



Terms of Reference for the Peel Art Gallery Museum and Archives (PAMA) Intermunicipal Working Group

1. Background

At the April 10, 2025, Peel Regional Council meeting, Peel Region received direction as per Motion Resolution #2025-237, which included:

That staff be directed to report back to a future meeting of Regional Council regarding implications of transferring the Peel Art Gallery Museum and Archives (PAMA) to the local municipalities, and that Regional staff form a working group with City of Brampton and the other interested local municipalities to complete this work; and that the report be brought back to a Regional Council meeting in September.

On September 25, 2025, staff reported back to Regional Council on the implications of transferring PAMA to the local municipalities.

On September 25, 2025, the Council of the Regional Municipality of Peel passed the motion below (Resolution Number 2025-685):

Whereas The Regional Municipality of Peel (“Peel”) operates the Peel Art Gallery, Museum and Archives (“PAMA”).

And whereas, the City of Brampton, the City of Mississauga, and the Town of Caledon request the Region of Peel to initiate the transition of ownership and operations of the Peel Art Gallery, Museum and Archives (PAMA) to the City of Brampton in 2027, subject to support from the lower tier municipalities.

And whereas, the funding model for Culture, Arts and Heritage at the Regional level is outdated as residents prefer to take in offerings from the sector at the local level.

And whereas, recent information provided by the Peel Region Museum and Art Gallery indicates only a small percentage of all attendees and members come from Mississauga.

And whereas, Archival services as set out in the Archival Records Agreement will remain under the control of Peel, and existing contracts between Peel and the lower-tier municipalities remain in place.

And whereas, PAMA's 2025 Operating Budget consists of a tax levy of \$5.9M, with Mississauga contributing \$3.4M, Brampton contributing \$2.1M and Caledon contributing \$0.4M.

And whereas, PAMA's 10-year Capital Budget requirements amount to an average annual need of \$1.9M, or \$19.1 M over 10 years, compared to annual approved funding of \$600K, with the source of funding being contributions from property taxes. The Region confirmed that the \$1.3M gap between approved funding of \$600k and capital requirements of \$1.9M is planned to be covered by future tax increases.

And whereas, the Peel Art Gallery, Museum and Archives (PAMA), located in Downtown Brampton, is uniquely positioned to enhance the City’s cultural infrastructure through increased access, programming, utilization, and alignment with municipal strategies related to cultural equity, economic development, tourism, and civic identity.



And whereas, the City of Mississauga owns and operates their own Museums as part of their Culture and Recreation Division, Integrating PAMA into Brampton’s growing downtown cultural cluster, would significantly strengthen the City’s ability to deliver meaningful, diverse, and community-driven cultural programming, being embedded within the City’s Arts & Culture Strategy, while continuing to partner with and serve neighbouring municipalities.

And whereas, at the September 10th, Brampton Council meeting, Brampton council expressed interest in exploring the transfer of PAMA to the City of Brampton pending a transition working group be established by the Region of Peel and the three lower-tier municipalities to develop a transition plan acceptable to the lower-tier municipalities, addressing any risks and mitigating measures, the assignment of assets, human resources, and operational and capital financial responsibilities related to PAMA;

Therefore, be it resolved that:

- 1. That ownership and operations of the Peel Art Gallery and Museum (excluding Archives) be transitioned from the Region of Peel to the City of Brampton, beginning in 2027, pending ratification from regional and local councils in Q1 2026; and*
- 2. That the intermunicipal working group continue to work collaboratively to develop a Transition and Business Planning Framework addressing the assignment of assets, human resources, and operational and capital financial responsibilities related to PAMA and provide regular updates to Council on the progress of the transfer; and*
- 3. That subject to approval of the Framework and Q1 2026 ratification, the City of Brampton enter into an agreement with the City of Mississauga and the Town of Caledon to finalize ownership and interests relating to the property, building and artifacts for a period of time as determined by the intermunicipal transition team and ratified by each Council to ensure proper ownership and that any proceeds obtained from the future deaccessioning of any property, building, art or artifacts be shared amongst the three lower tier municipalities to the ratioed values of the current funding model; and*
- 4. That subject to approval of the Framework and Q1 2026 ratification, the Region’s 2027 operating budget reflect the removal of PAMA as a service provided by the Region of Peel, resulting in a reduction to the Region’s portion of the 2027 net tax levy of approximately \$6.3 million, based on the 2027 forecast in the 2025 Peel budget; and*
- 5. That subject to approval of the Framework and Q1 2026 ratification, the Region work with the City of Brampton to determine the allocation of the Region’s existing tax capital reserves to support the capital maintenance requirements of the facility; and*
- 6. That subject to approval of the Framework and Q1 2026 ratification, the three local municipalities assess their individual tax levy requirements to support Arts, Culture and Heritage effective January 1, 2027, through their respective mayoral budget processes, and reflect such requirements in their local budgets; and*
- 7. That the costs associated with the regional archives, as a core service of the Region of Peel, continue to be funded through the existing funding model; and*
- 8. That the Intermunicipal Working Group shall bring the Transition and Business Planning Framework and required agreements to Regional Council in Q1 2026 for decision, enabling the planned 2027 transition date.*



