



2019 Culture Master Plan

2019 Culture Master Plan

Prepared for the Community Services Department, City of Mississauga

Final Report

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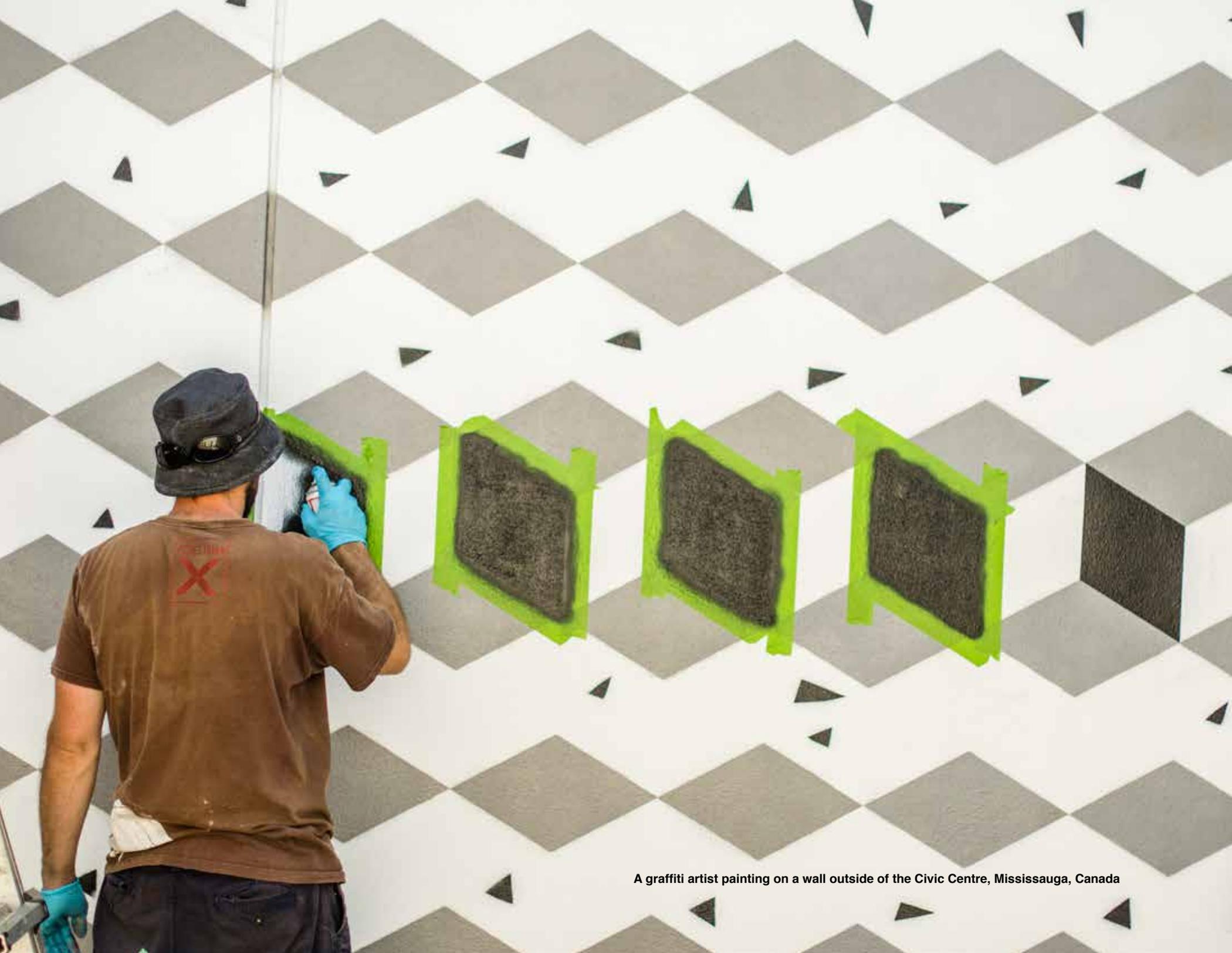
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A graffiti artist painting on a wall outside of the Civic Centre, Mississauga, Canada

2019 Culture Master Plan Executive Summary

Executive Summary

As Mississauga continues to grow into a mature urban city, the Culture Master Plan (2019 – 2029) outlines priorities and provides direction for arts, culture and heritage in Mississauga.

The Master Plan is a strategic City document that outlines the City of Mississauga and the Culture Division's vision, mission, strategic priorities and recommendations for developing and enhancing Culture services, facilities, programming and events. The Culture Division, and related City Departments, will be guided by this document for the next ten years.

Vision: Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.

Mission: The City of Mississauga will grow and support the creative sector, deliver cultural services and enable high-quality cultural experiences.

The Culture Master Plan was developed with input from the community and internal and external stakeholders. Stakeholders included members of the public, residents, local artists and creatives, business owners, members of the Mississaugas of the Credit First Nation, the Huron-Wendat Nation and the Peel Aboriginal Network as well as City staff from across the Corporation. Input was gathered from public meetings, focus groups, online surveys and supplementary Culture Division strategies and studies. In addition to public engagement, the Arts, Culture and Heritage Ad Hoc Committee was created to support and provide feedback into the direction and recommendations of this Plan.

While this Plan was developed to provide a road map for the Culture Division, the input from the community is most valuable. We look forward to growing together to support a vibrant arts, culture and heritage sector in Mississauga. Cultural organizations provide essential support to Mississauga creatives, residents and visitors through the services, programs and activities they provide. Cultural organizations should see themselves reflected in the Master Plan and may wish to align their own priorities to fit alongside and support the collective vision.



Street performers at Edinburgh Fringe, Scotland

Photo credit: Luxstorm

The 2019 Culture Master Plan identifies five strategic priorities

Each priority area is critical to the success of arts, culture and heritage in Mississauga and supports the vision for building a stronger and more vibrant arts scene and cultural community. The Culture Master Plan identifies specific recommendations and action items for the Culture Division and recognizes a role for collaboration and leadership from all areas within the City of Mississauga.

1

Priority 1: Build an arts-friendly city

For Mississauga to become vibrant and culturally-rich, the City needs to support, attract new and retain existing artists and creatives. There is a growing creative community that is proud to be from Mississauga and wants to establish a cultural career here. Building an arts-friendly city will help to provide the community with opportunities and allow them to overcome barriers.

Goals and Recommendations:**Goal 1.1 – Support, attract and retain creatives in Mississauga by increasing and improving opportunities**

1. Support creatives with producing and exhibiting their work
2. Develop and enhance Mississauga's live music scene
3. Develop a digital art, digital media and creative industry scene
4. Identify legislative and policy improvements to keep creatives in Mississauga

Goal 1.2 – Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies

1. Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development
2. Improve Culture Division's processes and procedures
3. Coordinate City-wide processes and procedures
4. Improve external communication and understanding of Culture services
5. Improve internal awareness of arts, culture and heritage values and priorities

2

Priority 2: Enhance and improve cultural spaces and places

Cultural spaces play an important role in bringing people together to create more connected and vibrant communities. It is important to ensure creatives have access to a variety of spaces where they can create their work and where residents can access arts and culture throughout the city. Opportunities exist to identify unique locations and spaces for cultural uses and experiences in Mississauga.

