

# Peel Art Gallery Museum and Archives (PAMA)

Transition and Business Planning  
Framework

March 2026



PEEL ART GALLERY  
MUSEUM + ARCHIVES





## DISCLAIMER

Ernst & Young LLP (“EY”) prepared the attached report only for the Regional Municipality of Peel (“Client”) pursuant to an agreement solely between EY and Client. EY did not perform its services (the “Review”) on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the Client, and any of its funded operations, as well as, the appropriateness of the accounting for any particular situation addressed by the report. EY did not perform an audit or review, or otherwise verify the accuracy or completeness of, any information provided by the Client. Accordingly, EY did not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. The observations relating to all matters that EY provided to the Client were designed to assist the Client in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client’s accounting or reporting or any other matters.

# Context, Purpose and Approach

An overview of EY's engagement with Peel Region with respect to PAMA.

## Context and Purpose

On September 25, 2025, Peel Regional Council directed staff to develop a framework for transitioning ownership of the Peel Art Gallery, Museum and Archives (PAMA) from Peel to the City of Brampton (Brampton), in collaboration with the City of Mississauga (Mississauga) and the Town of Caledon (Caledon). To support this effort, EY has been engaged to:



Facilitate discussions between the Intermunicipal Working Group (IWG) members to identify and address considerations and implications related to the assignment of assets, human resources, and financial responsibilities for PAMA to Brampton.



Prepare an implementation plan, including identifying critical path decisions, and financial implications of the transition process where they exist.



Develop a transition framework for PAMA to be considered by Regional Council as part of final decision-making regarding the transfer of ownership.

## Approach

To develop the framework, a **structured and collaborative approach was applied**. This included:

- ▶ Discovery with IWG members and stakeholders to identify (1) critical path decisions or considerations critical to completing the transfer (including municipal contributions, facilities stewardship, vendor procurement, copyright and image licensing contracts and donations), and (2) the implications of those decisions, including financial impacts.
- ▶ Discussions with the IWG to validate assumptions, confirm critical path decisions, and identify key implementation activities pre-transfer (2026) and post-transfer (2027 onward).
- ▶ Hold targeted discussions with Peel and local municipal staff on specific operational, financial, HR, and legal topics to better understand requirements, dependencies, risks and considerations for the transition.

While the framework was developed in accordance with the direction and timelines established in the Council resolution, additional analysis will be required to support subsequent phases of the transition.

# Guiding Principles

Guiding principles identified through stakeholder consultation, observations, the Council resolution, and related inputs were applied throughout the framework development process, informing discussion, decision-making and underlying assumptions.

1

The framework addresses the requirements to transfer PAMA in the timeline directed by Council (January 1, 2027), identifying actions to be taken prior to and following the transfer.

2

The framework identifies critical path decisions and considerations to most efficiently implement the transfer as directed in Council resolution. Alternative scenarios were not evaluated.

3

The process of allocating PAMA collections to municipalities is recognized as being highly complex and can potentially be initiated following the transfer.

4

Following transfer, PAMA will cease to be a regionally funded entity. Brampton will assume ongoing funding responsibility.

5

All assets and operations of PAMA will transfer to Brampton, excluding the Archives function retained by Peel.

6

Operational continuity and resident/visitor access is maintained through the transition.

7

Peel assumes responsibility for initiating, enabling, and supporting the transition process, with Brampton leading most execution and diligence review activities.

The proposed Transition Framework is outlined below, outlining the components of the Framework that are defined for each critical path decision category.

**Critical Path Decision Categories\***

**1. Financial**

**2. Compliance and Legal**

**3. Operations**

**1. Critical Path and Long-Term Decision-Making\*\***

This section outlines the considerations and actions that must be addressed both prior to the transition and in the period following the transition.

**2. Key Implications, Implementation Steps and Financial Impacts**

This section includes actions required for the transition to successfully take place, along with key implications and associated financial impacts.

**3. Key Risks and Considerations**

This section includes information related to implementation that may impact outcomes. This may involve financial, timing, legal, or other types of information.

**Staffing: Critical Path Decisions**  
 Understanding the future staffing model is essential to support PAMA's transition to Brampton. As current operational and supporting roles sit within Peel, this decision clarifies how functions will shift to Brampton while maintaining service continuity, staff wellbeing, and existing relationships.

**Financial: Critical Path Decisions**  
 Understanding future municipal contributions is essential to determine Brampton's financial obligations upon transfer. Since local municipalities have historically funded PAMA operations, this decision guides how those relationships evolve and informs Brampton's long-term budgeting and funding approach.

**1. Financial**  
 Decisions relating to post-transfer operations and contribution management, including local municipal funding and financial relationships.

**1.1 How will financial responsibility be delegated to local municipalities?**

**Option 1**  
 Financial responsibility is apportioned among local municipalities.

**Option 2**  
 Brampton assumes full financial responsibility for PAMA post-transfer.

**1.1.1 What will be the funding model if municipal contributions continue?**

**Option 1**  
 Existing funding model is maintained and applied to total funding required.

**Option 2**  
 A new funding model is adopted by agreement between local municipalities.

Legend: IWO-Agreed Decision

BMPT | For Discussion Purposes Only | CONFIDENTIAL

**2.1 Staffing: Implementation Plan**

**1.1/1.2 Municipal Contributions: Implementation Plan**

**Critical Path Decisions**

- Brampton assumes full financial responsibility for this post-transfer.
- A new municipal contribution funding model is developed and adopted by agreement between local municipalities.

**Key Implications**

- While Brampton assumes full financial responsibility, 2027 contributions from Council and Mississauga are to be determined through each municipality's respective budget process.
- Long term, a new funding model is to be developed as additional information becomes available, and decisions are made relative to government of collections.
- Archives operations and facilities related costs will continue to be funded by Peel, requiring an arrangement with Brampton such as a services agreement.

Implementation Steps	Pre-Owenship Transfer (2026)												Post-Owenship Transfer	
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027/Forward			
1. Determine 2027 incremental funding requirements														
2. Local municipalities confirm 2027 contributions														
3. Local municipalities develop long-term funding model														

**Financial Impacts**

While the implementation steps to transition municipal contributions carry no direct costs, Brampton's financial responsibility for PAMA will increase by nearly \$4M for operations and \$1.9M for capital expenditures according to 2026 estimates.

While operation of the archives remain a regional service funded by Peel however, a cost sharing agreement with Brampton will be required due to the shared use of the PAMA facility.

\*Note: The current funding model apportions financial contributions between municipalities based on the 2016 assessed value of properties in each local municipality, resulting in an approximate percentage contribution of 50% to Mississauga, 20% to Brampton, and 30% to Canada.

BMPT | For Discussion Purposes Only | CONFIDENTIAL

**2.1 Staffing: Implementation Risks and Considerations**

**1.1/1.2 Municipal Contributions: Implementation Risks and Considerations**

**1. Determine 2027 incremental funding requirements**

- PAMA and Archives operate within one facility, creating the need for a cost-sharing agreement between Brampton and Peel relating to common services (e.g., utilities, security, and building maintenance).
- PAMA and Brampton to develop an agreement to allocate shared operating and facility costs post-ownership transfer.
- Explore a costing methodology (e.g., square footage) for ongoing cost attribution.

**2. Local municipalities confirm 2027 contributions**

- Brampton requires a detailed understanding of operating and capital costs associated with administration of PAMA, including ongoing capital projects and investments required to maintain or rehabilitate facilities where appropriate.
- Regional level may require capital funding may result in the need for investments beyond those identified in the current capital plan.
- PAMA has identified a 3-year operating and 10-year capital budget that can be used as a basis for understanding financial implications.
- Confirmation of the existing capital budget being sufficient for facility maintenance and rehabilitation, or identification of additional investments needed, is required prior to transition.

**3. Local municipalities develop long-term funding model**

- Disagreements over spin placement or donor-related commitments may significantly delay agreement on the funding approach. Collection ownership transfer to Brampton, and long-term decisions about the placement of individual holdings, will influence future municipal contributions.
- Brampton, Canada, and Mississauga to jointly establish criteria for determining collection attribution (e.g., geographic origin of item, origin or residence of donor).
- Collection attribution to identify the municipal contribution model may be adjusted long-term to reflect any changes in physical placement.

Legend: IWO-Agreed Decision

BMPT | For Discussion Purposes Only | CONFIDENTIAL

\* Staffing-related critical path decisions and considerations are identified separately

\*\* Post-transition decisions are identified in the Appendix

# Executive Summary

Below is a summary of the critical path decisions, including associated implementation and financial impacts.

## Critical Path Decisions\*

### 1. Financial

- ✓ Brampton assumes full financial responsibility of PAMA operations and capital budgets.
- ✓ Funding responsibility for the Archives will remain with Peel. The Archives will continue to be located within the PAMA facility, with related funding requirements to be finalized through an agreement between Brampton and Peel.
- ✓ Potential immediate and long-term funding support by Caledon and Mississauga may be determined through respective mayoral budget processes and potential service agreements with Brampton.
- ✓ All assets are transferred to Brampton.

### 2. Compliance and Legal

- ✓ All vendor contracts and procurement transfer to Brampton where possible; contracts that cannot be transferred are terminated or re-procured.
- ✓ Brampton becomes responsible for all artist copyright and image licensing agreements.
- ✓ All existing donor agreements are transferred to Brampton.
- ✓ All donated funds and collection are transferred to Brampton.

### 3. Operations

- ✓ Brampton becomes responsible for all facility stewardship.

## Transition Implications

1

### Timely execution of transition steps is critical

Review and negotiations of vendor contracts, donor-agreement transfers, must occur prior to the ownership transfer to maintain continuity of operations.

2

### Financial responsibilities will evolve over time

Immediate funding needs may be met through respective mayoral budget processes and service agreements. Longer-term, municipal contributions may change based on the collection's allocation and programs. Peel will cease financial contributions to PAMA.

## Financial Impacts

1

### Brampton's increased financial responsibility

With Peel funding concluding, Brampton's financial responsibility for PAMA is projected to rise from its current \$2.1M contribution to include an additional \$4.2M in operating funding in 2027, for a total gross expenditure of \$6.3M.

2

### Capital funding pressures will increase over time

Brampton will assume PAMA's long-term capital needs, including \$22.4M over ten years. Current annual funding of \$0.6M is below the yearly \$2.2M required, creating an ongoing \$1.6M annual gap to be addressed.

\*Note: Staffing-related critical path decisions and considerations are identified separately

# Decision Overview: Pre- and Post-Transition

An overview of the decisions that enable PAMA's transition, both pre- and post-transfer.