2. Purpose

The PAMA – Intermunicipal Working Group (PAMA – IWG) was initially established to inform and develop the Peel Region staff report regarding implications of transferring the PAMA to the local municipalities as directed by Peel Regional Council. The report was brought back to Peel Regional Council in September 2025.

As directed by Regional Council on September 25, 2025, the PAMA – IWG will continue to work collaboratively to develop a Transition and Business Planning Framework addressing the assignment of assets, human resources, and operational and capital financial responsibilities related to PAMA and provide regular updates to Council on the progress of the transfer of PAMA to the City of Brampton, with the support of the lower-tier municipalities. The framework is subject to approval by Regional Council in Q1 2026.

The purpose of the Terms of Reference is to:

- Define the role, responsibilities, and structure of the PAMA-IWG;
- Establish governance, communication, and decision-making processes; and
- Outline key deliverables and timelines.

3. Approach

The PAMA – IWG will leverage an agreed upon third-party consultant to work with the PAMA – IWG to develop a Transition and Business Planning Framework, develop any supportive materials and the comprehensive report and presentation to Regional Council.

All costs for the consultant up to \$133, 000 will be covered by Peel Region. Any further costs will need to be discussed.

4. Scope

Applying the above approach, the scope of work for the PAMA - IWG includes:

- Identify and agree to a qualified consultant to guide the development of the framework. The selection process of the consultant is subject to the procurement approach agreed to by PAMA-IWG.
- Develop a statement of work, including core areas that are to be assessed, expectations, timelines, and deliverables for the agreed third-party consultant.
- Develop communication strategies for all applicable stakeholders.
- Actively collaborate with the consultant to facilitate all plans, engagements, and activities.
- Develop the Transition and Business Planning Framework based key areas including addressing the assignment of assets, human resources, and operational and capital financial responsibilities related to the transfer of PAMA, and other elements, as required.
- Identify all required agreements (existing or new to be put in place) related to the transfer.
- Provide an understanding of implementation costs, risks and how they will be mitigated.
- Complete any necessary draft reports, updates, and presentations to all Councils (lower-tier and regional).

Out of Scope



- Regional Archives service and funding
- Implementation
- Changes or modifications to existing services

5. Deliverables of the Working Group

5.1. Terms of Reference for PAMA-IWG

5.2. Consultant Statement of Work

5.3. Framework and full report evaluating benefits and risks, including requirements for ratification and all requirements of the resolution. This will include an Executive Summary and Detailed Summary Document.

5.4. Initial implementation requirements and cost breakdown

5.5. Identification of all required agreements (existing or new to be put in place)

5.6. Risks and Mitigation Plans

5.7. Decision Log

5.8. Draft Council Updates/Reports and Presentations – City of Mississauga, City of Brampton, Town of Caledon, Region of Peel

6. Timelines (Pending Plan w/Consultant)

- October 2025: Commissioner Group Relations, Inter-municipal Working Group Restart, Terms of Reference, Initial Planning, Confirm and Initiate Procurement Process, Consultant Statement of Work (Development and Approval)
- November 2025: Data Collection, Onboarding Consultant, Planning
- December 2025: Discovery, begin developing framework
- January 2026: Onboard second consultant, continued framework and finalize
- February 2026: Draft Regional Council Report, presentation to the PAMA Commissioner Group
- March 2026: Presentation to Peel Regional Council for approval of framework – Target March 26 2026
- April 2026: Local council updates for ratification (dates pending; to determine if in agreement to proceed)
- May 2026: Regional Council, authority to action framework
- June 2026: TBD Transition/Close

7. Working Group Composition

The PAMA-IWG shall include representatives from both Peel Region and the local municipalities, ensuring balanced representation. The PAMA-IWG will provide updates to Commissioners, acting as a Steering Committee, addressing risks and ensuring alignment.

