

PAMA Transition & Business Planning Framework

Presentation to Regional Council
Open Session

Juliet Jackson, Director, Culture & Inclusion

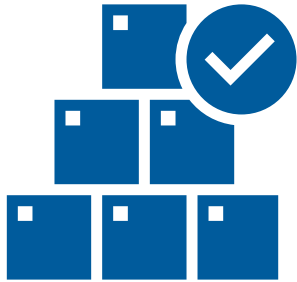
March 26, 2026

Purpose

In September 2025, Regional Council passed a motion (Resolution #2025-685) to initiate the transfer of ownership and operations of PAMA (excluding Archives) to the City of Brampton on January 1, 2027, subject to ratification by regional and local councils in early 2026.

The PAMA Intermunicipal Working Group (IWG) was tasked with developing a Transition and Business Planning Framework (The Framework) addressing assets, human resources, and financial responsibilities, and providing regular updates to Council.

Intermunicipal Working Group Approach



Phase One: Current State Assessment and Collections Review



Phase Two: PAMA's Business and Transition Planning Framework

Current State Assessment and Collections Implications

PAMA's Business and Transition
Planning Framework



Current State Assessment and Collections Study Process

Research and Consultations

- Background review and startup meeting
- Contextual research
- Staff workshop
- On-site visit to PAMA
- Regular IWG meetings

Implications and Recommendations

- Draft report
- Presentation to IWG, and Commissioner Group
- Final report and Council presentation

COLLECTION IMPLICATIONS AND RECOMMENDATIONS

- If Regional resolution is confirmed, PAMA should be transferred "as is" to City of Brampton rather than attempting to divide collections by municipality beforehand
- Because there is no easy way to assign or identify collections by municipality, determining which items are most closely associated with which municipality is likely to be a lengthy process and may delay implementation of transfer
- City of Brampton would inherit a Class "A" facility ideal for collection care
- Guiding principle for the process should be to maintain public trust in PAMA as a credible museum institution by observing museum ethics and existing policies

INSTITUTIONAL IMPLICATIONS AND RECOMMENDATIONS

- Transfer implies a potential mandate change for PAMA with implications for strategic plan, collections, programs and operations
- The need for strategic alignment with City of Brampton implies a visioning and strategic planning exercise
- City of Brampton would need to be the major provider of operating revenues at PAMA, unless other funding arrangements with Peel municipalities are agreed

Peel Art Gallery Museum and Archives (PAMA)

Transition and Business Planning Framework –
Commissioners Presentation

March 2026

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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 key steps, and identify 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) decisions or considerations critical to completing the transfer (including municipal contributions, facilities stewardship, vendor procurement, copyright and image licensing contracts, donations, and staffing), and (2) the implications of those decisions, including financial impacts.
- ▶ Discussions with the IWG to validate assumptions, confirm required 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.

PAMA Transition Framework Overview

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

Decision Categories

1. Financial

Decisions relating to post-transfer expenditure and contribution management, including local municipal funding and financial relationships.

2. Staffing

Decisions related to the post-transfer staffing model, including treatment of existing PAMA staff.

3. Compliance and Legal

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

4. Operations

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

Structure

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.

Executive Summary

Below is a summary of the key decisions agreed on by the IWG to date, including associated implementation and financial impacts.

Key Implementation Decisions

1. Financial

- ✓ Brampton assumes financial responsibility of PAMA operations and capital budgets. Funding of PAMA Archives remain with Peel.
- ✓ Potential immediate and long-term funding support by Caledon and Mississauga may be determined through respective mayoral budget processes.
- ✓ All assets are transferred to Brampton.

2. Staffing

- ✓ All PAMA staff, including those in support services, will be transferred to Brampton.
- ✓ Archive staff remain with Peel.

3. 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.
- ✓ All existing donor agreements are transferred to Brampton.
- ✓ All donated funds and collections are transferred to Brampton.

4. Operations

- ✓ Brampton becomes responsible for all facility stewardship, including facilities used by Archives.
- ✓ A leasing agreement will be required between Peel and Brampton to maintain use of PAMA facilities for Archives.

Transition Implications

1

Timely execution of transition steps is critical

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

2

Staff integration will be critical to address

PAMA operating staff will require transition to Brampton's organizational structure and employment terms, which requires significant and rapid effort in 2026 to execute.

3

Financial responsibilities will evolve over time

Immediate funding needs may be met through respective mayoral budget processes and services. 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 \$4M in operating funding in 2026, for a total expenditure of \$6.1M.

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.

3

Staffing costs shift to Brampton

As the intent is to provide offers of employment to all PAMA operating staff, Brampton will assume 18.5 FTEs representing nearly \$2.7M in salaries and \$0.5M in benefits as of 2026 to maintain current staffing levels, along with any additional onboarding or backfilling costs.

Key Risks & Mitigations

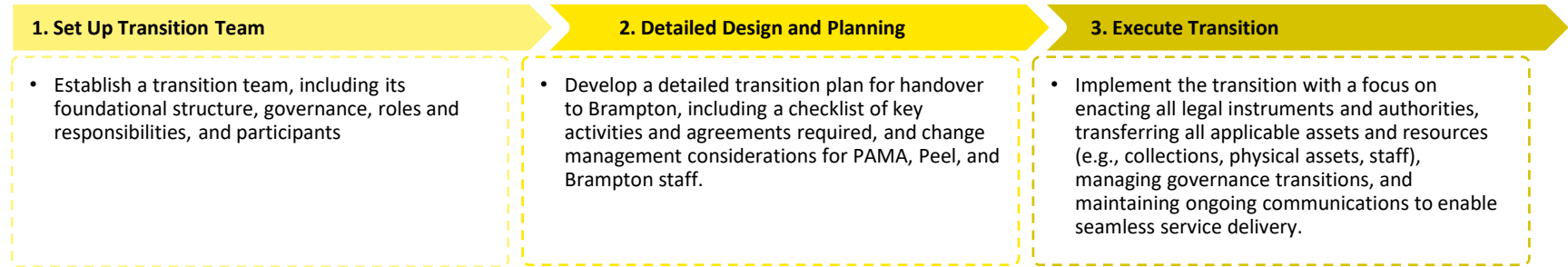
Overview of key risks affecting the transition of PAMA to Brampton are outlined below.