Occurs Pre-Ownership Transfer (2026)	Can Occur Post-Ownership Transfer (2027-onwards)
✓ Brampton assumes full financial responsibility of PAMA operations and capital budgets.	✓ Brampton maintains the same structure and membership of the existing advisory board (Friends of PAMA).
✓ Immediate and long-term funding support by Caledon and Mississauga may be determined through respective mayoral budget processes and potential service agreements with Brampton.	✓ The collection is initially kept intact, Brampton assuming ownership of all items.
✓ All assets (e.g., collection, buildings) are transferred to Brampton intact and as-is.	✓ Brampton assumes full responsibility for business and cultural programming.
✓ Current Archive services, and associated funding requirements remain with Peel. The Archive will remain located at the PAMA facility. Use of space and related funding requirements will be finalized through an agreement between Brampton and Peel.	✓ Brampton will select a preferred deaccessioning model to guide the removal of collection objects, with roles for Caledon and Mississauga addressed in post-transition discussions, if so desired.
✓ All vendor contracts and procurement transfer to Brampton where possible, others are terminated or re-procured by Brampton.	✓ Brampton assumes responsibility for transferring program data and will determine whether program data should be transferred through the Region or a third-party vendor, with Peel's involvement in defining and enabling the approach.
✓ Brampton becomes responsible for all artist copyright and image licensing agreements.	✓ Brampton will determine which donors are affected by the ownership change and will obtain legal advice to confirm whether any donor receipts require revision. Brampton will assume any associated financial responsibility so that donors are not impacted.
✓ All existing donor agreements are transferred to Brampton.	✓ Brampton will decide whether to honour or refund existing PAMA memberships and define the updated membership structure, perks, and pricing.
✓ All donated funds and collection are transferred to Brampton.	✓ Brampton will uphold all easement and Section 7 obligations by maintaining required heritage attributes, following prescribed approval processes, and coordinating with the Ontario Heritage Trust.
✓ Brampton becomes responsible for all facility stewardship.	✓ Brampton secures Category A certification.

Appendix III  
 Peel Art Gallery Museum and Archives (PAMA) Business and Transition Planning Framework  
**Implementation Overview: 2026 and 2027**

A timeline of the actions that enable PAMA's transition to Brampton as of January 1, 2027.

Implementation Steps*				Pre-Ownership Transfer (2026)								Post Ownership Transfer		
				Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards
Regional Council ratifies the PAMA business transition from Peel to Brampton														
Financial	Municipal Contributions	1.1	Determine 2027 incremental funding requirements											
		1.2	Local municipalities confirm 2027 contributions											
		1.3	Local municipalities develop long-term funding model											
Compliance and Legal	Copyright and Image Licensing	2.1	Review existing copyright and licensing agreements											
		2.2	Identify actions required to maintain copyrights and licenses											
		2.3	Initiate outreach to copyright and license holders											
	Vendor Contracts and Procurement	3.1	Review existing agreements to identify required actions											
		3.2	Engage vendors to initiate transition discussions where needed											
		3.3	Execute agreements and begin contract management											
	Donations	4.1	Review donor agreement terms and conditions											
		4.2	Identify donations requiring further action											
		4.3	Initiate actions to renew, return, or transfer donations											
Operations	Facilities Stewardship	5.1	Review existing practices, procedures, and schedules											
		5.2	Review existing vendor agreements and determine actions											
		5.3	Initiate actions identified to maintain service agreements											

\*Note: Staffing-related critical path decisions and considerations are identified separately

# Context and Current State

# PAMA Overview and Collections Considerations

An overview of PAMA's current operations, collection profile, and governance structure.



## History and Current Collection

The Region of Peel has operated the Peel Art Gallery, Museum and Archives (PAMA) since the 1970s. Home to 20,336 objects, PAMA receives approximately 18,000 visitors annually. Its collection spans art, archival materials, and cultural artifacts that document the social, political, and community history of the region.

## Lord Cultural Resources: Assessment and Key Issues Report

Lord Cultural Resources conducted a current-state assessment and collections review of PAMA, including analysis of the collection, policy implications, and potential impacts of an ownership transfer. The report indicated the following:

- PAMA's museum and art collections come from a variety of sources and represent regionally, provincially, and nationally significant works.
- The most efficient approach to PAMA's collections is to transfer them intact with the organization, with any municipality-specific discussions occurring following the transfer.
- Though some collections may have clear relationships, most of PAMA's collections are not easily assigned to any given municipality. As such, a mutually agreed-upon process with clearly defined criteria must be developed.
- Should Brampton, Mississauga, and Caledon agree to review the collections for assignment to municipalities, this is likely to be a multi-year process given the number of objects.
- The transfer of collections between municipalities requires deaccessioning from PAMA, which can further extend timelines.
- Many holdings have overlapping provenance, regional relevance, or donor-stipulated conditions that limit redistribution. These conditions and factors need to be reviewed and understood prior to transferring items between municipalities.

# Context - Regional Council Resolution

The Regional Council Resolution adopted on September 25, 2025, outlines key goals and a timeline of January 1, 2027, for the transfer of PAMA



## Regional Council Resolution

On September 25, 2025, Peel Regional Council adopted a Resolution to direct the Intermunicipal Working Group (IWG) to develop a Transition and Business Planning Framework addressing the assignment of assets, human resources, and operational and capital financial responsibilities related to PAMA.

The Resolution specified that PAMA, excluding Archives, be transitioned from the Region of Peel to the City of Brampton beginning January 1, 2027, pending ratification from regional and local councils in Q1 2026.

Further, the Resolution indicated that, subject to approval of the Framework, the local municipalities are to assess their individual levy requirements to support Arts, Culture, and Heritage through their respective mayoral budget processes and reflect those requirements in their local budget effective January 1, 2027.

As Regional archives are excluded from the transfer, these services will continue to be funded through the existing funding model.

# Understanding PAMA's Gross and Net Expenditures

PAMA's 2026 net and gross expenditures show the full operating cost compared to the tax-supported portion funded by municipalities.

## Net Expenditures

PAMA's 2026 net expenditures are anticipated to be \$6.1 million, comprising the cost of operating PAMA less any revenues generated.

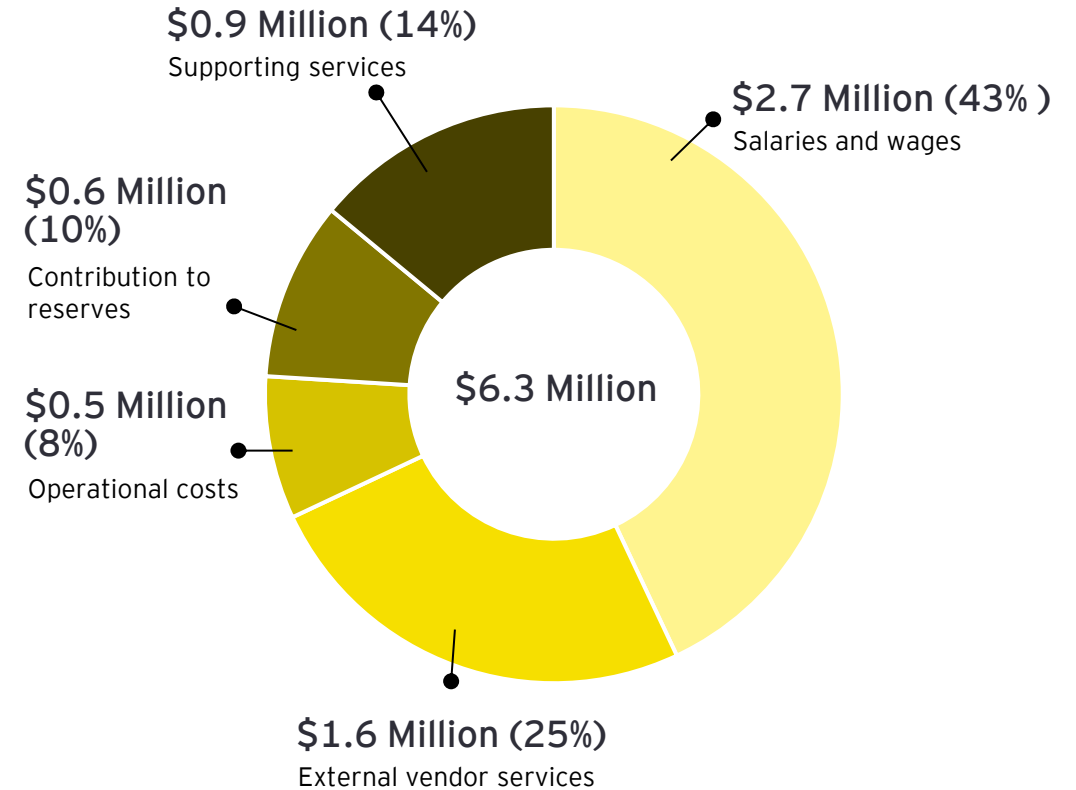
**PAMA's 2026 Net Operating Expenditures: \$6.1 Million**



Net expenditures represent the amount currently supported by local municipal contributions.

## Gross Expenditures

PAMA's 2026 gross expenditures are anticipated to be \$6.3 million, representing the full cost of operating PAMA before any revenues are deducted. This consists of:



# Context - Funding Model and Local Municipality Considerations

The current funding model includes a Regional levy with assessment-based contributions, which may change long-term based on local considerations