The PAMA-IWG may will require Sub-Working Groups and will be added as required following the same responsibilities for the subject area.

7.1. Commissioner Group

The Commissioner Group will provide direction and oversight to the Working Group. Status, risks and decisions will be raised to this group for decision making, direction and risk mitigation.

Commissioner Group Members



Davinder Valeri	CFO & Commissioner, Corporate Services, Peel Region	Responsible for methodology to execute the work to develop the Framework, and to address any barriers, risks, and issues that impact the working group's ability to complete the work. Commissioner Group will review and agree to results or recommendations in advance Local and Regional Council.
Bill Boyes	Commissioner of Community Services, City of Brampton	Commissioner Group will review and agree to results or recommendations in advance Local and Regional Council.
Laura Johnston	Commissioner of Legislative Services, City of Brampton	
Raj Sheth	Commissioner of Community Services, City of Mississauga	Assist to address any barriers, risks, and issues that impact the working group's ability to complete the work.
Judith D'souza	Commissioner of Community Services, Town of Caledon	
Steven Dickson	Commissioner of Corporate Services & Chief Legal Officer, Town of Caledon	

7.2. Working Group Members

Staff from teams including, but not limited to, PAMA, Arts, Community Services and Culture, Communications, Finance, Human Resources, Information Technology, Legal, and Procurement will participate on an as-required basis as determined by the Chair and Members. These members representing subject matter expertise may also be members of any sub-groups determined.

Additional staff may be required to complete action items and deliverables identified during Working Group meetings.

Members of the working group will meet to plan, contribute, validate, and ensure deliverables are achieved within timelines. Members and roles include:

Working Group Members		
Peel Region Leads		
Juliet Jackson	Director, Culture and Inclusion Office, Peel Region	Provide subject matter expertise related to Peel Region, and Peel



Robin Howarth	Manager Community & Cultural Engagement, Peel Region	Art Gallery and Museum Operations and Regional services.
Arvind Mohni	Manager, Business & Financial Planning (Peel Finance Transition Lead)	
Heidi Bischof	Manager, Financial Support Unit, Internal Services	
City of Brampton Leads		
Kelly Stahl	Director, Cultural Services, City of Brampton	Representing the City of Brampton
Michelle Solski	Senior Manager, Municipal Transition & Integration, City of Brampton	
Michael Halls	Senior Advisor, Mayor's Office and Budget Office	
Christopher Ethier	Director of Intergovernmental Affairs, City of Brampton	
Nash Damer	Treasurer, Finance	
Mark Medeiros	Chief Budget Officer	
City of Mississauga Leads		
John Dunlop	Manager, Indigenous Relations, Heritage & Museums, City of Mississauga	Representing the City of Mississauga.
Stephanie Meeuwse	Supervisor, Collections	
Kathryn Garland	Manager, City-Wide Programs	
Casey Oliveria	Program Delivery Area Manager	
Faraz Agha	Director of Finance and Deputy Treasurer	
Town of Caledon Leads		
Gayle Burse	Strategic Advisor, Town of Caledon	Representing the Town of Caledon.
Dean Ferraro	Treasurer, Finance	
Vito Cairone	Assistant Corporate Counsel	
Lauren Ludlow Gillespie	Articling Student	
Supports		
Liz Mongelli	Project Manager, Peel Region	Responsible for planning, coordinating, and overseeing the execution of activities to achieve objectives.
Richard Nishimura	Project Coordinator, Peel Region	Responsible for tracking action items and minutes.