Risk	Description	Potential Impacts	Mitigation
1. Staff transition timing	Key transition activities related to staff transfer, particularly decision-making and approval of newly created or transferred positions, may be delayed depending on the nature and complexity of effort required.	<ul style="list-style-type: none"> Staff transitions to Brampton are incomplete as of January 1, 2027, resulting in disruptions to operational continuity. Inadequate time is afforded to change management activities, resulting in staff confusion and dissatisfaction. 	<ul style="list-style-type: none"> <input type="checkbox"/> A dedicated and sustained effort is required to support execution of staff transition activities, potentially including assignment of additional resources (e.g. dedicated staff transition team) <input type="checkbox"/> Early engagement between relevant Peel and Brampton staff to identify analogous roles and initiate decision-making processes.
2. Staff decline new employment offer	Some current PAMA operational staff may decline employment offers presented by Brampton, creating vacancies that require external hire due to limited internal expertise.	<ul style="list-style-type: none"> Staffing gaps may create risk of operational continuity, depending on the nature of the role. 	<ul style="list-style-type: none"> <input type="checkbox"/> Early identification of high-risk roles and contingent recruitment processes should current staff decline employment offers. <input type="checkbox"/> Development of contingency plans for medium- or low-risk roles.
3. Staff transition costs	Employment contract differences may lead to severance or accumulated entitlements (e.g. vacation days).	<ul style="list-style-type: none"> Additional costs to execute the transition. Magnitude of potential costs is unknown at this time. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review and comparative analysis of existing employment terms and conditions with potential new employment (s) to identify cost implications.
4. Municipal elections	Municipal elections in late 2026 may cause disruptions to overall decision-making processes.	<ul style="list-style-type: none"> Delays in confirming key decisions, may create risks to meeting the transition timeline of January 1, 2027 	<ul style="list-style-type: none"> <input type="checkbox"/> Early identification of key decisions and required approvals (e.g., Council, committees) and planned timelines.
5. Capacity constraints	The uncertain volume of some activities (e.g. donor contract review), may result in staff capacity challenges within Peel and Brampton.	<ul style="list-style-type: none"> Municipal staff may not be able to complete required activities in time, delaying the January 1, 2027 timeline. 	<ul style="list-style-type: none"> <input type="checkbox"/> Assign dedicated staff to support transition-related activities and identify contingency plans (e.g., internal transfers, external support) to address capacity constraints.
6. Legal	Reviewing, transferring or entering new agreements for vendor services, copyrights, licenses, or donations may require more effort or longer timelines than anticipated.	<ul style="list-style-type: none"> Disruptions to externally-provided services, planned programming, or donation contributions may occur where agreements are delayed or cancelled. 	<ul style="list-style-type: none"> <input type="checkbox"/> 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.
7. Collection transfer	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"> 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. 	<ul style="list-style-type: none"> <input type="checkbox"/> Early review of collections to identify those with donor stipulations or specific conditions and initiate actions.

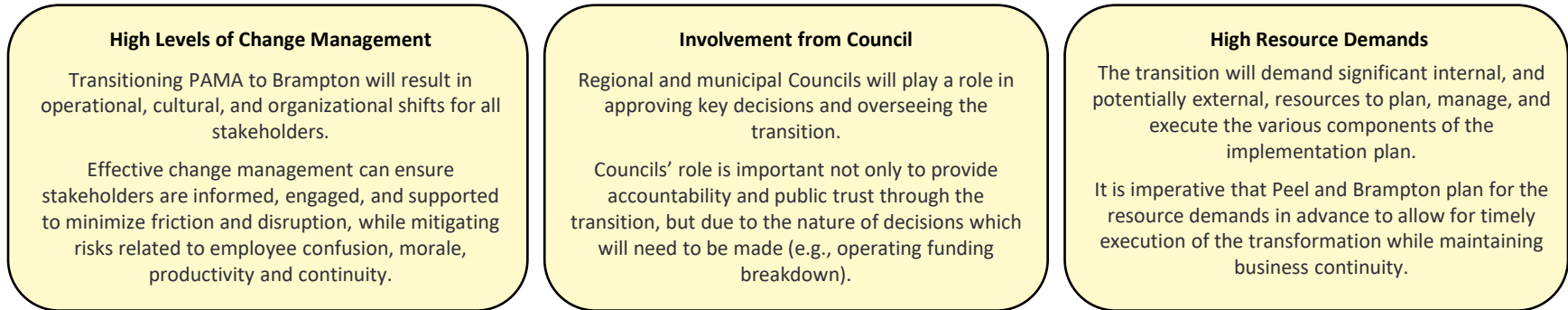
Transition Implementation

An overview of the transition implementation plan

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. There are **3 key stages to this transition**:



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:



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.



Staff transition activities, particularly the approval and creation of potential new positions and the change management process for existing staff, may require more time than is available.



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.

Potential timeline options to transfer PAMA are below.

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 transition 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.

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Thank you!