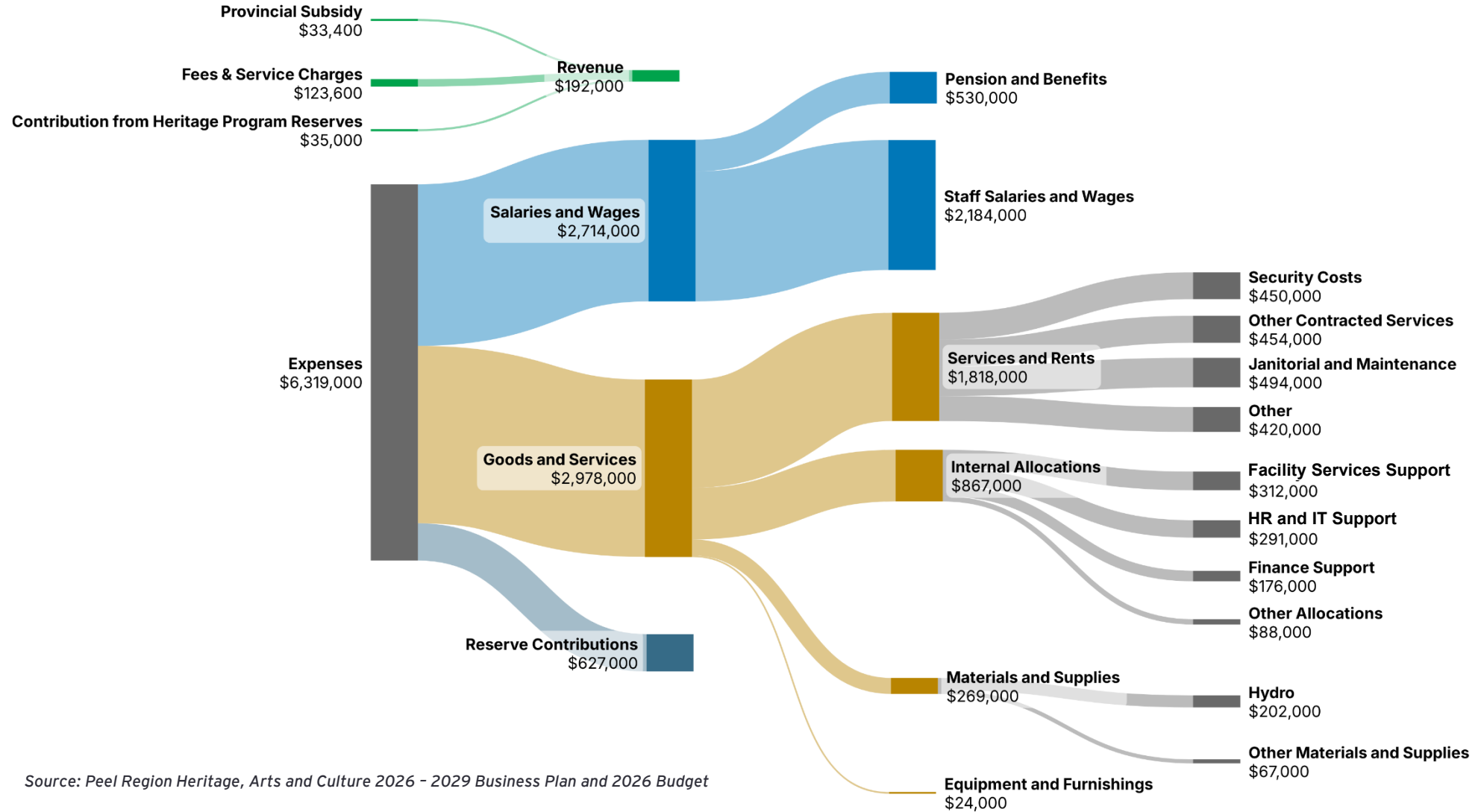
Current Funding Model	Local Municipal Considerations														
<p>PAMA is currently funded through a Regional levy. The levy is apportioned across local municipalities based on the total Current Value Assessment (CVA) of all properties in each municipality.</p> <p>The current funding model assigns an approximate percentage contribution of <b>58% by Mississauga, 35% by Brampton, and 7% by Caledon</b>, resulting in 2026 contributions* of:</p> <div style="text-align: center; margin-top: 20px;"> <p style="background-color: #ffff00; padding: 5px;"><b>PAMA's Net Operating Budget \$6.1 Million**</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #ffff00; padding: 5px;">Mississauga</th> <th style="background-color: #ffff00; padding: 5px;">Brampton</th> <th style="background-color: #ffff00; padding: 5px;">Caledon</th> </tr> <tr> <td style="text-align: center; padding: 10px;"> <p>\$3.5 million <i>(58% of total)</i></p> </td> <td style="text-align: center; padding: 10px;"> <p>\$2.1 million <i>(35% of total)</i></p> </td> <td style="text-align: center; padding: 10px;"> <p>\$0.4 million <i>(7% of total)</i></p> </td> </tr> </table> </div>	Mississauga	Brampton	Caledon	<p>\$3.5 million <i>(58% of total)</i></p>	<p>\$2.1 million <i>(35% of total)</i></p>	<p>\$0.4 million <i>(7% of total)</i></p>	<p>Currently, Mississauga is the sole local municipality that operates a municipal museum and maintains a municipal heritage programming function. As part of assuming ownership of PAMA, Brampton will establish a municipal heritage programming function.</p> <p>With respect to the transfer of PAMA, each local municipality has indicated differing long-term considerations:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 20px;"> <thead> <tr> <th style="background-color: #ffff00; padding: 5px;">Mississauga</th> <th style="background-color: #ffff00; padding: 5px;">Brampton</th> <th style="background-color: #ffff00; padding: 5px;">Caledon</th> </tr> </thead> <tbody> <tr> <td style="padding: 10px;"> <p>Mississauga has expressed a desire to identify, and transfer to its existing museum, any PAMA collections that are attributable to Mississauga.</p> </td> <td style="padding: 10px;"> <p>Brampton has indicated a desire to more closely align PAMA operations, including services and programming, to Brampton community needs.</p> </td> <td style="padding: 10px;"> <p>Caledon indicated a desire to maintain collections attributable to the Town within PAMA to maximize resident access.</p> </td> </tr> </tbody> </table> <p style="margin-top: 20px;">During and following any transfer of collections, as directed by the Council Resolution, municipalities will assess their individual tax levy requirements to support Arts, Culture and Heritage through their budget processes and reflect the requirements in their 2027 budgets.</p>			Mississauga	Brampton	Caledon	<p>Mississauga has expressed a desire to identify, and transfer to its existing museum, any PAMA collections that are attributable to Mississauga.</p>	<p>Brampton has indicated a desire to more closely align PAMA operations, including services and programming, to Brampton community needs.</p>	<p>Caledon indicated a desire to maintain collections attributable to the Town within PAMA to maximize resident access.</p>
Mississauga	Brampton	Caledon													
<p>\$3.5 million <i>(58% of total)</i></p>	<p>\$2.1 million <i>(35% of total)</i></p>	<p>\$0.4 million <i>(7% of total)</i></p>													
Mississauga	Brampton	Caledon													
<p>Mississauga has expressed a desire to identify, and transfer to its existing museum, any PAMA collections that are attributable to Mississauga.</p>	<p>Brampton has indicated a desire to more closely align PAMA operations, including services and programming, to Brampton community needs.</p>	<p>Caledon indicated a desire to maintain collections attributable to the Town within PAMA to maximize resident access.</p>													

\* The Peel levy will be discontinued as of 2027.

\*\* 2026 apportionment shares are not yet finalized; for this analysis, 2025 shares based on current value assessment have been applied to the 2026 budget.

# PAMA 2026 Financial Budget - Operations

A breakdown of PAMA's 2026 budgeted Revenues and Expenditures, rounded to the nearest thousand dollars, is shown below.



Source: Peel Region Heritage, Arts and Culture 2026 - 2029 Business Plan and 2026 Budget

# Financial Budget and Analysis - Operations

PAMA's 2026 budget identify similar allocations between staffing and operational costs, with approximately 14% of expenses representing internal services.

## Operational and Staffing Financial Breakdown

PAMA's estimated gross operating expenditures for 2026 total \$6.3 million, comprising:

### \$3 Million (47%)

for goods and services, which includes:

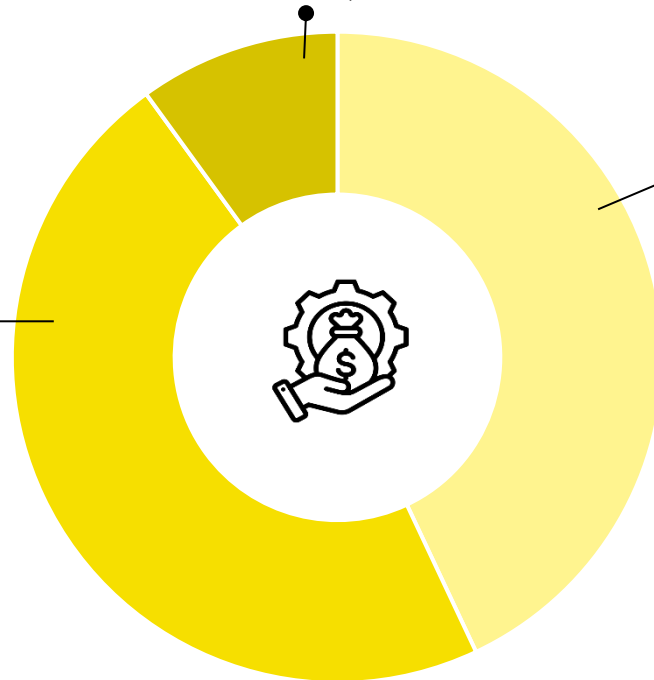
- \$1.8 million for Services and Rents, primarily janitorial and maintenance services (combined \$494,000), contracted services (\$453,000), and security (\$450,000)
- Approximately \$867,000 for shared support services (primarily Facility Services, HR and IT support services, and Finance Support)
- \$269,000 for Materials and Supplies, primarily Hydro (\$202,000)
- \$24,500 for Equipment and Furnishings
- Approximately 22% of facilities-related costs (materials and supplies, services and rents, insurance, facility services allocation, water and sewage), representing about \$500,000 in 2026, are attributable to the Archives function based on estimated occupied square footage

### \$627,000 (10%)

for contributions to capital reserves

### \$2.7 Million (43%)

for staff salaries and benefits. This includes approximately \$530,000 for benefits and pensions.



## Total Revenues

2026

**\$192**  
thousand

2027

**\$195**  
thousand

Revenues include fees (\$124,000), grants and subsidies (\$33,000), and contributions from reserves (\$35,000). There are no donations expected in 2026.

## Gross Expenditures

2026

**\$6.3**  
million

2027

**\$6.6**  
million

In 2027, the anticipated year of transfer, expenditures net of revenues are forecasted to be nearly a 3.7% increase from 2026.

# Financial Budget and Analysis - Capital

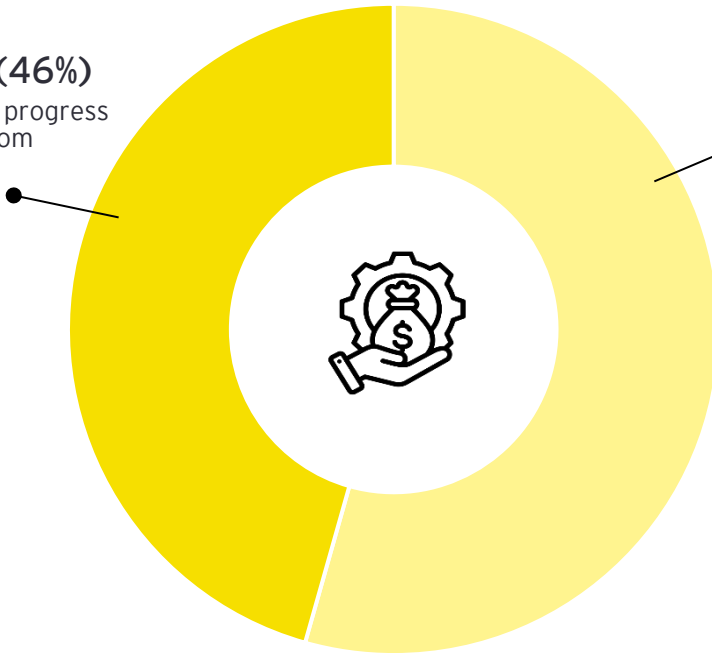
PAMA's 2026 - 2029 Business Plan and 2026 Budget identifies an average annual \$2.2 million capital expense that is currently unmet.

## Capital Expenditures

PAMA's estimated capital expenditures for 2026 total nearly \$5.7 million, comprising:

**\$2.6 Million (46%)**

Estimated work in progress carried forward from previous years



**\$3.1 Million (54%)**

new investment for major facility maintenance of heritage buildings

Work in progress projects are anticipated to be resolved prior to the transfer of PAMA.

## Additional Considerations

The 10-year capital plan identified \$22.4 million in capital expenditures, or approximately \$2.2 million annually, to maintain state of good repair.