Goals and Recommendations:**Goal 2.1 – Improve City-owned cultural spaces and culture in the public realm**

1. Focus cultural development and City services in distinct cultural districts
2. Improve and develop City-owned cultural spaces
3. Develop and optimize Culture's digital technology and infrastructure
4. Enhance culture in the public realm through temporary and/or permanent cultural infrastructure
5. Increase cultural use of City-owned spaces

Goal 2.2 – Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development

1. Identify opportunities for City and/or private development of cultural infrastructure
2. Collaborate and create partnerships with landowners to support the development of cultural spaces and places
3. Provide enabling legislation and policy to encourage private development of cultural spaces



Expand and grow leadership in the cultural sector

Photo credit: bridgesward

3

Priority 3: Expand and grow leadership in the cultural sector

Growing leadership in the cultural sector will ensure Mississauga has a strong cultural community where creatives can evolve and establish their careers. Providing support to emerging cultural leaders and local organizations will help create a stable network from which the arts, culture and heritage sectors can thrive.

Goals and Recommendations:

Goal 3.1 – Strengthen and expand the creative sector through sector sustainability and capacity development

1. Identify alternative funding opportunities
2. Create opportunities for collaboration, partnership and learning in the sector
3. Develop skill training and capacity development opportunities

4. Invest in opportunities for future creatives to have an access point to the arts

Goal 3.2 – Support emerging and marginalized creatives by removing barriers to access and participation

1. Identify barriers and address improvements for emerging and marginalized creatives
2. Champion and promote opportunities for participation

4

Priority 4: Support an authentic cultural identity that is welcoming, inspiring and enriching

Mississauga has an incredible opportunity to create a shared identity that builds on the Indigenous history of this land, the waves of settlers and the new Canadians who continue to create Mississauga’s story. Supporting the development of a strong and authentic cultural identity is something residents can take pride in. Mississauga’s unique cultural identity is defined at the community level and will help create a shared history built on living heritage and rich diversity.

Goals and Recommendations:

Goal 4.1 – Celebrate local history, living heritage and the distinctive character of neighbourhoods

1. Build relationships, enhance understanding and showcase our history and living heritage
2. Support activities that are aligned to our unique cultural identity
3. Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching

5

Priority 5: Share our story beyond our borders

Building on the goals of the previous priorities, arts, culture and heritage provide opportunities to promote Mississauga's creative community beyond city borders and to build profile on the global stage. Supporting the development of high-quality cultural events and activities will drive cultural tourism and showcase local creatives and organizations outside of Mississauga as well as provide opportunities for regional, national and international artists to connect with local audiences.

Goals and Recommendations:**Goal 5.1 – Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's arts and culture scene**

1. Expand City-organized cultural experiences
2. Support cultural organizations in growing signature events
3. Attract new cultural signature events to Mississauga
4. Increase and expand cultural tourism efforts
5. Develop a marketing and promotional campaign

Arts, culture and heritage impacts our daily lives, regardless of age, ability or circumstance. Culture has the ability to enrich and improve our lives in positive ways, contributing to quality of life, improving people's well-being and having a positive impact on mental and physical health. As Mississauga continues to grow and become a mature urban city, the Culture Master Plan will support the growth of a vibrant, engaging and representative arts and culture scene in Mississauga. With the City, public, private and cultural organizations, and the broader public working together, Mississauga will build an arts-friendly city, grow its cultural sectors and showcase its cultural identity to the world.



Breakin' Convention, Apollo Theatre, New York, United States
Photo credit: Steven Pisano



A choir performing inside the Living Arts Centre, Mississauga, Canada

Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in the City’s current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City’s projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships

The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga’s community organizations and corporations that can benefit both parties.

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

Funds collected under the Development Charges (DC) Act are collected and used for funding growth-related capital costs. DCs are structured so that “growth pays for growth” but revenues collected through DCs are insufficient to fully address all of the City’s growth initiatives.

Capital Reserves

Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2 per cent annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

Debt Financing

The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City’s competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.

Introduction

What is the Culture Master Plan?

A master plan is a high-level document that outlines a vision and mission, as well as priorities and goals. It provides recommendations on how an organization should move forward and the work it should do.

In 2009, the City of Mississauga adopted its first Culture Master Plan, which outlined the role of the Culture Division for supporting arts, culture and heritage in Mississauga. The Plan identified 44 recommendations for the Culture Division. The recommendations focused on establishing a foundation for the growth of the cultural sector. The success of the 2009 Plan is evident from the growth and development of Mississauga’s culture scene over the past ten years. Mississauga boasts a thriving festival scene, burgeoning artists and impressive participation in the arts. (See Appendix 5 for a detailed list of the 2009 recommendations).

The 2019 Culture Master Plan builds on the work completed since 2009 and sets direction for the next 10 years. The Plan outlines a vision for the City of Mississauga and provides direction for the investment of City resources; it outlines priorities and actions intended to elevate arts, culture and heritage in Mississauga.

The intention of the first Culture Master Plan is as true today as it was in 2009: the success of the Plan can only be made possible with effective collaboration between a wide variety of partners within the City and the arts, culture and heritage sectors.

Throughout the document we refer to ‘culture’ as comprised of arts, culture and heritage. We may use these terms interchangeably or more simply as culture. We also recognize artists as a large group of people including musicians, designers, performers and so on. To be more inclusive, we use the word ‘creative’ to describe those working in the creative sector as well as those working with heritage and living heritage.

Additionally, when we use the word ‘City’, we are referring to the Corporation of the City of Mississauga. Where we use the word ‘city’ we are referring to the city as a place and its people.

Culture Division Overview

The Culture Division focuses on three main areas:
cultural services, cultural facilities and cultural programs

Cultural Services include:
Creative Industries: Film, Television and Music
Heritage Planning, Culture Planning
Research and Data Analysis
Technical Support (Live Production)
Marketing and Promotion

Cultural Facilities include:
Celebration Square
Meadowvale Theatre
Museums of Mississauga
Small Arms Inspection Building

Cultural Programs include:
Registered Educational Programs
Grant Program
Public Art Program
Community Development Program

What We've Accomplished

\$ Total Culture Grants Issued by the City (per capita)



2011	■ Arts and Culture Grant	\$1,234,815
	□ Cultural Festivals & Celebrations Grants	415,902
	■ Heritage	40,921
	Total Grants	\$1,691,638



2017	■ Arts and Culture Grant	\$1,680,177
	■ Cultural Festivals & Celebrations Grants	710,000
	■ Heritage	55,831
	Total Grants	\$2,446,008

100% of grant funds go to arts, culture and heritage organizations, events and heritage designated property owners

Number of Groups Receiving Culture Grants*



Number of City-funded Cultural Organizations' initiatives, events and festivals*

2011	Organizations' Initiatives	1,602
	Events and Festivals	1,462
2017	Organizations' Initiatives	7,101
	Events and Festivals	1,767

\$ Leveraged Amounts from City-funded Groups (Grants)*



Attendance at City-funded Cultural Organizations' Initiatives, Events and Festivals (Grants)*



Number of Concurrent Filming Days



Number of Film Permit Applications Processed



* for a full list of 2017 City-funded Arts and Culture groups, see Appendix 7.



