

For Information

DATE: September 26, 2012

REPORT TITLE: **PEEL ART GALLERY, MUSEUM AND ARCHIVES (PAMA) BUSINESS PLAN/PROGRAM**

FROM: R. Kent Gillespie, Commissioner of Employee and Business Services

OBJECTIVE

To update Regional Council on the Peel Art Gallery, Museum and Archives' (PAMA) business and program plans and how these new directions will benefit Peel.

To respond to a request from Regional Council on the coordination of Heritage Programs among the area municipalities and the Region of Peel.

REPORT HIGHLIGHTS

- PAMA, under its previous name Peel Heritage Complex, has a history of providing programs and services to many people throughout the Region of Peel, including the school program, creative therapy, the Speakers' Bureau, the loan program and archival research.
- PAMA has renewed its program and business plan to take advantage of the new opportunities that can be realized with the renovation of the site.
- PAMA staff will continue to build relationships and partnerships with other municipal, programs and community agencies to create new and positives opportunities that benefit all and ensure that the PAMA program is not duplicative of area municipal agency programs.
- PAMA will continue to add value to the Corporation through collaboration with other Regional departments to further community dialogue and cohesion through embracing diversity and inclusion in its programming.
- PAMA is positioned to attract new audiences and revenues that will achieve a significant return on this public investment in heritage arts and culture.

DISCUSSION**1. Background**

As noted in a companion report (PAMA Renovations), the use of the PAMA site for heritage and cultural purposes dates back to 1965. The Peel County Historical Society, a successor to the Pioneer Association of Peel created in 1887, was granted permission to use the original Land Registry Office as a museum. In 1968, the facility also housed the Art Gallery of Peel, supported by the Peel Art Gallery Association. These were the beginnings of the

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engagement of the Peel community in guiding and supporting the heritage and cultural uses at this site. In 1986, following the first major renovation of the Peel County Jail and original Land Registry Office, the site became known as the Peel Heritage Complex (PHC).

Since 1986, the PHC has been providing stewardship to the collections of the Peel Archives, the Peel Museum, The Art Gallery of Peel, and the four historic buildings at the site, as a program of the Regional Municipality of Peel in collaboration with an active network of volunteers and community partners from all three area municipalities in the Region.

As well as collecting, exhibiting, preserving and interpreting these collections, the PHC presented programming both at the site and throughout the Region. These programs have included traditional offerings such as lectures, artist talks and children's summer camps, and also, in keeping with the broader social mandate of the Region of Peel, social programs including Young at Heart which works with seniors with memory loss, and Creative Therapy that provides art therapy workshops for those with special needs. These services are provided at seniors' centres and long term care homes in all three municipalities in Peel and are well regarded. The program touches more than 6,300 people in need of these services annually.

The PHC also runs a very popular education program for school children through part time and casual educators. Teachers at schools across Peel book their classes in for tours and workshops that introduce children to art and heritage. Also, when schools could not come to the PHC during closure, the PHC went to them. The program accommodates about 3,200 school children annually.

The Speakers' Bureau also provided "run out" services to groups throughout Peel Region and the GTA. Exhibitions were also developed for alternate sites, such as the Alton Mill in Caledon, and over the years, a significant number of artworks, artefacts and objects have been loaned to other organizations. The Speakers' Bureau events are attended by about 5,300 people annually.

The Peel Archives is known as a centre of excellence for archival research. Researchers from across the GTA attend in person or make research requests by phone or email. The Peel Archives is used as a resource by all three municipalities as its services are routinely requested by numerous departments, including area municipal heritage programs, providing critical documentation supporting designations of local heritage sites. The Archives is also heavily used by the University of Toronto at Mississauga students and faculty. The Archives serves about 3,800 research requests annually and provides hands on assistance to an additional 1,100 of those.

The Peel Art Gallery and Museum loan program has been a regular service to many area municipal heritage and visual arts organizations such as Bovaird House in Brampton, the museums and art galleries in Mississauga and both the Brampton and Mississauga City Halls. About 200 loan or accession requests are administered annually.

The PHC was able to obtain revenue from many of these programs as well as generating donations. For example, the education program and the social programs are fee for service programs. In some cases outreach programs have been supported through grants from foundations. Memberships and visitor entrance fees have also been part of the revenue source. Perhaps the most significant revenues have come from donations in kind or in money, for additions to the collections or for specific events such as the juried art show or the development of new exhibits and displays.

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2. PAMA Program Renewal

In addition to the architectural objectives of the renovation project, there were several program and business objectives that would be enabled through the re-development of the site. In general these involve significant intensification of the program and marketing. With the increased exhibition and storage capacity and the increased ability to use the space to host events of all kinds, the PAMA program is poised to be able to create major value to residents and businesses throughout the Region.