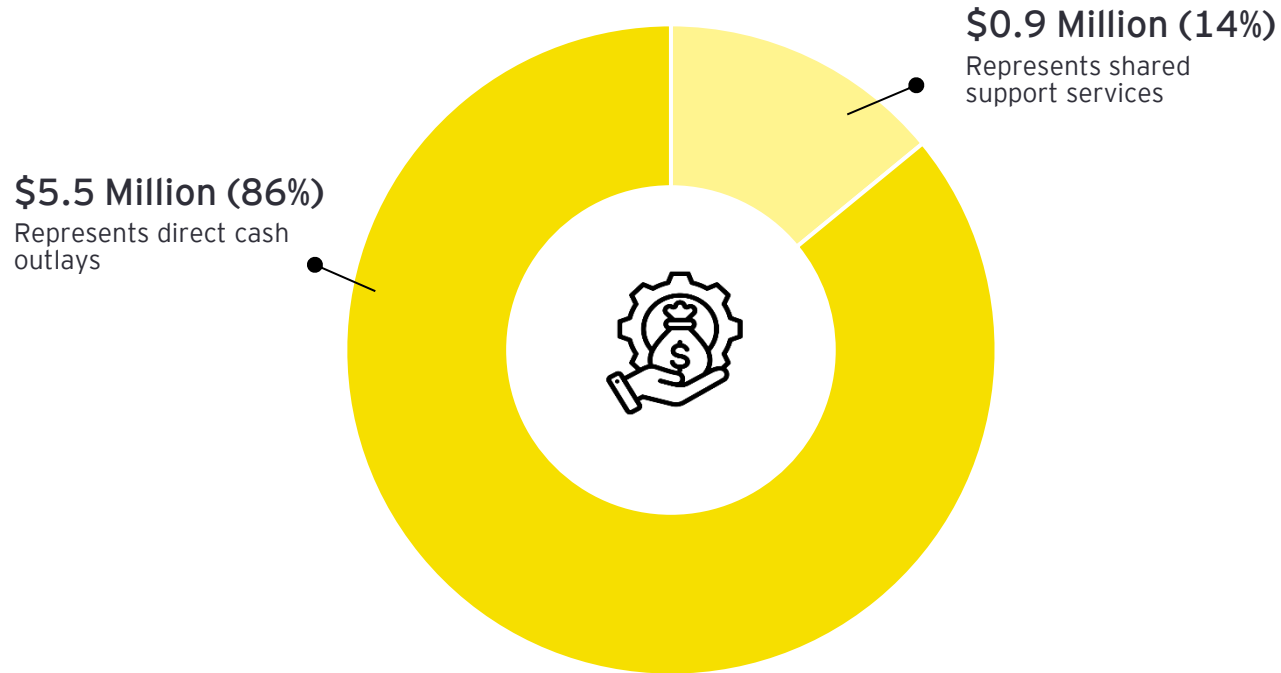
The annual contribution to PAMA's capital reserve included in the PAMA operating budget is approximately \$0.6 million, resulting in an average incremental annual capital reserve requirement of \$1.6 million to meet the current capital plan. Peel has confirmed this need was planned to be met through future tax increases.

# Financial Budget - Transition Implications

Key operating, capital, and agreement implications of PAMA's financial estimates are outlined below.

## Operating Expenditures

Of the 2027 forecasted net expenditures of \$6.4 million\*, comprising:



Direct cash outlays in 2027 represent an increase of \$3.4 million from Brampton's expected 2026 contribution (approximately \$2.1 million), not accounting for potential contributions from Mississauga and Caledon. Brampton must ensure supporting service capacity exists, particularly in the areas of Facility Services, HR, IT, and Finance. Depending on current capacity levels of City staff, this may result in forecasted shared support services becoming cash expenses should additional staff be required.

## Additional Considerations - Operating

Nearly 30% of total expenses are represented by external vendor services. Agreements associated with these services must be reviewed and appropriate actions taken (e.g., transfer, renegotiation) pre-transfer to enable operational continuity. Security, janitorial, and maintenance services are required for operational continuity. A review of other contracted services is necessary to determine ongoing need post-transfer.

## Additional Considerations - Capital

A capital expenditure of \$22.4 million is included in PAMA's 10-year capital plan. Post-transfer financial planning is to include review of the capital plan and consideration of how this amount is addressed.

Capital expenses may require increases of an average \$1.6 million annually, though needs in individual years may vary. Per Council Resolution, Peel and Brampton will jointly determine the allocation of the Region's existing capital reserves to support funding needs.

\* Assuming forecasted 3.8% total expenditure growth rate

# Additional Considerations

Considerations related to the transaction, donations, and Indigenous works in PAMA's collections are identified below

## Transaction

- The transfer of PAMA, including the sale of assets, will occur as a transaction governed by an asset transfer agreement between Peel and Brampton. To minimize financial impacts of the transition, a zero or nominal (e.g., \$1) value to PAMA's assets can be assigned.
- Analysis indicates it is unlikely for this transaction to result in sales taxes, as Peel and Brampton are unrelated parties and thus can transfer assets at any agreed value.
- Additional costs may arise for external project management, tax review, legal support, or other professional services required to carry out the transition. These costs will depend on the internal capacity available within Peel and Brampton to support transition-related efforts.
- Responsibility for transition-related costs is to be determined on an individual case basis.

## Donations and Charitable Status

- Donors who provide monetary or collection donations to PAMA receive benefits for charitable contributions.
- Preliminary analysis indicates donations are unlikely to be affected as charitable status is assigned to a legal entity (e.g., Peel, Brampton). As PAMA is an operating unit, it would inherit the charitable status of the responsible municipality.
- As an operating unit of Peel, which is a qualified donee per the Canada Revenue Agency (CRA), PAMA issued receipts on behalf of the Region, which would remain valid post-transfer.
- Any post-transfer donations would likely similarly qualify as charitable contributions, as Brampton is a qualified donee per the CRA.

## Indigenous Works

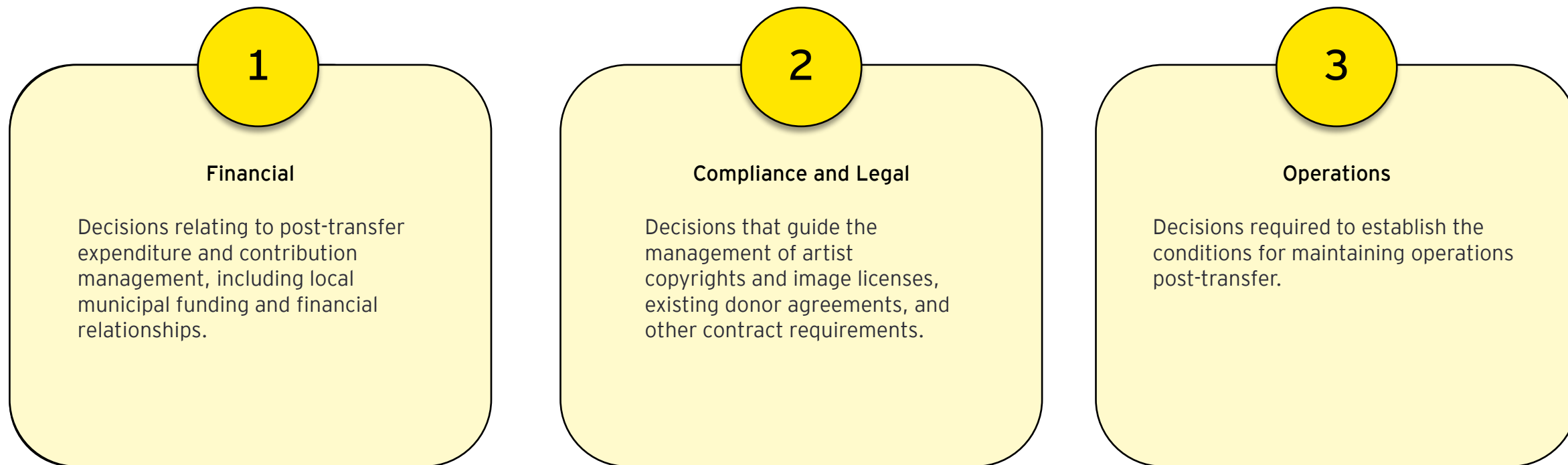
- To enable the transition of PAMA from Peel to Brampton, no incremental actions related to collections with Indigenous works were identified.
- Staff training in the care and handling of Indigenous works can support long-term sustainability of related collections.
- Long term, actions to physically transfer or deaccession collections or individual works are informed by adherence to UNDRIP and Canadian Museums Association (CMA) standards.

# Detailed Transition Framework



# Overview of Critical Path Decision Categories

Four\* main categories of critical path decisions were identified to be addressed prior to transfer, including:

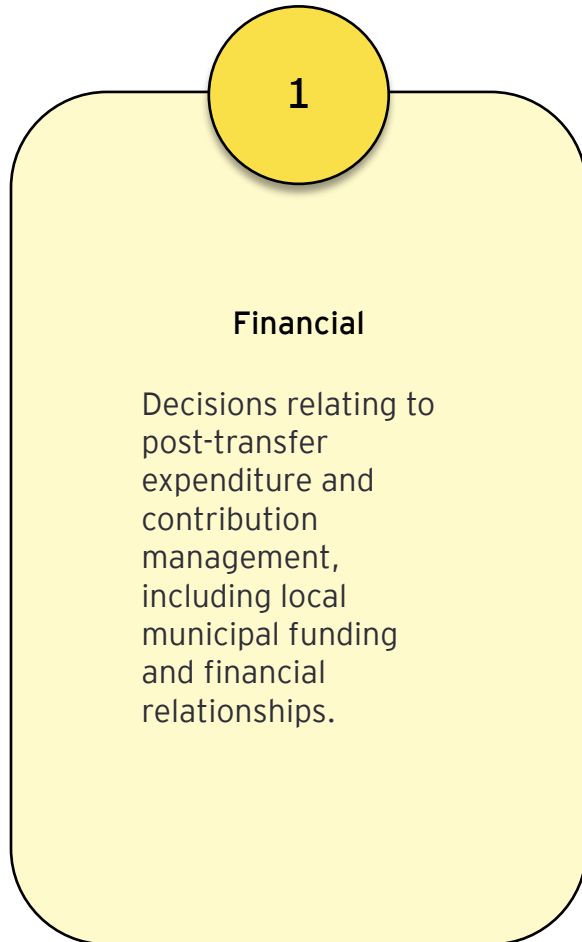


The information that follows provides an overview of each category, including the decisions required, the options considered, and the resulting decision where applicable. The associated implications and implementation timelines reflect EY's recommended approach informed by stakeholder consultation and Motion Resolution #2025-237. The framework remains flexible to adjustments as new information becomes available.

*\*Note: Staffing-related decisions and considerations are identified separately*

# Financial: Critical Path Decisions

Understanding future municipal contributions is essential to determine Brampton's financial obligations upon transfer. Since local municipalities have historically funded PAMA operations, this critical path decision guides how those relationships evolve and informs Brampton's long-term budgeting and funding approach.