Attendance at Cultural Venues (Celebration Square, Museums, Meadowvale Theatre)**



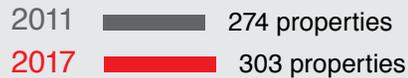
Pre-registered Programming Participants



Meadowvale Theatre Days of Use



Number of Heritage Designated Properties



Artist in Residence Programs

Museums (2 in 2016/2017)
Poet Laureate (2 Adults and 2 Youth)



Amount of City-owned Public Art



2011	Permanent Public Art	7 installations
	Temporary Public Art	4 installations
	Total City-owned Public Art	11 installations



2017	Permanent Public Art	16 installations
	Temporary Public Art	20 installations
	Total City-owned Public Art	36 installations

Volunteering at Cultural Organizations' Initiatives, Events and Festivals

2011	Total Number of Volunteers	8,399
	Total Number of Hours	508,049
	Economic Value***	\$12,180,480
2017	Total Number of Volunteers	13,237
	Total Number of Hours	645,111
	Economic Value***	\$15,482,664

** Small Arms Inspection Building opened in 2018; not included here
*** based on \$24/hr as per StatsCan Job average hourly rate

Culture Master Plan and Supporting Strategies

Culture Policy

Culture Master Plan



Process and Methodology

The 2009 Culture Master Plan was intended to guide decision-making for five years. In September 2014, the process to develop the new Culture Master Plan began by initiating a series of strategies focused on specific areas of cultural development. A Culture Policy was also developed in 2015. These detailed documents laid the foundation for the new Culture Master Plan (2019 – 2029).

Supporting Strategies and Studies

The following studies and supporting strategies have been incorporated into the current Culture Master Plan:

- **Meadowvale Theatre Strategic Plan (2014):** identifies opportunities for performers, exhibitors and the public to create, educate, produce and exhibit exceptional performing arts experiences at the Theatre.
- **Mississauga Cultural Policy (2015):** outlines the value and importance the City places on culture, including the principles, goals and strategies needed to protect, support and foster culture in Mississauga.
- **Celebration Square Strategic Plan (2015):** outlines a strategic vision for Celebration Square as a premier event and festival public space that is accessible, welcoming and celebrates diversity in Mississauga.
- **Public Art Master Plan (2016):** outlines strategies and goals for the development and support of a robust public art program and City-owned collection for Mississauga.
- **Heritage Management Strategy (2016):** outlines tools and support to enable Heritage Planning and the Museums of Mississauga to identify, protect, conserve and celebrate our history, living heritage and evolving stories.
- **Creative Industries Strategy (2016):** outlines goals to attract, educate, support and develop Mississauga's creative businesses and individuals while strengthening the creative industry sector.
- **Grants Review Study (2016):** identifies a Culture Grant Program with diversified offerings of grants to community cultural organizations, projects, festivals and events.

- **Cultural Infrastructure and Creative Spaces Study (2016):** identifies cultural infrastructure and creative spaces in Mississauga and analyzes developing trends to better support the growth and development of existing and future spaces.

In addition to these documents, staff conducted thorough research and benchmarking of arts and culture trends, strategies and studies. Relevant provincial policies, municipal policies and strategies, culture sector standards and research documents were also reviewed as part of this process. (See Appendix 4 for more information and detailed public feedback.)

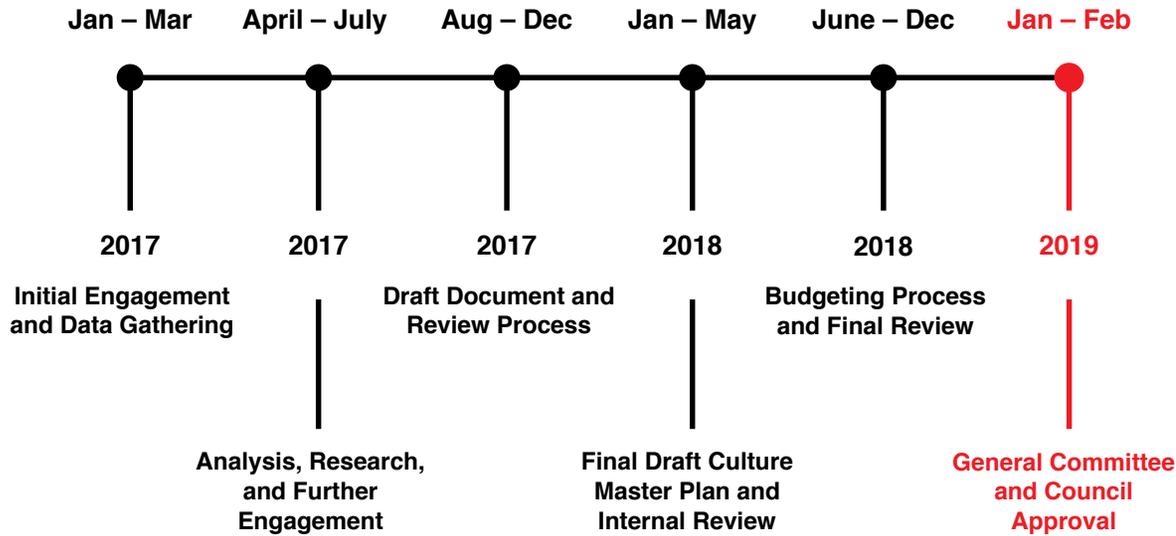
Engagement Process

The 2019 Culture Master Plan was developed and led by Culture Division staff with support from the Arts, Culture and Heritage Ad Hoc Committee. Members of the Committee include the Mayor, five members of Council and seven members of local cultural organizations. (See Acknowledgements for a list of committee members.)

Extensive internal and public engagement was essential to the process of creating the new Master Plan. In total, staff engaged with more than 1,600 residents and stakeholders throughout the master planning process, including those engaged on the supporting strategies and studies. Feedback and input was received from City staff, the community, key stakeholders and members of the Peel Aboriginal Network, Mississaugas of the Credit First Nation and the Huron-Wendat Nation. Staff conducted focus group meetings, public meetings, online surveys and a Twitter Town Hall. A “Host Your Own” toolkit was available to enable people to host their own group discussions and provide feedback so that all Mississauga residents could be active members in shaping the Culture Master Plan.

The feedback, data and information gathered from research and engagement efforts, and the recommendations and direction outlined in the supporting strategies and studies, were combined to inform the creation of the new Culture Master Plan. (See Appendix 4 for more information about the engagement process.)