During the construction closure, the research and planning was undertaken to renew the business plan and program for the PHC. In 2011, a marketing report was commissioned that led to the subsequent re-branding as the Peel Art Gallery, Museum and Archives (PAMA). In 2012, a business/program plan was developed that is aligned to the Region's Strategic Plan, its themes, goals and actions.

PAMA's business plan provides direction for the future, focusing on the key areas of responsibilities and accountabilities, including attracting new audiences, seeking the voice of the community, enhancing program development, strengthening and building partnerships, generating tourism and revenue while continuing stewardship of Peel's cultural heritage.

As a Regional government, Peel plays a leadership role supporting the well being of the community through its Human Services and Health Services programs. One of the significant opportunities enabled by the PAMA program will be to reach out to the diverse Peel community in collaboration with other Regional departments and create a dialogue around social and health issues through the lens of creativity and diversity of heritage, with the overall goal of contributing to a more resilient and cohesive Peel community.

Tourism in the Region of Peel depends on a number of factors. One of these is the number of tourist destinations that are within a short drive of hotels and other visitor accommodations. Tourism contributes to the economic health of many businesses throughout the community as a whole. PAMA will become another significant tourist destination for tourists traveling to and staying in the western GTA, including Peel, thus contributing to the overall tourism in the Region of Peel.

The up-graded facilities, including the interior environmental controls, will now allow for the display of internationally renowned visiting exhibitions which were not possible before. These shows are usually only attracted to larger institutions such as the Art Gallery of Ontario (AGO) and the Royal Ontario Museum (ROM). These shows bring in substantial revenue opportunities as well as contributing significantly to the marketing and brand of the institution which in turn allows higher revenue opportunities for other shows and events.

Other revenue generation will come from the new gift shop and rentals for events. A corporate event for a major bank is currently being planned at the PAMA facility. In the past the historical venue has been sought after for weddings as well as for filming, services that will resume at PAMA. Of course the school program, the creative therapy programs and Speakers' Bureau noted above will continue as well.

Donors and members have always been a major connection with the Peel Community. There are several programs that encourage donations in kind or in money. As Council will remember, a major bequest was received from the estate of Mr. Huge Manning, a long time resident of Streetsville, which contributed significantly to the development of the new museum displays in the area of the museum that will be known as "Manning Square". Of

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course PAMA will continue to apply for and obtain government grants supporting heritage, arts and culture.

3. Partnerships with Area Municipal Heritage and Cultural Organizations:

The goals of the new business plan include enhanced collaboration and partnerships with heritage and cultural organizations in Peel. One action was to convene the Heritage Working Group in early 2012 with representatives from all area municipalities. The Working Group met to review the PAMA work plan to ensure programs and revenue streams do not directly compete with local programs and that there are limited or no overlaps in programs and services.

As a part of this review the three Municipalities and the Region endeavored to compare budget and funding models for heritage, arts and culture. Due to the differing approaches to the allocation of resources and the lack of a centralized source for such information, no clear comparison was possible at this time. Comparing resources will require the engagement of the four municipal Finance departments.

However, the Working Group was able to determine that:

- Area Municipal heritage programs are more specific in focus re: local geography, local community stories and are generally building specific.
 - Brampton and Caledon focus almost exclusively on cultural heritage i.e. designations and the protection of heritage capital (buildings and structures).
 - Mississauga operates 11 heritage buildings including 3 museums geared to telling about the local pioneer and early 20th century development at those localities.
- As the Region of Peel's heritage program, PAMA's art gallery, museum and archive programs focus on building social cohesion through exhibitions, interpretative and learning programs and services that are significantly but not exclusively Regionally oriented and are more general in focus.

As a result of this clarification around roles, the group went on to identify opportunities that would benefit all as follows:

- collaborate on a needs assessment for collection management software. (Shared software or shared access to databases could considerably reduce workloads/staff time in establishing who owns what and what is available for loan).
- expand the group to include major arts groups, organizations and additional municipal cultural staff in these meetings in order to ensure the broader cultural sector is working together.
- PAMA to collaborate with partners to develop and provide quality programs to and services through making these offerings available in communities where little or no heritage/cultural programs exist.

In addition, the opportunity to engage Peel residents and community groups in ways that support diversity and inclusion was identified as an aspect of the program that would generate significant benefits throughout Peel.

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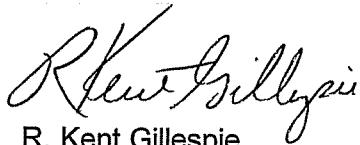
CONCLUSION

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Approved for Submission:



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c. Legislative Services