## 1.1 How will financial responsibility be delegated to local municipalities?

**Option 1**  
Financial responsibility is apportioned among local municipalities.

**Option 2**  
Brampton assumes full financial responsibility for PAMA post-transfer  
*(note: decided in Council Resolution)*

### 1.1.1 What will be the long-term funding model if municipal contributions continue?

**Option 1**  
Existing funding model is maintained and applied to total funding required

**Option 2**  
Each municipality will assess their individual tax levy requirements through their budget processes and reflect the requirements in their 2027 budgets.

# 1.1/1.2 Municipal Contributions: Implementation Plan

## Critical Path Decisions

- ✓ Brampton assumes full financial responsibility for PAMA post-transfer. Peel will cease financial contributions to PAMA.
- ✓ Any potential future contributions by Mississauga and Caledon may be determined through respective budget processes.

## Key Implications

1

While Brampton assumes full financial responsibility, Caledon and Mississauga will determine any 2027 contributions through their own budget processes. In line with the resolution, each municipality will assess and reflect its individual-levy requirements for art, heritage, and culture in its 2027 budget.

2

Long-term, a new funding model is to be developed as additional information becomes available, and decisions are made related to placement of collections.

3

Archives operations and facilities-related costs will continue to be funded by Peel, requiring a funding and service agreement with Brampton for space use.

Implementation Steps	Pre-Ownership Transfer (2026)										Post Ownership Transfer		
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards		
<b>1. Determine 2027 incremental funding requirements</b> Review identified operations and capital budgets for 2027, incorporate key operational changes, and identify the incremental funding required from Brampton beyond planned contributions.		[Yellow Highlight]											
<b>2. Local municipalities confirm 2027 contributions</b> As per the resolution, each municipality will assess their individual 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 budget. Funding may include considerations related to the collection stewardship, building maintenance or programming.								[Yellow Highlight]					
<b>3. Local municipalities review and assess funding arrangements</b> Following the transfer, Mississauga and Caledon may conduct an annual review and assessment of individual tax levy requirements to support Arts, Culture and Heritage, reflecting key considerations such as collection placement.											[Yellow Highlight]		

## Financial Impacts

While the implementation steps to transition municipal contributions carry no direct costs, Brampton's financial responsibility for PAMA will increase by nearly \$4M for operations (according to 2026 estimates), with a corresponding reduction in Peel's contribution.

Daily operation of the archives remain a regional service funded by Peel; however, a cost-sharing agreement with Brampton will be required due to the shared use of the PAMA facility.

# 1.1/1.2 Municipal Contributions: Implementation Risks and Considerations

Risks and Considerations

## 1. Determine 2027 incremental funding requirements

- PAMA and Archives operate within one facility, creating the need for a cost-sharing agreement between Brampton and Peel relating to common services (e.g., utilities, security, and building maintenance).

## 2. Local municipalities confirm 2027 contributions

- Brampton requires a detailed understanding of operating and capital costs associated with administration of PAMA, including ongoing capital projects and investment required to maintain or rehabilitate facilities where appropriate

## 3. Local municipalities develop long-term funding model

- Disagreements over item placement or donor-related commitments may significantly delay agreement on the funding approach. Collection ownership transfer to Brampton, and long-term decisions about the stewardship of individual holdings, will influence future municipal contributions.

Mitigations

- ❑ PAMA and Brampton to develop an agreement to allocate shared operating and facility costs post-ownership transfer.
- ❑ Costs may be allocated based on a square-footage-based costing methodology, using the Archives' estimated 22% share of space to guide ongoing cost attribution.

- ❑ PAMA has identified a 3-year operating forecast and 10-year capital plan that can be used as a basis for understanding financial implications
- ❑ Confirmation of the existing capital budget being sufficient for facility maintenance and rehabilitation, or identification of additional investments needed, is required prior to transition

- ❑ Brampton, Caledon, and Mississauga to jointly establish criteria for determining collection attribution (e.g., geographic origin of item, origin or residence of donor).
- ❑ As collection attribution is identified, the municipal contribution model may be adjusted long-term to reflect any changes in physical placement.

# Compliance & Legal: Critical Path Decisions

A clear understanding of compliance and legal obligations is needed to determine which agreements transfer to Brampton and what actions are required for a successful transition (e.g., assignments, amendments, notices, and renewals). This supports continuity of relationships with artists, vendors, and donors, and reduces the risk of Brampton taking on unintended legal liability.

2

## Compliance and Legal

Decisions that guide the management of artist copyrights and image licenses, existing donor agreements, and other contract requirements.

### 2.1 How will artist copyright and image licenses be managed?

#### Option 1

All artist copyright and image licensing agreements transfer to Brampton or new agreements are created

#### Option 2

Peel retains and manages existing copyright and image licensing agreements

### 2.2 How will existing vendor and rental contracts be managed?

#### Option 1

Peel maintains existing contracts

#### Option 2

Transfer contractual obligations to Brampton where possible; enter into new agreements as required

### 2.3 How are donor agreements managed?

#### Option 1

Existing donor agreements are transferred to Brampton; enter into new agreements as needed

#### Option 2

Peel retains or cancels existing agreements

### 2.4 How are financial and collection donations managed?

#### Option 1

Donated funds and artwork are retained and transferred with PAMA; donors are notified, enter into new agreements as needed

#### Option 2

Donations are managed by Peel

# 2.1 Copyright and Image Licensing: Implementation Plan

### Critical Path Decision

- ✓ Brampton assumes full responsibility for artist copyright and image license negotiation and management.

### Key Implications

1

Existing copyright and image licensing agreements may require consent, amendments, or re-licensing to reflect Brampton's custodianship.

2

As required actions may vary between agreements, it is important to review terms and conditions of existing contracts to determine options.

3

Stakeholders identified a preference for ending, or where possible allowing expiry of, existing agreements and entering into new agreements (versus transferring or amending contracts).

Implementation Steps	Pre-Ownership Transfer (2026)										Post Ownership Transfer		
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards		
<b>1. Review existing copyright and licensing agreements</b> Compile and review all copyright and image-use agreements, including key terms such as rights granted, restrictions, and renewal dates.		■											
<b>2. Identify actions required to maintain copyrights and licenses</b> Based on terms and conditions, identify whether agreements are to be transferred, allowed to expire, or renegotiated to maintain continuity post-transfer.			■										
<b>3. Initiate outreach to copyright and license holders</b> As required, begin communication with holders of copyrights and licenses to initiate actions identified in the previous step.					■								

### Financial Impacts

Potential costs may exist for Brampton to terminate or transfer existing copyright or image-use agreements during the transition.

External support for agreement review and strategy may be required where internal staff (e.g., legal counsel) are unable to conduct reviews.

# 2.2 Vendor Contracts & Procurement: Implementation Plan

### Critical Path Decision

- ✓ Transfer contractual obligations to Brampton; enter into new agreements as required.

### Key Implications

1

Brampton becomes responsible for all service levels, pricing changes, credits, penalties, termination obligations, and payment timing.

2

Where Brampton already holds contracts with the same vendors used by PAMA, there may be an opportunity to use existing agreements to procure services.

3

A review of existing agreements will be required to determine potential treatment (i.e., transfer, amendment, renegotiation).

Implementation Steps	Pre-Ownership Transfer (2026)										Post Ownership Transfer							
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards							
<b>1. Review existing agreements to identify required actions</b> Compile all current vendor agreements for PAMA and review key terms, including assignment provisions, renewal/termination windows, payment schedules, and whether Brampton already holds contracts with identified vendors.																		
<b>2. Engage vendors to initiate transition discussions where needed</b> Begin outreach to vendors where renegotiation or new agreements are required, confirm transfer feasibility, and initiate discussions to agree on pricing, service levels, and transition needs.																		
<b>3. Execute agreements and begin contract management</b> Finalize new or revised agreements for 2027 onward and transition vendors into Brampton's contract management processes.																		

### Financial Impacts

Potential costs may arise if Brampton must pay fees to terminate or transfer existing vendor agreements during the transition. This is on a contract-by-contract basis.

External support for agreement review and strategy may be required where internal staff (e.g., procurement, legal counsel) are unable to conduct reviews.

# 2.2 Vendor Contracts & Procurement: Implementation Risks and Considerations

Risks and Considerations

Mitigations

## 1. Review existing agreements to identify required actions

- Assignment clauses, renewal windows, and vendor approvals will determine the appropriate treatment of each individual contract.
- Brampton must consider at least 11 vendor contracts across systems, operational services, and off-site storage for review, noting that RPAM-managed contracts (e.g., security, janitorial, TBM) are not identified, and this number may be higher.

- Review and compile transfer-related terms and conditions for all PAMA vendor agreements.
- Conduct a legal review to determine transferability.
- Execute contract transfers where appropriate.

## 2. Engage vendors to initiate transition discussions where needed

- Brampton may already have agreements with some of the vendors currently serving PAMA.
- These existing agreements may be extended or amended to incorporate PAMA services to minimize contract management needs.

- Compare PAMA vendors against Brampton's existing corporate vendors.
- Identify opportunities to extend or amend existing agreements to cover PAMA needs.
- Align service levels, pricing, and contract terms across City-wide agreements where feasible.

## 3. Execute agreements and begin contract management

- Certain agreements may not be transferable and will require Brampton to enter into new service agreements. Depending on the value and nature of services, new procurement processes may need to be initiated for some services.
- New procurement may also be required when service scopes change, or vendors decline to continue providing services under Brampton's terms and conditions.

- Identify contracts that require a competitive procurement based on transferability, scope and vendor discussions.
- Coordinate with internal legal and procurement teams to prepare contracting documents and processes.

## 2.3/2.4 Donations: Implementation Plan

### Critical Path Decision

- ✓ Existing donor agreements are transferred to Brampton; donors are notified, enter into new agreements as needed.

### Key Implications

1

Donations are typically irrevocable in nature, and donated items or funds become the property of the receiving institution.

2

Any use restrictions, display requirements, naming rights, reporting commitments, or long-term obligations included in donor agreements are required to be maintained post-transfer.

Implementation Steps	Pre-Ownership Transfer (2026)										Post Ownership Transfer					
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards					
<b>1. Review donor agreements terms and conditions</b> Gather all donor agreements, donor intent statements, and related correspondence, and review key terms and conditions against legal and ethical responsibility, in preparation for transfer to Brampton.		■														
<b>2. Identify donations requiring further actions</b> Identify conditions such as use or display requirements, notice or consent clauses, naming rights, or reporting obligations, and prioritize items that require targeted actions to maintain compliance with conditions.			■													
<b>3. Initiate agreed-upon actions of the IWG to renew, return, or transfer donations</b> Begin required actions for each donation, including renewing agreements, returning items, or completing legal transfers once consent is received, transferring the associated rights and responsibilities to Brampton.						■										

### Financial Impacts

There may be financial impacts associated with endowments, bequests, and other donations whose conditions are unable to be met post-transfer. In the event of this occurring, Brampton may be responsible for replacing returned financial contributions.