CULTURE MASTER PLAN TIMELINE



ENGAGEMENT TOOLS

- Focus Group Meetings
- Key Stakeholder Meetings
- Online Surveys
- Public Meetings
- City Staff Consultation
- “Host Your Own” Toolkit
- Twitter Chat and Social Media

Background

Mississaugas of the Credit First Nation

“Prior to European contact, the ancestors of the Mississaugas of the New Credit First Nation occupied the lands north of Lake Superior and the area around Georgian Bay. The Mississaugas lived lightly on the lands they occupied and purposefully moved about the landscape harvesting resources as they became available.”¹

“The ancestors of the Mississaugas of the Credit migrated into Southern Ontario by means of military conquest. After the Iroquois had expelled the Huron from Southern Ontario in 1649-50, they continued their attacks northward into the territories occupied by the Mississaugas and their allies. By the end of the 17th century, the Mississaugas and their allies had succeeded in driving the Iroquois back into their homelands south of Lake Ontario. At the conclusion of the conflict, many Mississaugas settled at the eastern end of Lake Ontario; other Mississaugas settled at the western end of the lake with their primary location at the mouth of the Credit River.

The Mississaugas of the Credit occupied, controlled and exercised stewardship over approximately 3.9 million acres of lands, waters, and resources in Southern Ontario. Their territory extended from the Rouge River Valley westward across to the headwaters of the Thames River, down to Long Point on Lake Erie and then followed the shoreline of Lake Erie, the Niagara River, and Lake Ontario until arriving back at the Rouge River Valley.

From the time of the conquest of New France in 1760, the British Crown recognized the inherent rights of First Nations and their ownership of the lands they occupied. The Royal Proclamation of 1763 confirmed First Nations’ sovereignty over their lands and prevented anyone, other than the Crown, from purchasing that land. The Crown, needing First Nations’ land for military purposes or for settlement, would first have to purchase it from its Indigenous occupants.”²

“The Mississaugas of the New Credit First Nation are the proud descendants of the Mississaugas of the River Credit. [Their] Treaty land and territory extends across the prime agricultural, natural and urban regions of today’s Greater Golden Horseshoe region in Southern Ontario: from the Rouge River Valley in the east and across to the headwaters of the Thames River in the west and from the shores of Lake Erie and Lake Ontario in the south to the headwaters of the Notawassaga River in the north.

[Their] Treaty land and territory encompasses the present-day cities of Brantford, Cambridge, Guelph, Hamilton, Kitchener-Waterloo and the Greater Toronto Area. In total, [their] Treaty land and territory consists of some 3.9 million square acres and is home for approximately 25 percent of Canada’s population and Gross National Product (GDP).

Today, [their] Treaty land and territory [have] evolved into one of North America’s largest and fastest growing regions, and Canada’s most powerful beacon to the world for millions of people seeking economic opportunities, peace and security, and a better quality of life for themselves and their children.”³

For more information about The Mississaugas and the Toronto Purchase 1805, Head of the Lake Purchase 1806, Ajetance Purchase 1818, Treaty 22 1820 and Treaty 23 1820 please visit <http://mncfn.ca/about-mncfn/treaty-lands-and-territory/>. These specific Treaties overlap with the present boundary of the City of Mississauga.

1 Mississaugas of the New Credit First Nation Treaty Lands and Territory. <http://mncfn.ca/about-mncfn/treaty-lands-and-territory/>

2 Ibid.

3 Mississaugas of the New Credit First Nation Strategic Plan. (September 2017). <http://mncfn.ca/about-mncfn/mncfn-strategic-plan/>