8. Working Group Key Responsibilities

- **Accountability:** Jointly accountable for overall IWG progress and outcomes.
- **Delivery:** Develop plans collaboratively, with support and input from each of the Working Groups and the consultant. Identify components and requirements of PAMA's transfer to effectively to develop the framework.
- **Governance:** Members will ensure respective Commissioners and executive teams are updated on progress and results. Provide monthly progress updates to the Steering Committee members.
- **Risk Management:** Identify and address potential risks such as, compliance, funding, resources, reputational, etc. Assess, report and develop mitigation strategies for any strategic, financial, operational or regulatory risks.
- **Participation:** Working group members to actively participate in discussions and contribute meaningfully to all aspects of the group's work including leading, reviewing, drafting, validating and completing deliverables.
- **Meetings:** To support informed engagement, discussion topics should be shared in advance. Members are to consistently come prepared for all meetings. If members are unable to attend, a delegate will participate.
- **Evidence-informed:** Provide evidence-informed input to ensure thorough and factual analysis of requirements.
- **Facilitate Information Exchange:** Ensure the expedient exchange of information as required.
- **Stakeholder Communication:** Serve as the key body for communication with internal and external stakeholders, ensuring transparency and proper engagement.
- **Decision Making:** Strive for consensus and when in question, the relevant perspective(s) will be documented.
- **Documentation:** Assist with the creation, review, and validation of all documentation; seeking any necessary approvals.
- **Other Representation:** Members will ensure proper representation at the working group table and delegate an individual for any absences.
- **Confidentiality:** Discussions remain confidential unless information must be shared to achieve deliverables.
- **Issues Resolution:** Resolve disputes as per the resolution process.

9. Working with the Consultant

Working with the consultant, the following will be conducted:

- Collaborate to develop project plans and engagements and communication plans and support completion.
- Conduct discovery, information gathering and data collection with working group members and key stakeholders, including workshops with each municipality and the Region, as required.
- Conduct engagements with key stakeholders and industry experts to address the assignment of assets, human resources, and operational and capital financial responsibilities related to PAMA and other elements, using efficient and timely methods.
- Identify required agreements or components, as necessary.
- Consolidate all that is required for necessary deliverables.



- Present plans, requirements and recommendations to the PAMA-IWG, Commissioners, and draft reports and present to local and regional Councils, as required.
- Strive for consensus-based recommendations, and document where there are differences.

10. Working Group Processes

10.1. Meeting Frequency

- The working group will operate from Oct 1 2025 to March 2026 to develop the Framework; and will continue to any further required planning or transition.
- Members will meet as a working group biweekly, increasing to weekly working with the consultant.
- Additional meetings will be required based on needs of the working group and will be scheduled as appropriate with leads and required staff representation.

10.2. Information Requests

- All information requests are to be submitted in writing, tracked, approved and shared using a space accessible to all members.
- Once an information request is fulfilled, a notification will be forwarded to all participants to advise data is available.

10.3. Centralized Repository

- Centralized repository in teams will be used to store all PAMA-IWG materials, data, minutes, action logs, risk logs, etc.
- This site will be managed by the Project Coordinator.

10.4. Reporting

- The working group members will provide regular progress updates, information requests, identify and resolve issues and risks in a timely manner.
- Action items will be tracked and monitored for completion.

10.5. Agendas and Minutes

- Agendas circulated a minimum of 5 working days in advance of meetings by the Chair, including key discussion points and meeting materials.
- Minutes recorded and distributed to group members by Project Coordinator within three working days following each meeting.

10.6. Duration

- The working group will remain active until after the Peel Regional Council receives the staff report and/or pending further direction from Peel Regional Council.

10.7. Issues Resolution

- **Principles:** All parties agree to resolve disputes based on the following principles:
 - Good Faith: Parties must engage openly and constructively.
 - Timeliness: Disputes should be addressed promptly to avoid delays.



- Fairness and Impartiality: Decisions should be based on facts, evidence, and established agreements.
- **Step 1: Informal Resolution (Discussion & Negotiation)** - The disputing parties must first attempt to resolve the issue through direct discussion within ten (10) business days of identifying the dispute.
- **Step 2: Formal Resolution (Commissioner Review)** - If no resolution is reached within ten (10) business days, the dispute is documented and presented to the Commissioner Group for discussion and mediation.

11. Agreement and Review

- The Terms of Reference has been agreed to by Commissioners and Working Group Members and will be reviewed and amended as required.