<b>(1)</b>	<b>(4)</b>	<b>(4)</b>	<b>–</b>	<b>–</b>
<b>Total Net Expenditures</b>	<b>\$2,543</b>	<b>\$3,117</b>	<b>\$3,244</b>	<b>\$126</b>	<b>4.1%</b>

Note: May not add up due to rounding.

## 2026 Operating Budget Pressures

Service (in \$ thousands)	Total Expenditures	Total Revenue	Net Cost 2026 vs 2025	
<b>2025 Revised Cost of Service</b>	<b>\$3,121</b>	<b>\$4</b>	<b>\$3,117</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	277	–	277	
Goods and services	95	–	95	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to tax and utility services and Peel Living	(223)	–	(223)	
<b>Cost Containment</b>				
Adjustments from the ongoing review of budgets	(23)	–	(23)	
<b>Base Budget Changes Subtotal</b>	<b>126</b>	<b>–</b>	<b>126</b>	
<b>Service Level Demand</b>				
<b>Service Level Changes Subtotal</b>	<b>–</b>	<b>–</b>	<b>–</b>	
<b>Total 2026 Budget Change</b>	<b>126</b>	<b>–</b>	<b>126</b>	
<b>2026 Proposed Budget</b>	<b>\$3,248</b>	<b>\$4</b>	<b>\$3,244</b>	<b>4.1%</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	2025	2026	2027	2028	2029
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	9.0	9.0	9.0
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>32.0</b>	<b>32.0</b>	<b>32.0</b>

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

# 2026 Gross Expenditures and Funding Sources

Figure 1. 2026 Gross Expenditures (in \$millions)

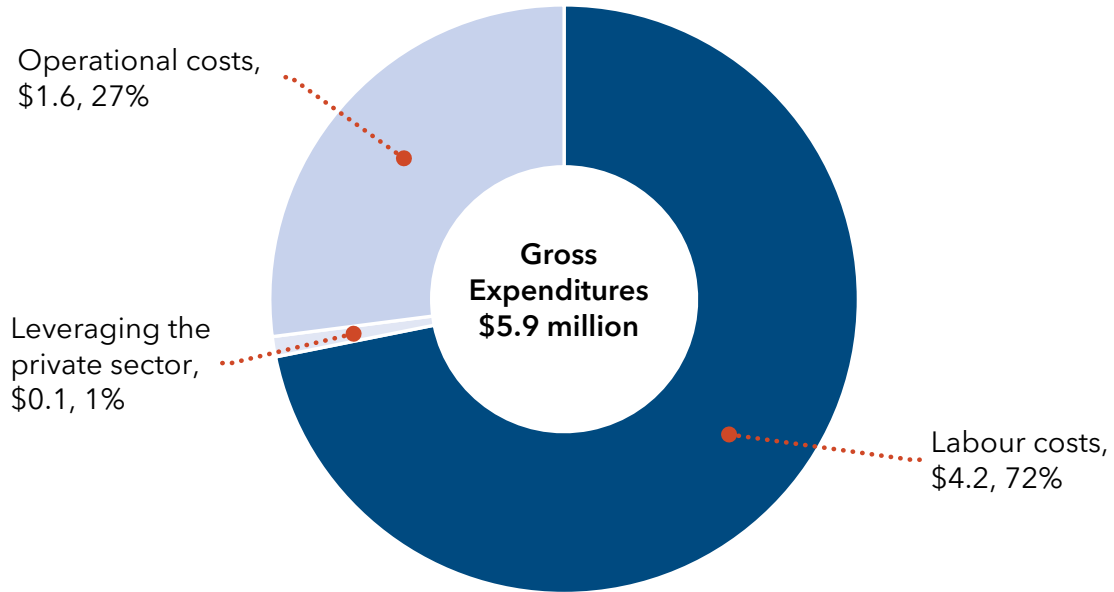
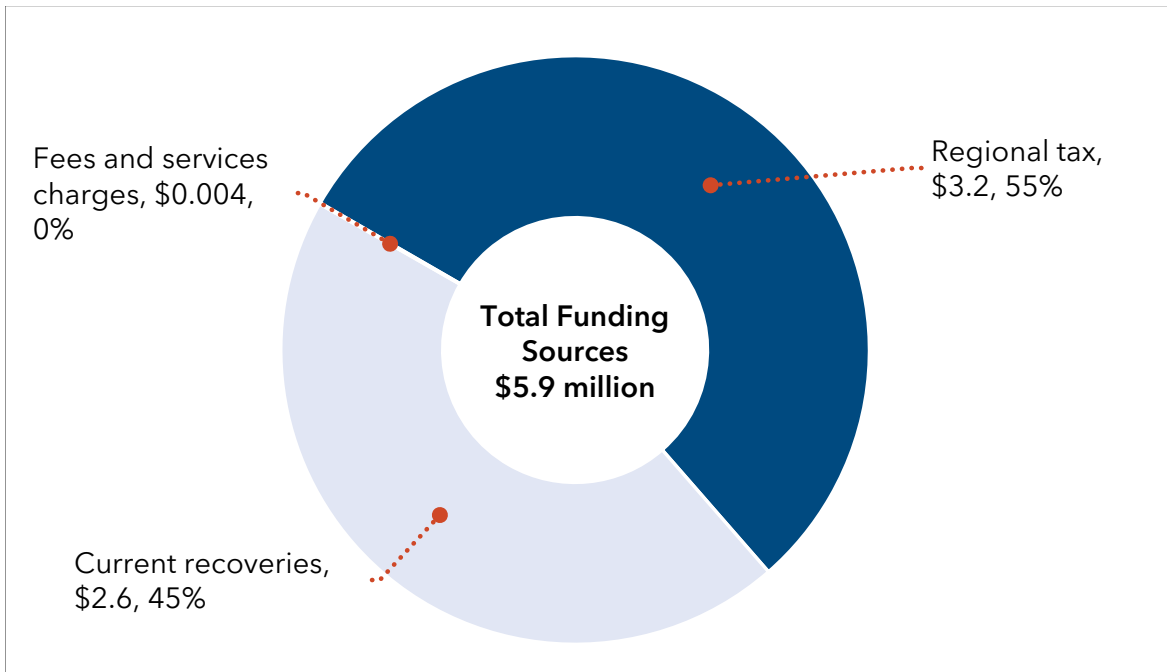