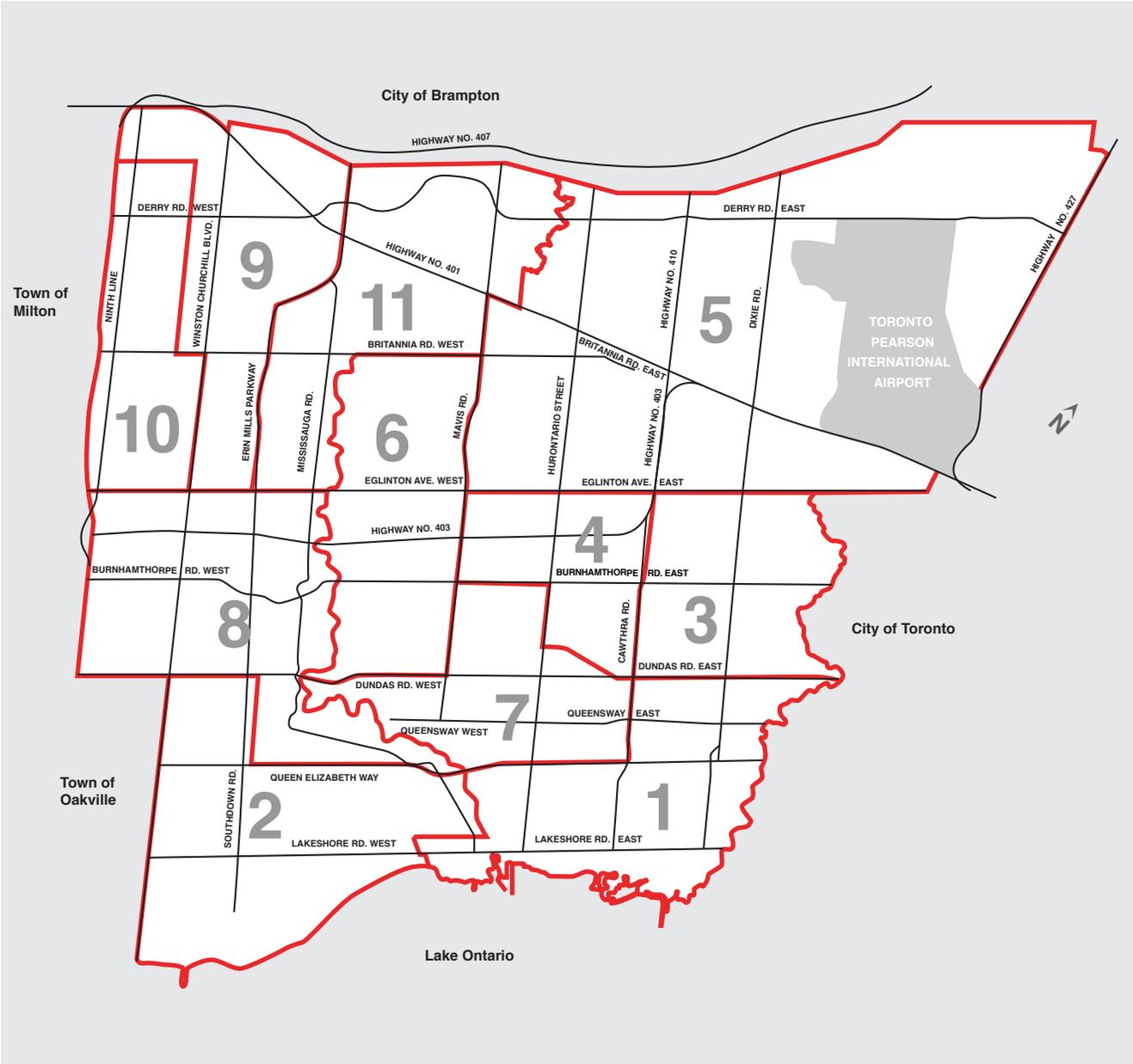
Planning and Population Context

The City of Mississauga was incorporated in 1974 through the amalgamation of the towns of Mississauga, Streetsville, Port Credit and parts of the townships of Toronto Gore and Trafalgar. The total population at the time was 250,000. Mississauga has grown from a primarily farmland suburb to an urban centre of 754,000 residents,¹ with numerous commuters making their way into Mississauga for work or study at many large businesses and post-secondary institutions.² Mississauga has 11 wards and is the third largest city in Ontario (the sixth largest in Canada). The City of Mississauga has been known for its suburban growth, strong service delivery and prudent fiscal management, and continues to evolve through intensification and urbanization.³

¹ Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2019 Future Directions*. (2017). Note that the population data presented has been adjusted to account for 'undercoverage', a term that Statistics Canada uses to describe missing information and margin of error when compiling Census Data. The City of Mississauga's previous undercoverage rate of 4.2% has been applied to the 2016 Census population data. 747,700 population includes estimated net census undercoverage.

² City of Mississauga, Economic Development Office. *Talent & Employment*. (June 2017).

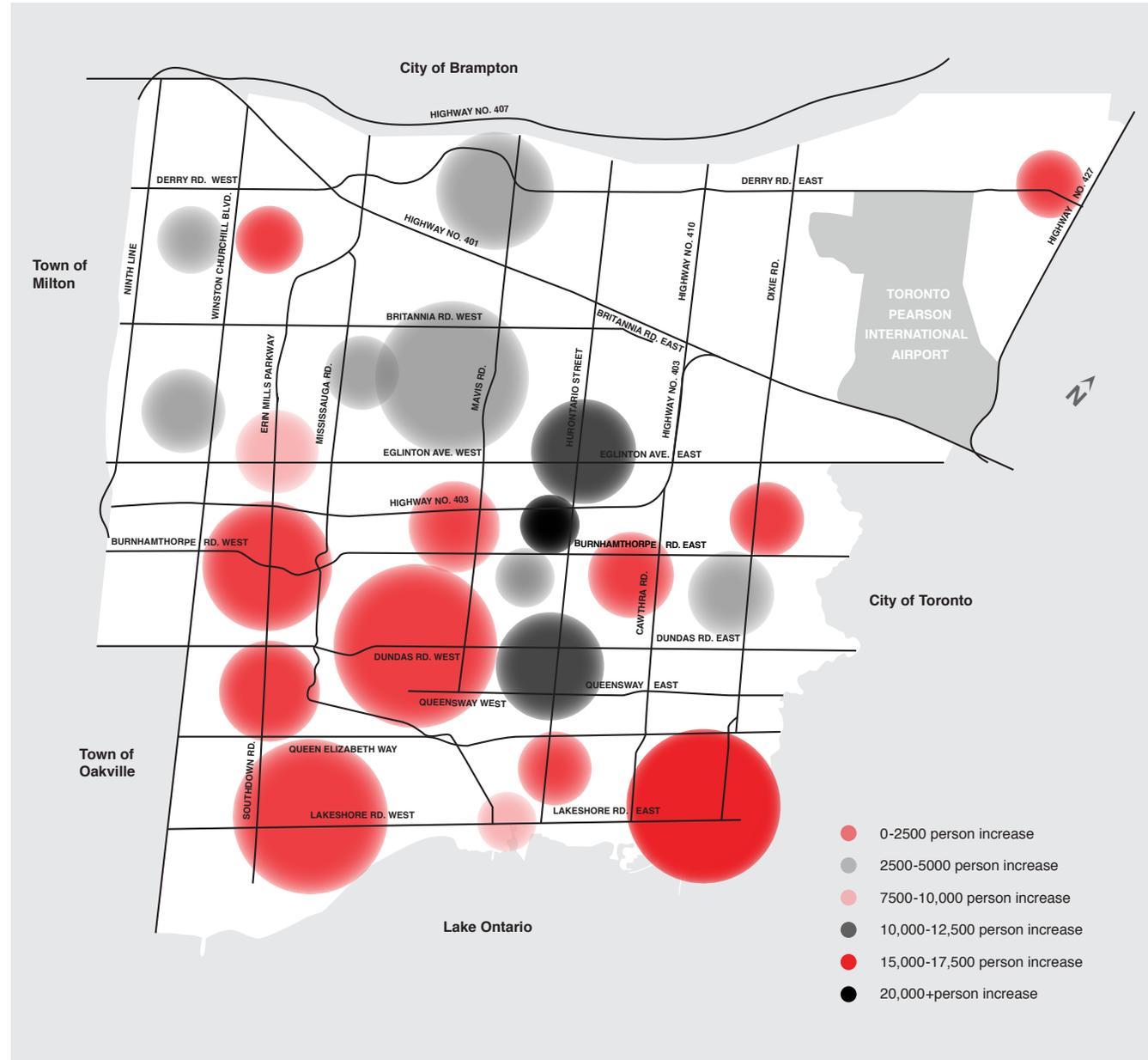
³ City of Mississauga, Mississauga Official Plan – Part 1. *Introduction*. (August 2015).



Map 1: Mississauga Wards

Concentrated Population Growth:

Mississauga is projected to grow to 878,000 people by 2041.⁴ Growth will be concentrated in the Downtown, Major Node and Community Node areas, which are character areas defined by the City of Mississauga Official Plan. Significant growth is projected for City Centre and Cooksville with additional growth along the waterfront and just north of Highway 403. In the next 10 years, 85 per cent of the new population is expected to live in these higher density areas.⁵ In addition to population growth in the Downtown, Major Nodes and Community Nodes, substantial population growth can be expected in areas that have area plans and planning studies, including Port Credit, Lakeview and Cooksville. Areas that do not show significant growth are industrial, commercial or employment zones.