# 2.3/2.4 Donations: Implementation Risks and Considerations

## 1. Review donor agreements terms and conditions

## 2. Identify donations requiring further actions

## 3. Initiate actions to renew, return, or transfer donations

Risks and Considerations

- Some financial donations, such as endowments and bequests, were given for specific purposes, and Brampton must confirm whether those purposes can still be met under the new structure.
- PAMA currently has 7 endowment-related agreements and 2,370 donor financial agreements. PAMA has indicated thousands of deeds of gifts documents may also exist. Most artifacts with deeds of gift become the property of PAMA (and therefore Brampton). However, some items are on long-term loan and require consent from the owner before they can transfer.
- Items may also involve restrictions that influence how Brampton can use, display, or manage them after the transfer.
- Identifying loaned items, and associated requirements to communicate with donors, lenders, or their representatives, will be critical to maintaining compliance.

- The process will require coordinated engagement with donors, estates, and lenders to confirm consents, timelines, and documentation.
- Though engagement with donors may not be required as part of donation agreements, proactive communication (e.g., advanced notification of the transfer and implications) can support continued donor and community confidence.
- Parties may need clear information and opportunities to ask questions, understand proposed actions, and receive support to reduce delays and disputes.

Mitigations

- Review donations and their donor-related requirements and conditions, including any use, display, reporting, or naming expectations.
- Review each endowment and bequest to understand the donor's intent and any conditions attached.
- Identify cases where the intended purpose no longer aligns with Brampton's ownership.
- If a comprehensive review of these agreements is required, external expertise (e.g., legal counsel, consultants) can be engaged to support this work.

- Contact lenders to confirm whether loaned items can transfer or if they need to be returned.
- Engage donors or estates where needed to discuss situations where conditions may change or cannot be met after the transfer.
- Record loan terms, renewal dates, and contact information for ongoing management.
- Given the large volume of donor agreements, consider issuing a public notice through media, social media, and culture and heritage networks to inform donors of the transition and invite them to come forward to make any desired updates.

# Operations: Critical Path Decisions

A clear understanding of operational requirements is needed to determine how PAMA’s facilities and environmental standards will be managed after the transfer. These critical path decisions help Brampton plan for ongoing stewardship, maintain museum-standard conditions, and ensure continuity of care as operational responsibilities shift from Peel.

**3**

**Operations**

Decisions required to establish the conditions for maintaining operations post-transfer.

## 4.1 Who will be responsible for maintaining environmental standards and facilities stewardship?

**Option 1**  
Peel maintains responsibility

**Option 2**  
Brampton assumes full responsibility post-transfer

## 4.1.1 What facility and environmental stewardship standards will apply?

**Option 1**  
Brampton maintains current PAMA standards with no changes

**Option 2**  
Establish heritage-specific standards on a case-by-case basis

**Option 3**  
Adopt City of Brampton’s facility standards where feasible

# 3.1 Facilities Stewardship: Implementation Plan

## Critical Path Decision

- ✓ Brampton assumes full responsibility for facilities stewardship and maintenance.

## Key Implications

1

Brampton becomes solely accountable for museum-standard environmental conditions and associated records, audits, and incident response.

2

Brampton maintains current museum-standard environmental controls to comply with Category A certification.

Implementation Steps	Pre-Ownership Transfer (2026)										Post Ownership Transfer		
	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2027-onwards		
<b>1. Review existing practices, procedures, and schedules</b> Brampton reviews the Region's current building-care practices, environmental monitoring routines, and compliance schedules, and adopts them as the baseline approach for ongoing stewardship.		[Yellow]											
<b>2. Review existing vendor agreements and determine actions</b> Brampton assesses current facilities-related vendor contracts to confirm which are already in use elsewhere within the City and identifies which agreements need to be renewed, extended, or renegotiated for continuity of service.				[Yellow]									
<b>3. Initiate actions identified to maintain service agreements</b> Brampton executes the identified actions with providers; confirming service levels, completing contract renewals, extensions, or amendment and funding to maintain facility continuity.						[Yellow]							

## Financial Impacts

Incremental operating costs related to vendor-delivered services, such as security services (which rose nearly 40% from 2025 to 2026) may arise if new or renegotiated agreements introduce higher service rates.




Costs relate to vendor-transition requirements, such as early-termination penalties, payout clauses, or legal review, may be applicable in some circumstances.

# Implementation Considerations and Plan



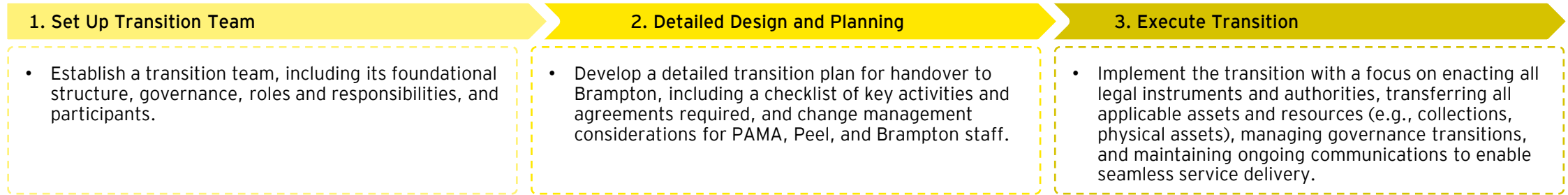
# Key Risks & Mitigations

Overview of key risks affecting the transition of PAMA to Brampton are outlined below.

Risk	Description	Potential Impacts	Mitigation
 <b>1. Municipal elections</b>	Municipal elections in late 2026 may cause disruptions to overall decision-making processes.	<ul style="list-style-type: none"> <li>Key decisions may be unable to be confirmed in a timely manner, creating risks to meeting the identified transition timeline of January 1, 2027.</li> </ul>	<ul style="list-style-type: none"> <li>Early identification of key decisions and required approvals (e.g., Council, committees).</li> </ul>
 <b>2. Legal agreements</b>	Review of, and action to transfer or enter into new agreements related to vendor services, copyrights/licenses or donations, may require more effort or longer timelines than anticipated.	<ul style="list-style-type: none"> <li>Disruptions to externally-provided services, planned programming, or donation contributions may occur where agreements are delayed or cancelled.</li> </ul>	<ul style="list-style-type: none"> <li>Early review of existing agreements to identify key actions to be taken, initiation of identified actions, and development of contingency plans for agreements at high risk of delay.</li> </ul>
 <b>3. Collection transfer</b>	Some collections or items, such as those with donor stipulations or with Indigenous origins, may have conditions that must be met prior to transfer. Meeting of those conditions may not occur prior to the identified transfer deadline.	<ul style="list-style-type: none"> <li>Disruptions to specific collections or items being transferred may delay transition or introduce additional complexity, as PAMA collections are intended to be transferred as a whole.</li> </ul>	<ul style="list-style-type: none"> <li>Early review of collections to identify those with donor stipulations or specific conditions and initiate actions.</li> </ul>

# Transition Implementation

The Transition Implementation Plan below outlines a stage-based strategy for transitioning PAMA from Peel to Brampton. Each stage builds upon the previous, developing a structured and efficient process that aligns with the intent of Regional Council. The plan aims to establish a dedicated transition team, create commonly-understood goals and documents to guide the transition, develop organizational readiness, and execute the transition while maintaining operational continuity. There are 3 key stages to this transition:



To support the transition implementation, key roles and responsibilities between Peel and Brampton are identified below:

Functional Area*	Peel	Brampton
Contracts (donors, vendors, artists)	✓ Support initial legal review by providing vendor, donor, and copyright/license holder agreements	✓ Leads review, stakeholder outreach and execution of new vendor, donor, and copyright/license holder agreements
Financial Due Diligence	-	✓ Leads financial due diligence and assessment of funding requirements
Archives Service Agreement	✓ Participates in development of Archives services agreement	✓ Leads development and execution of the Archives services agreement
Asset Transfer Agreement	✓ Leads development and execution of the asset transfer agreement	✓ Participates in development of asset transfer agreement
Municipal Funding	-	✓ Conducts direct, regular engagement with Mississauga and Caledon
Future Operating Model	-	✓ Develops and implements PAMA's future operating model
Supporting Services and Capacity Assessment	-	✓ Reviews required supporting services and internal capacity
External Advisory Support	✓ Leads engagement of external support where needed	-

\* Staffing-related considerations are identified separately

# Transition Implementation: Set Up Transition Team

1. Set Up Transition Team

2. Detailed Design & Planning

3. Execute Transition

Overview of Transition Team Structure and Approach

C

## Set Up Transition Team

Establish a transition team, including its foundational structure, governance, roles and responsibilities, and participants

### 1.1 Establish the transition team

Before initiating the transition process, a dedicated team involving representatives from Peel and Brampton will be established:

- A primary point of contact from both Peel and Brampton is required, along with supporting resources in the areas of legal, HR, finance, and other functions as needed
- Key responsibilities include development and maintenance of project management processes, including key resources such as project controls and risk management frameworks, a transition checklist, and a detailed list of activities and requirements to track and confirm the steps and milestones needed to complete the transition to Brampton

**Lead: Peel, Support: Brampton**

### 1.2 Establish a transition strategy

The transition team will be focused on developing a shared understanding of the transition approach and desired outcomes, and will be tasked with defining the following elements:

- Transition strategy that outlines the overall approach and guiding principles to steer the transition process
- Key roles, responsibilities, and work streams necessary for successful transition
- Reporting process and risk management framework to ensure accountability and oversight through the transition

**Lead: Peel, Support: Brampton**

# Transition Implementation: Detailed Design and Plan

1. Set Up Transition Team

2. Detailed Design & Planning

3. Execute Transition

## Overview of Detailed Design and Planning Activities

### Detailed Design and Planning

Develop a detailed transition plan for handover to Brampton, including a checklist of key activities and agreements required, and considering change management for PAMA, Peel, and Brampton staff.

#### 2.1 Develop checklist of key activities

Identify specific steps that must be completed for each identified transition activity, including associated RACI (Responsible, Accountable, Consulted, Informed) matrix to clarify roles and responsibilities between municipalities:

- Activities may be conducted jointly or independently
- Interdependencies between activities may exist even if conducted independently. Identifying these will be critical to ensuring timely execution.

**Lead: Peel, Support: Brampton**

#### 2.2 Develop required legal documentation

Prepare the necessary agreements to execute the transition and maintain continuity of operations post-transfer:

- Asset Transfer agreement between Peel and Brampton for tangible and intangible assets, including collections
- Service agreements where service provision continues between municipalities (e.g., Archives' continued use of PAMA facilities)
- Relevant municipal documents (e.g., Council resolutions)
- Funding agreements between municipalities to confirm potential contributions

**Lead: Peel, Support: Brampton (note: Lead and Support roles depend on the document being developed)**

#### 2.3 Develop change management plan

Identify key change management activities required to support transition for PAMA, Peel, and Brampton staff:

- Include clear communication plans to inform staff and allow adequate time to address questions or concerns

**Lead: Brampton, Support: Peel**

# Transition Implementation: Execute Transition

1. Set Up Transition Team

2. Detailed Design & Planning

3. Execute Transition

## Overview of Transition Execution and Change Management

### Execute Transition

Implement the transition with a focus on enacting all legal instruments and authorities, transferring all applicable assets and resources (e.g., collections, physical assets), managing governance transitions, and maintaining ongoing communications to enable seamless service delivery.