Figure 2. 2026 Total Funding Sources (in \$millions)



## 2026 Budget Risks

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

## 2027–2029 Operating Forecast

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

	2025	2026	
Total Expenditure	3,121	3,248	4.1%
Total Revenue	(4)	(4)	0.0%
Net Expenditure	3,117	3,244	4.1%

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

	2027		2028		2029	
Total Expenditure	3,496	7.7%	3,566	2.0%	3,640	2.1%
Total Revenue	(4)	2.0%	(4)	2.0%	(4)	2.0%
Net Expenditure	3,492	7.7%	3,562	2.0%	3,636	2.1%

Note: May not add up due to rounding.

- The 2027 forecast includes one permanent position to enhance records management for compliance and operational excellence.
- The forecast in 2027–2029 does not include the costs of implementing the recommendations from the Archives Feasibility Study (2023 – BR# 39). Requests will be reviewed in future years' budget process.

# Proposed Capital Budget

**Capital Budget:** \$0.0 million (**10-year Plan:** \$0.0 million)

## 2026 Capital Budget Overview

Table 5 provides a summary of Clerks planned capital project activity for 2026, including funding sources for both new capital project requests in 2026 and projects carried forward to 2026.

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

	Carry Forward from Prior Years (WIP)	2026 Capital Budget	Total Capital in 2026
DC Growth	—	—	—
Externally Funded	—	—	—
Non-DC Internal	2,365	—	2,365
<b>Total Expenditures</b>	<b>\$2,365</b>	<b>—</b>	<b>\$2,365</b>
<b># of Projects</b>	<b>2</b>	<b>—</b>	<b>2</b>

## Existing Capital Projects — \$2.4 million

Key highlights:

- \$2.0 million to acquire interim overflow storage space for Peel Archives.
- \$0.4 million for sustainment of the Council Chamber including repair, furnishing, audio and video equipment.

## 2026 Capital Budget — \$0.0 million

Key highlights:

- Clerks has no capital budget request for 2026.

## 2026 Budget Risks

- None.

## Operating Impact of 2026 Capital Budget

- None.

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# Proposed Capital Plan

**2026—2035 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.