Map 2: Projected Population Growth Over the Next 20 Years

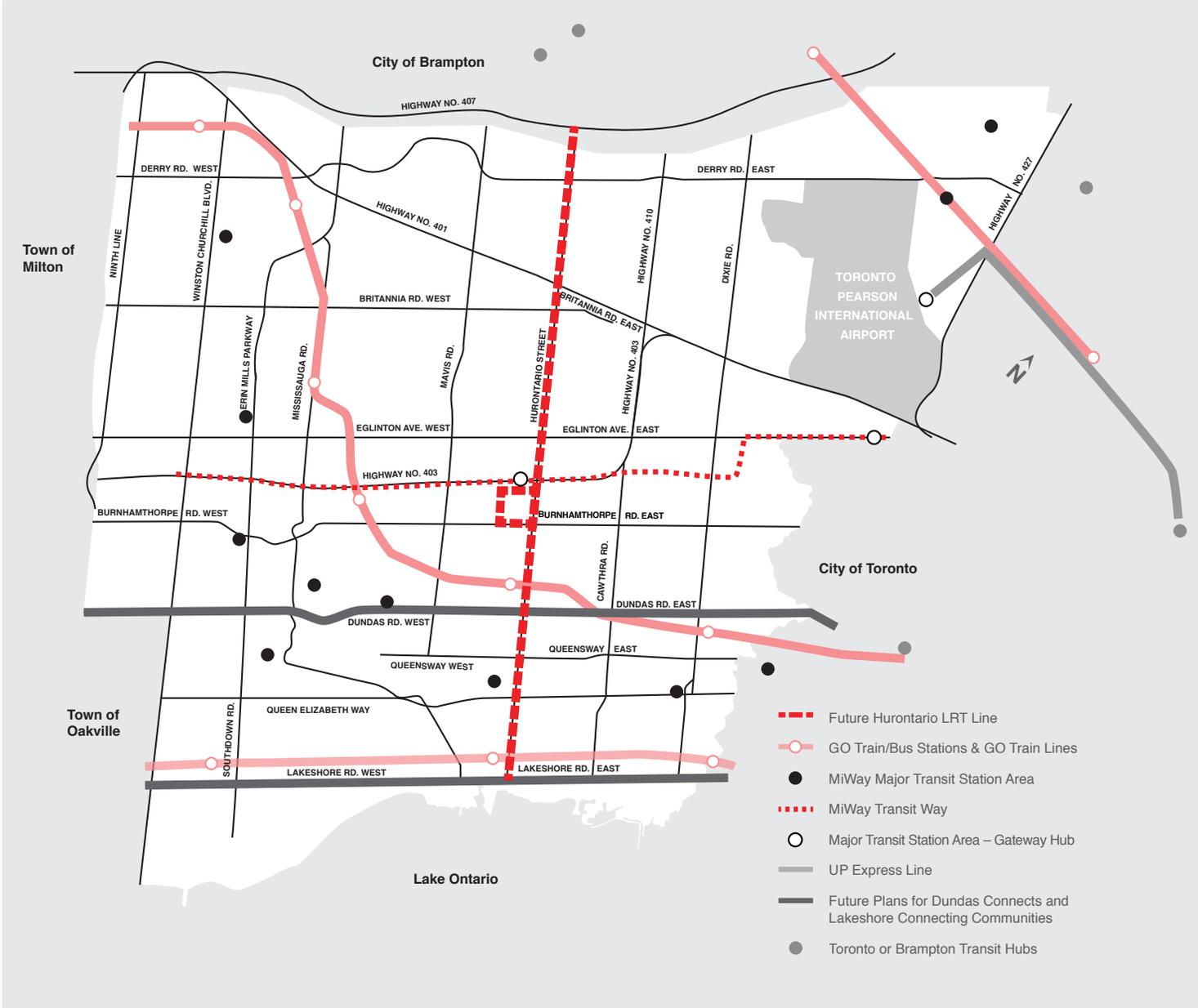
⁴ Source: City of Mississauga, City Planning Strategies Division (2017); population includes census undercoverage

⁵ Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2019 Future Directions.* (2017).

Growing Transit Networks:

In the past, Mississauga’s main form of transportation was the automobile. As the city grows and becomes more urban, there will be a more sophisticated network of buses, higher-order transit (such as Light Rail Transit [LRT] or Bus Rapid Transit [BRT]) and bicycle paths. There are several transit hubs (Major Transit Station Areas [MTSA]) located throughout the city, connecting residents to local buses, GO Transit and neighbouring transit systems. In addition, there will be LRT transit development along Hurontario Road, proposed improvements along Dundas Street and development along Lakeshore Road.

The following map highlights a few selected Major Transit Station Areas and is not inclusive of all MTSA’s in Mississauga.



Map 3: Existing and Proposed Transit Networks

Demographics

To develop an effective plan for arts, culture and heritage, an analysis of Mississauga’s demographics was undertaken. It is important to focus resources and provide cultural services and experiences in areas of the city where there will be significant population growth and access to transit. By doing so, the highest number of residents and visitors can benefit from arts and culture. It is equally important to ensure cultural experiences are affordable and accessible for all residents of Mississauga.

Growing Diversity:

Since 2011, Mississauga has seen a four per cent increase in residents who identify as visible minorities. This increased from 53 per cent to 57 per cent in 2016. Mississauga welcomed 53,000 newcomers between 2011 and 2016 and is home to more than 240 cultural groups, with over 420,000 people speaking or knowing a language other than English or French.⁶

Growing Populations:

In 2016, the median age for residents in Mississauga was 40 years old, 1.3 years younger than Ontario as a whole. Residents over 55 years of age represent 27 per cent of the city’s population, while the number of 20 to 34 year olds has been increasing over the past years. This demographic may continue to grow and the demographic of people between the ages of 10 to 19 may continue to decline.⁷

Fig. 1: Top Five Unofficial Languages Spoken in Mississauga, 2016 Census Profile

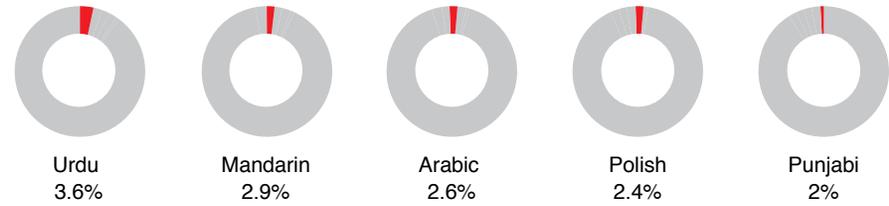


Fig. 2: Mississauga Demographics, 2016 Census Profile

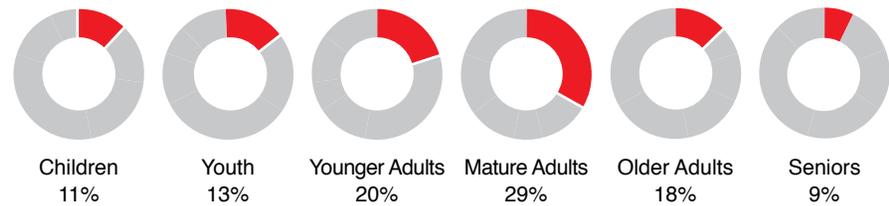
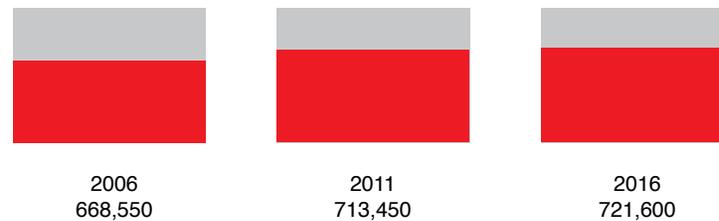