### 3.1 Initiate the transition

Implement the developed plan and identified activities, address immediate challenges, and monitor risks. This includes the confirmation and signing of all legal documents required.

- This phase will require intensive effort and reporting to ensure alignment to identified activities and timelines

**Lead: Brampton, Support: Peel**

### 3.2 Execute plans

Activating the transition process by executing plans developed in Stage 2 to transfer assets and responsibilities, while enacting legal documents to formally establish new ownership and governance.

- Includes activities to transition collections, agreements, donations, and service and program delivery responsibilities to Brampton
- This phase will likely also initiate the need for discussions with Caledon and Mississauga related to a potential 2027 funding model

**Lead: Brampton, Support: Peel**

### 3.3 Implementing change management plans

Continuously monitor transition progress and ensure effective change management support while engaging stakeholders and leadership

- Supporting staff at Peel may require elevated levels of support as the transfer may affect workload or responsibilities

**Lead: Brampton, Support: Peel**

# Additional considerations

Successful transition will require consideration of change management needs, Council involvement, resource demands from both Peel and Brampton, and community engagement opportunities.

This transition represents a significant change in PAMA operations. Some of the complexities that will need to be considered and addressed as part of the transformation journey includes:



## High Levels of Change Management

Transitioning PAMA to Brampton will result in operational, cultural, and organizational shifts for all stakeholders. Effective change management can ensure stakeholders are informed, engaged, and supported to minimize friction and disruption. This may involve a collaborative approach between Peel and Brampton, working together to define and coordinate change management activities throughout the transition.

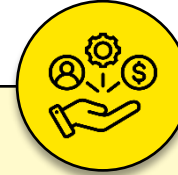
If change management is not effectively planned and executed, there may be confusion, employee retention and morale, productivity, and business continuity challenges.



## Involvement from Council

Regional and municipal Councils will play a role in approving critical path decisions and overseeing the transition.

Councils' role is important not only to provide accountability and public trust through the transition, but due to the nature of decisions which will need to be made (e.g., operating funding breakdown).



## High Resource Demands

The transition will demand significant internal, and potentially external, resources to plan, manage, and execute the various components of the implementation plan. Transition of this kind is a highly involved process which requires expertise from various areas, impacts many facets of both Peel and Brampton, and requires significant coordination to execute effectively.

While most costs will be Brampton's responsibility; it is still imperative that Peel and Brampton plan for the resource demands in advance to allow for timely execution of the transformation while maintaining business continuity.



## Community Engagement

The transition from PAMA to Brampton can impact a broad range of external stakeholders. A transition of this nature requires clear, coordinated communication with opportunities for community input to enable engagement and identify key areas of interest.

Proactive communication and accessible channels for community feedback (e.g. townhalls) will be important to maintain public trust, strengthen alignment of PAMA with community needs, and preserve goodwill among artists, donors, and residents throughout the transition.

# Implementation Options & Key Activities

Key elements of implementation may be unable to be completed in the identified timeline. To mitigate risks, implementation options are presented below.

The Council resolution identified a transfer timeline of January 1, 2027. Analysis and stakeholder discussions indicated potential risks of meeting the stated timeline, including:



Municipal elections planned for October 2026 may disrupt the ability of municipalities to make material decisions (e.g., creation of new positions) in a timely manner.



The number, nature, and conditions of existing vendor, donor, and other agreements is unclear. Review of current agreements may represent a significant volume of effort and actions that are unable to be completed in 2026.

Potential timeline options to transfer PAMA are below. The following pages identify additional details including implementation plans, risks and mitigations, and implications for each option.

## Option 1

### Maintaining the January 1, 2027, date for transfer.

This approach contains risks related to completing transition activities in a timely manner, as identified above. These risks are likely to be managed through (1) external resource support where staff capacity is constrained, and (2) dedicated support and decision-making processes for staff activities.

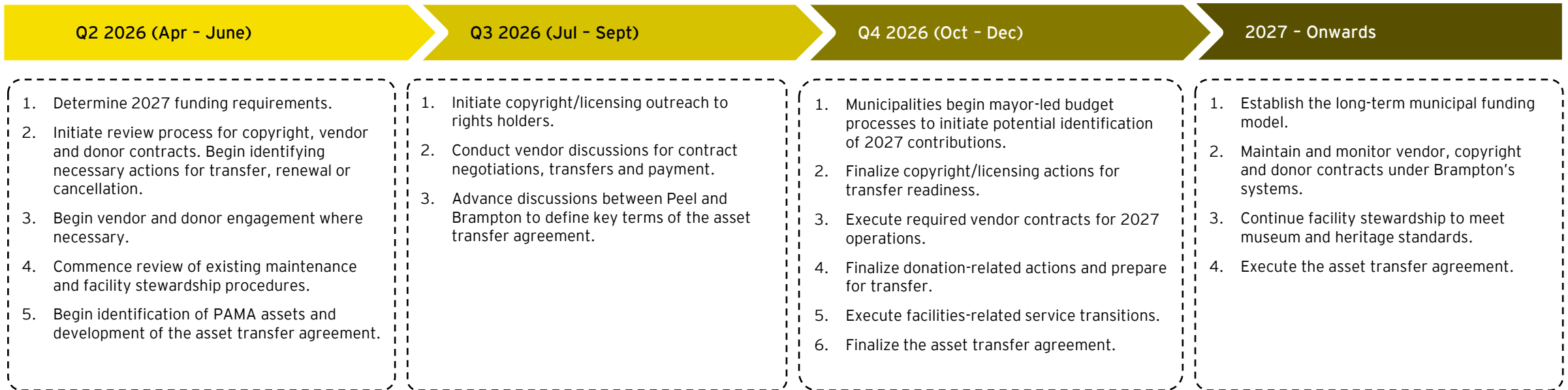
## Option 2

### Transfer occurs January 1, 2028.

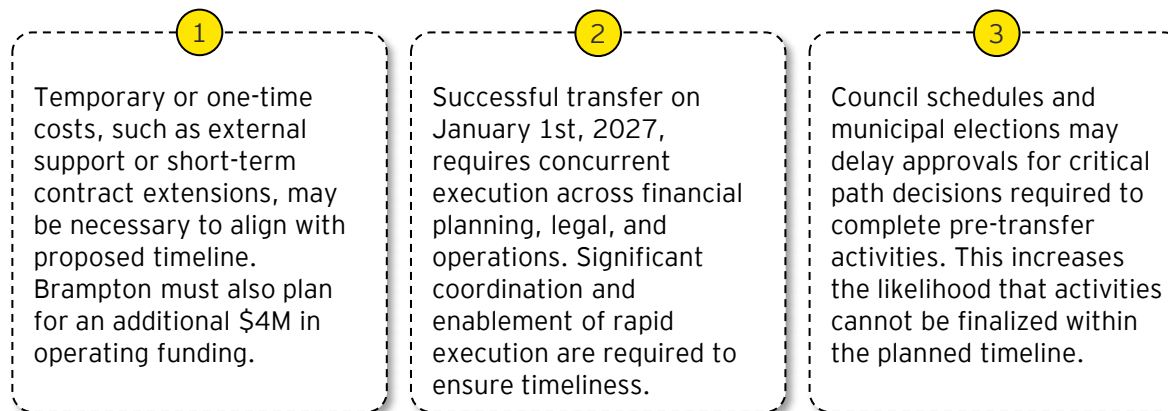
This approach materially mitigates the risks identified in Option 1, can likely be fully implemented by internal staff, and is aligned with municipal budget cycles. Peel will continue providing funding for PAMA operations through 2027, with Brampton assuming funding responsibility in 2028.

# Implementation Options & Key Activities: Full Transfer on January 1, 2027

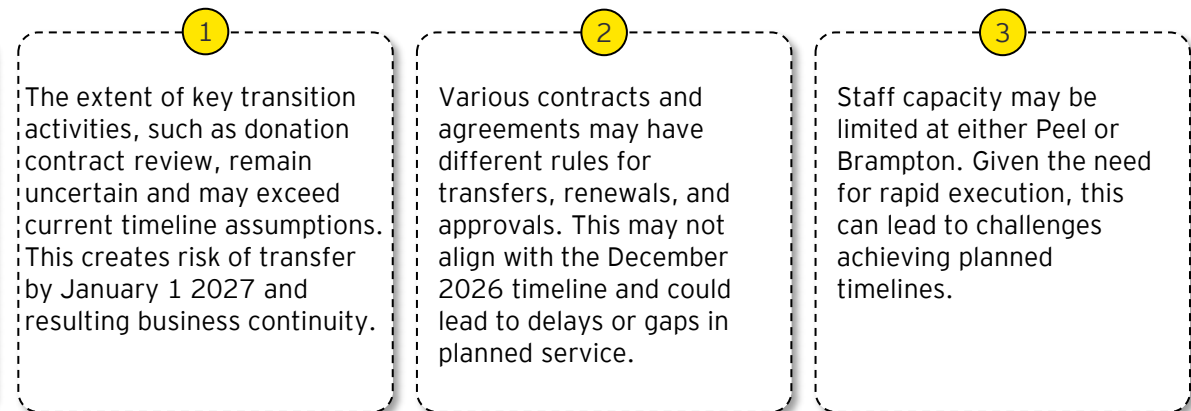
Overview of key activities, risks, and implications, for the January 1<sup>st</sup>, 2027 transfer timeline.