Fig. 3: Mississauga Total Population, 2016 Census Profile



6 Statistics Canada. *Census Profile for Mississauga*. (2016).

7 Monteith Brown Planning Consultants. *Demographic Profile to Inform the 2018 Future Directions*. (2017).

Income Disparity:

In 2015, the average total income of households was \$83,018.⁸ The average total income of Mississauga residents aged 15 years and older was \$31,311. The majority of the population (58 per cent) make less than \$40,000 before taxes. Over 35 per cent make less than the low income threshold, as set by the Government of Canada (\$23,861).⁹

Quality of life:

In the 2017 Citizen Satisfaction Survey, Mississauga residents rated their overall satisfaction with quality of life in Mississauga. The majority of respondents rated the city as an open and welcoming place, identifying diversity as one of Mississauga’s strengths. Residents stated they have a strong sense of belonging and are proud to call Mississauga home.¹⁰

With changing demographics and the growing diversity in Mississauga, and the region in general, it is important to ensure local arts, culture and heritage programs, festivals, events and creative spaces are inclusive and reflective of the community. Arts, culture and heritage play a critical role in providing welcoming experiences with opportunities for cross-cultural learning and community building. Arts and culture not only enrich residents’ lives but also improve their quality of life.

Fig. 4: Total income groups for 2015 for the population aged 15 years and over in private households¹¹

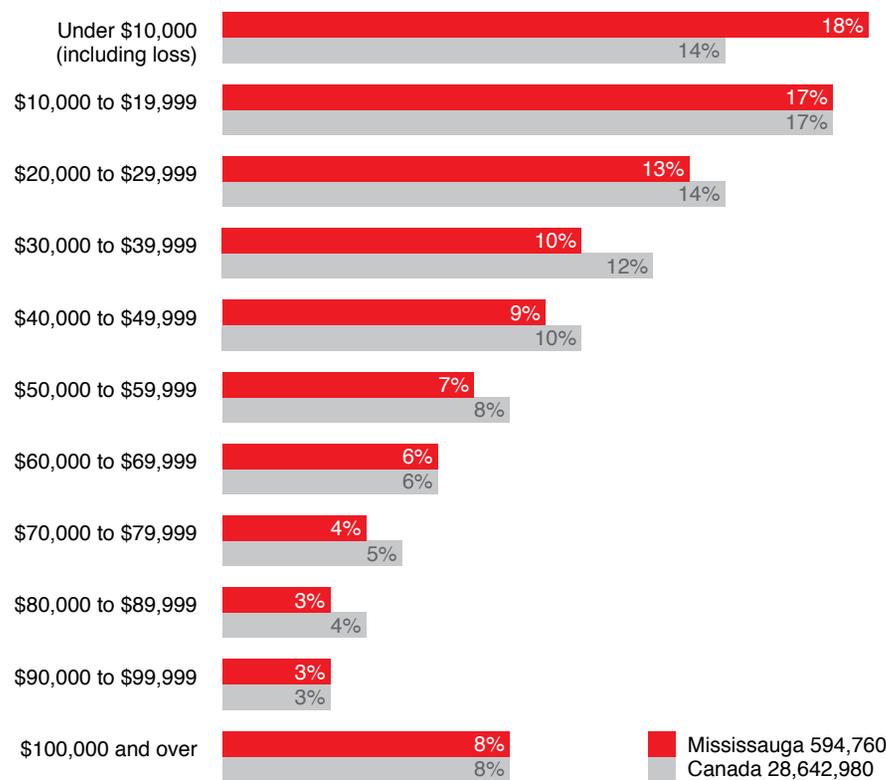
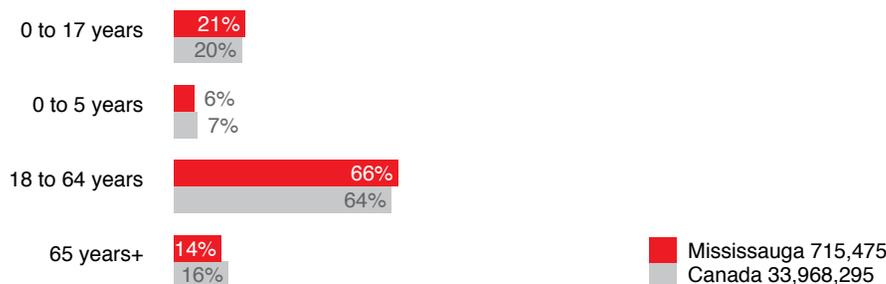


Fig. 5 Total low-income status in 2015 for the population in private households to whom low-income status is applicable¹²



⁸ “A household consists of people who occupy a housing unit regardless of relationship. It may consist of a person living alone or multiple unrelated individuals or families living together.” – Statistics Canada

⁹ Statistics Canada. *Census Profile for Mississauga*. (2016).

¹⁰ Forum Research Inc. *City of Mississauga Citizen Satisfaction Survey – Key Findings*. (2017).

¹¹ Statistics Canada. *Census Profile for Mississauga*. (2016).

¹² Ibid.

Policy Context

The Culture Master Plan is informed by municipal and provincial policy documents. This section provides an overview of those documents.

Provincial Planning Statement

The Provincial Policy Statement is a high-level policy document that is intended to guide land development on a province-wide scale. It provides overall direction for land use by encouraging efficient use of land, maximizing existing infrastructure, promoting sustainability, protecting the environment, ensuring public safety and facilitating economic growth. The goal of the Provincial Policy Statement is to ensure management and direction of land use will facilitate building complete communities.

The Culture Master Plan is informed by the Provincial Planning Statement and supports efforts to enhance existing infrastructure and improve spaces. There are relevant policies within the Provincial Policy Statement that refer to the identification and protection of cultural heritage resources, including archaeological resources, all of which contribute to a better understanding and appreciation of the city's development over time.

Places to Grow

The Growth Plan for the Greater Golden Horseshoe (2016) document provides a framework for planning and developing the southern GTHA region including the City of Toronto and regional municipalities of Halton, Peel, York and Durham. This plan seeks to build communities through better managed development. The Culture Master Plan supports the recommendations regarding conserving and promoting cultural heritage resources, designing complete communities for the public and creating vibrant urban centres that offer diverse opportunities for live, work and play. The Culture Master Plan focusses on optimizing the use of existing infrastructure to better suit the needs of the community and recommends cultural development in areas of intensification. Arts and culture will contribute to the development of complete and vibrant communities.

Ontario Culture Strategy

The Ontario Culture Strategy was adopted in 2016. The Strategy identifies four goals for the next five years, including: promoting cultural engagement and inclusion, strengthening culture in communities, fueling

the creative economy and promoting the value of the arts throughout government. These goals have helped to influence the development of the Culture Master Plan strategic priorities.