## Key Implications

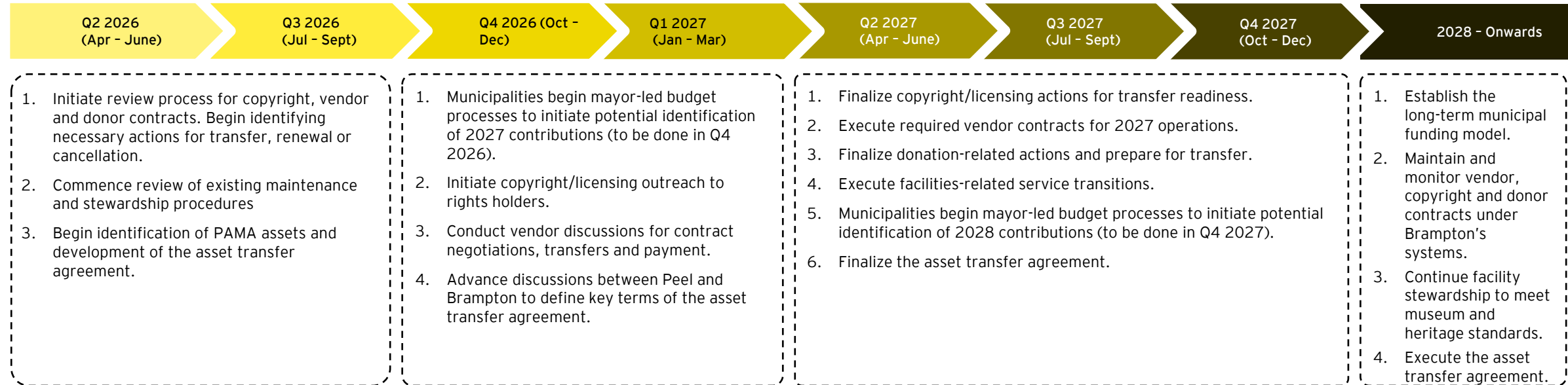


## Key Risks

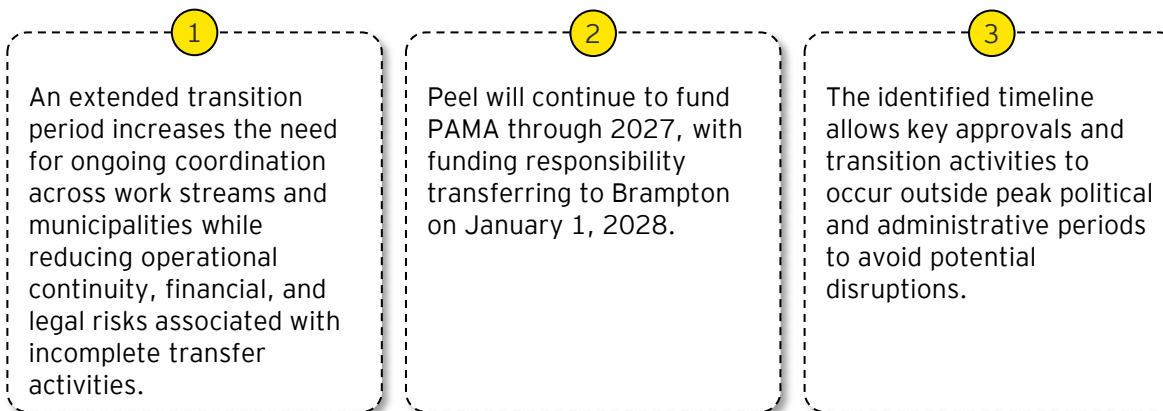


# Implementation Options & Key Activities: Delaying full transfer to January 1, 2028

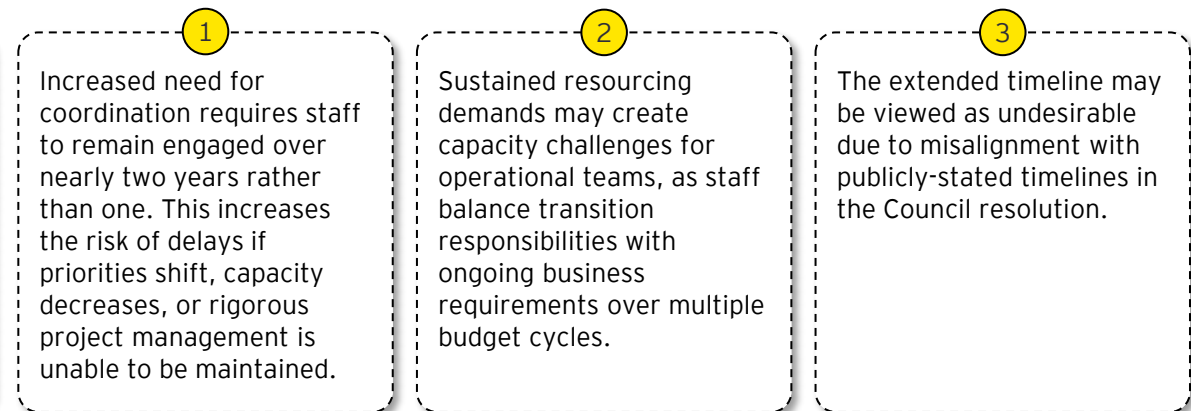
Overview of key activities, risks, and implications, for the January 1<sup>st</sup>, 2028 transfer timeline.



## Key Implications

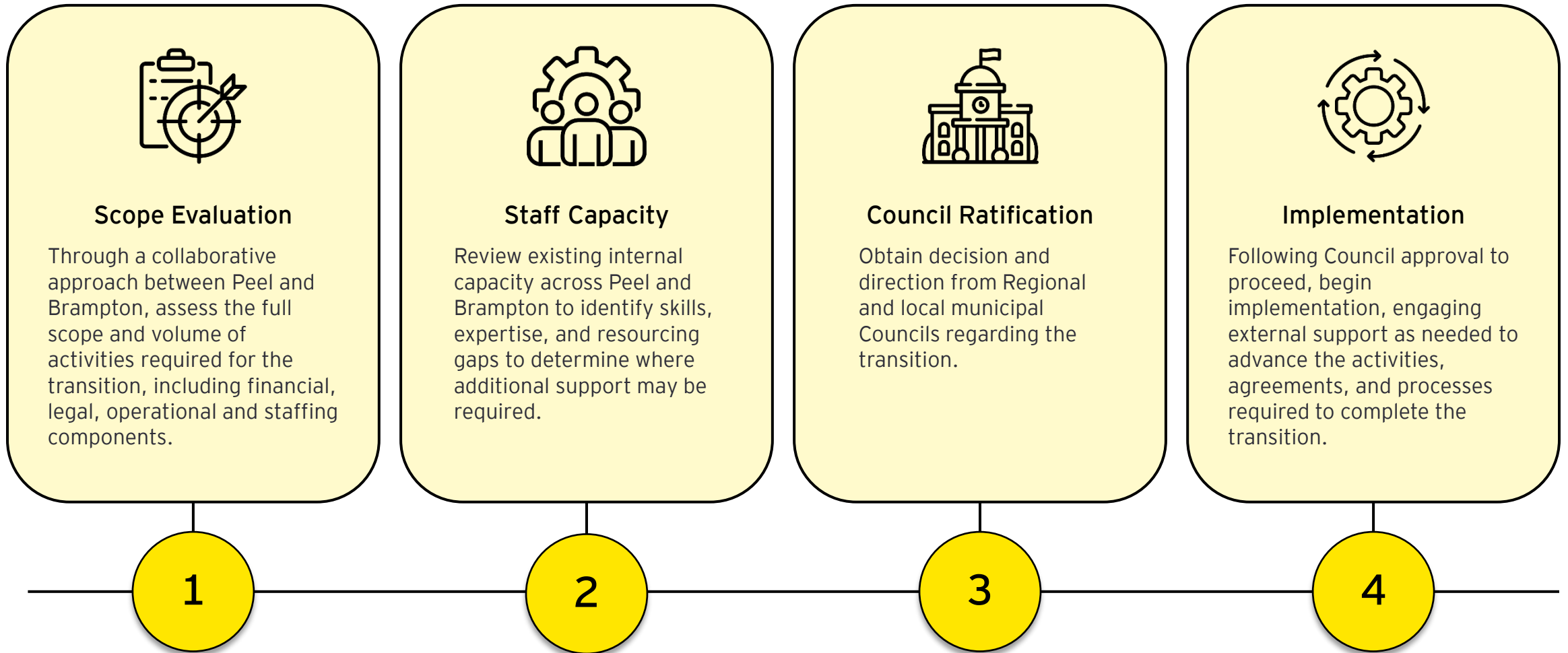


## Key Risks



# Next Steps

An overview of the next steps required to advance the transition



# Appendix



PEEL ART GALLERY  
MUSEUM + ARCHIVES



# Post-Transition Decisions

Non-critical decisions are supporting choices that do not affect the core transition decision but still require confirmation to enable smooth implementation.

## Financial

### 1.1 How will donor implications be managed?

Brampton would have to consider which donors, if any, would be impacted by the ownership change, and if receipts would need to be re-issued or altered. An external advisor or expert on laws should be engaged to advise.

## Compliance & Legal

### 1.1 How will the Ontario Heritage Trust Easement and Section 7 requirements be handled upon ownership transfer to Brampton?

An Ontario Heritage Trust easement is a permanent legal agreement that protects the gallery's heritage features and requires the owner to follow the Trust's established approval process before making any changes. Under Section 7 of the Ontario Heritage Act, Brampton must uphold the Trust's stewardship requirements, including preserving identified heritage attributes and complying with prescribed processes for maintenance and alterations.

With the ownership change, Brampton should plan for heritage-appropriate care, become familiar with all heritage-based and approval requirements, maintain clear communication with the Trust, and ensure alignment with both the easement terms and the Act's conservation obligations.

### 1.2 How will Brampton manage Category A certification?

Category A certification is a federal designation confirming that an institution's governance, environmental controls, security, and collections-management practices meet the standards required to hold and borrow cultural property. Certification is issued to the operating institution rather than the facility, which means Brampton must obtain its own certification to assume responsibility for PAMA's eligible collections.

With the ownership change, Brampton will need to prepare for the certification process, understand all federal requirements, and complete the necessary policy, facility, and documentation updates. Clear coordination with Peel during the transition period, along with early engagement with Heritage Canada, will support readiness and ensure alignment with the federal standards that apply to Category A institutions.

# Post-Transition Decisions

Non-critical decisions are supporting choices that do not affect the core transition decision but still require confirmation to enable smooth implementation.

## Operations

### 1.1 How will the deaccessioning process be managed?

As per Lord Collections Review, all deaccessioning decisions should align with PAMA's Collections Policy, with first preference given to placement in a museum that can provide equivalent standards of care and stewardship. Items would not be transferred to a municipality unless they are being incorporated into a recognized museum collection. Where artworks are deaccessioned and subsequently displayed by a new museum owner, applicable artist rights (e.g., CARFAC-aligned exhibition fees where the artist is living) would be honoured. Roles for Caledon and Mississauga may be considered in post-transition discussions.

### 1.2 How will program data be transferred?

As part of the ownership transfer, Brampton may consider whether to work with Peel and a third-party vendor to conduct a full or partial transfer of PAMA logs, databases, documents, and operations.

### 1.3 How is collection ownership allocated?

Brampton will need to determine how collection ownership is allocated following the transfer. The current intent is to keep the collection intact under Brampton's ownership, with the endowment collection also remaining together and managed by Brampton. Any items that are unclear, contested, or require additional review would be addressed by Brampton on a case-by-case basis as part of post-transfer collection stewardship. Post-transition conversations should be set up with Mississauga and Caledon to discuss any requests to repatriate items, including how attribution criteria and future funding implications would apply.

### 1.4 Who will be responsible for business programming?

Brampton will assume full responsibility for business and cultural programming after the transfer. Programming is expected to remain consistent in the short term to support continuity for visitors and staff, with Brampton transitioning to locally developed programming over time as part of the new Museum and Heritage Portfolio's long-term planning.

### 1.5 How will membership transfer be managed?

Brampton should determine whether existing PAMA memberships will be honoured under the new ownership or refunded. In the immediate term, Brampton intends to honour all existing memberships to ensure a seamless transition; longer-term membership policies remain to be defined. Additional considerations include outlining future membership perks, pricing, and providing current members with clear options.