Mississauga Cultural Policy

The Mississauga Cultural Policy was approved by Council in 2015. The purpose of the policy is to protect, support and foster culture in Mississauga by creating a framework that represents the value and importance the City places on arts, culture and heritage.

The policy clarifies decision making, allocation of resources and the role of the Culture Division within the City's Strategic Plan. To ensure a cultural lens is embedded in all future aspects of the city, it is the responsibility of each City Department to refer to the policy when drafting or creating new policies, strategies or direction. The Culture Master Plan is aligned with the Mississauga Cultural Policy by using its principles to help shape the objectives and recommendations.

Mississauga Official Plan

The Mississauga Official Plan provides a policy framework to protect, enhance, restore and expand the Natural Heritage System, to direct growth where it will benefit the urban form, support a strong public transportation system and address the long-term sustainability of the city. The Mississauga Official Plan is an important document for city building and supports the creation of successful places where people, businesses and the natural environment collectively thrive. The Culture Master Plan is informed by, and supports, the direction of the Mississauga Official Plan.

Mississauga Strategic Plan

The Mississauga Strategic Plan, "Our Future Mississauga," was approved by City Council in 2009; it specifies five strategic pillars for change and provides a long-term vision that guides Mississauga's growth and development over the next 40 years.

"Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities, where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario, and the Credit River Valley. A place where people choose to be."
– Mississauga Strategic Plan, p. 2

The Culture Master Plan supports and aligns with the City's Strategic Pillars:

Move – transit is a key component of connecting people to arts, culture and heritage offerings such as festivals, events, museums and galleries. Transit locations and infrastructure also provide an opportunity for culture to be experienced daily. An example of this is using public art installations at transit locations and along major roads.

Belong – a city rich in arts, culture and heritage creates a sense of belonging where people can grow and develop their skills and have the opportunity to engage in, and access, affordable experiences at all ages and stages of life. A vibrant and culturally-rich city will positively contribute to quality of life, ensuring Mississauga is a place where people can thrive and where everyone is welcome.

Connect – arts, culture and heritage is valuable for connecting residents and visitors through shared experiences and spaces, which in turn increases community engagement and participation in the creation of the arts. With a growing diverse population in Mississauga, it is important for arts, culture and heritage to reflect and showcase the City's diversity, living heritage and to create a welcoming and safe space for all people.

Prosper – supporting a network of creative industries and businesses will develop Mississauga's creative professionals. Creative industries include but are not limited to areas such as live music, film and television production, digital media and technology.

Green – arts, culture and heritage are a platform to highlight and celebrate the living and environmental context of Mississauga, including the natural environment, waterfront, parks and green spaces.

The Five Strategic Pillars are:



move

developing a transit-oriented city



belong

ensuring youth, older adults and new immigrants thrive



connect

completing our neighbourhoods



prosper

cultivating creative and innovative businesses



green

living green

Value of Arts, Culture and Heritage

Arts, culture and heritage impacts everyone on a daily basis, regardless of age, stage-of-life or circumstance. Culture is everywhere; in music, food, art and in all aspects of daily living. Culture enriches, strengthens and improves well-being and quality of life and has a positive impact on physical and mental health. In addition, arts, culture and heritage has a positive impact on the economy, society and education.

Culture boosts the local economy by revitalizing neighbourhoods, attracting and retaining businesses and creating employment. More than 23,000 people are employed in Mississauga's culture sector, while visual and applied arts contributed to 1.7 per cent job gains in Canada in 2014.¹³

Economic benefits:

The economic impact of cultural industries is impressive. In 2016, in Canada:¹⁴

- the direct economic impact of cultural industries was \$59.3 billion or 3.1 per cent of the country's GDP (almost twice that of agriculture, forestry, fishing and hunting (\$31 billion) and 8 times that of sports (\$7.2 billion))
- the national culture GDP rose 1.5 per cent from 2015, while the economy wide GDP rose 1.8 per cent
- since 2010, audio-visual and interactive media has seen an increase of 35 per cent value added to culture-product GDP
- direct contributions were \$25.7 billion to the Ontario culture GDP, equaling 3.5 per cent of the provincial GDP
- in Ontario, sound recording had the fastest growth of all culture domains at 11.9 per cent increase since 2015

Arts, culture and heritage has a positive impact on cultural tourism by attracting visitors to cultural sites. Cultural tourism is the fastest growing global market, generating \$3.9 billion in GDP in Ontario alone.¹⁵ From 2016 to 2017, an astounding 87 per cent of Canadians participated

13 City of Mississauga, Economic Development Office Employment Survey. (2014).

14 Statistics Canada. *National estimates from Provincial and Territorial Culture Indicators*. (2016).

15 Government of Ontario. *Ontario Investing \$6 Million in Cultural Tourism*. News Release. (2015).

in and attended arts and culture events and performances, while 53 per cent were personally involved in an arts-related activity (such as singing, dancing, visual arts or creative writing).¹⁶

Social benefits:

Studies show that the social benefits of arts and culture include higher volunteering rates, stronger employability, reduced social isolation and improved community cohesion (especially among older adults).^{17,18} Participation in the arts has a positive impact on children and youths' performance levels in educational settings, increasing confidence and self-esteem and contributing to social and conflict resolution skill development.¹⁹

Heritage and living heritage contribute great value to residents' lives and visitor experiences. Protecting and celebrating heritage can encourage community members and associated groups to come together to safeguard and promote heritage assets. Heritage sites also contribute to cultural tourism. In 2012, historic sites were the most frequented cultural activity, including 10 per cent of overnight trips in Ontario (4.1 million trips).²⁰ Living and intangible heritage are equally important for promoting and protecting oral traditions, languages, food and customs.

The City of Mississauga values arts, culture and heritage and its positive impact on the economy and the daily lives of all its residents. The City is committed to advancing arts, culture and heritage for its residents and visitors by creating a vibrant, engaging and culturally-rich environment that encourages creativity and preserves heritage and living heritage. The City is committed to supporting public access to cultural experiences and lifelong learning opportunities.

16 Canada Council for the Arts. *Arts and Heritage Access and Availability Survey 2016-17*. (2017).

17 Arts Council of England. *The Value of Arts and Culture to People and Society*. (March 2014).

18 Hill Strategies. *Making a Holistic Case for the Arts*. (June 2014).

19 Ibid.

20 Ontario Arts Council and Research Resolutions and Consulting. *Ontario Arts and Culture Tourism Profile – Executive Summary*. (2012).

21 Ontario Arts Council. *Impressions of the Impact of the Arts on Quality of Life and Well-being in Ontario*. (March 2017).

22 Hill Strategies. *Making a Holistic Case for the Arts: Canadian Evidence Regarding the Relationships Between the Arts and the Quality of Life, Well-being, Health, Education, Society, and the Economy*. (June 2014).

Fig. 6: Impact of Arts on Quality of Life and Well-being in Ontario²¹

In a 2017 survey, Ontario residents:

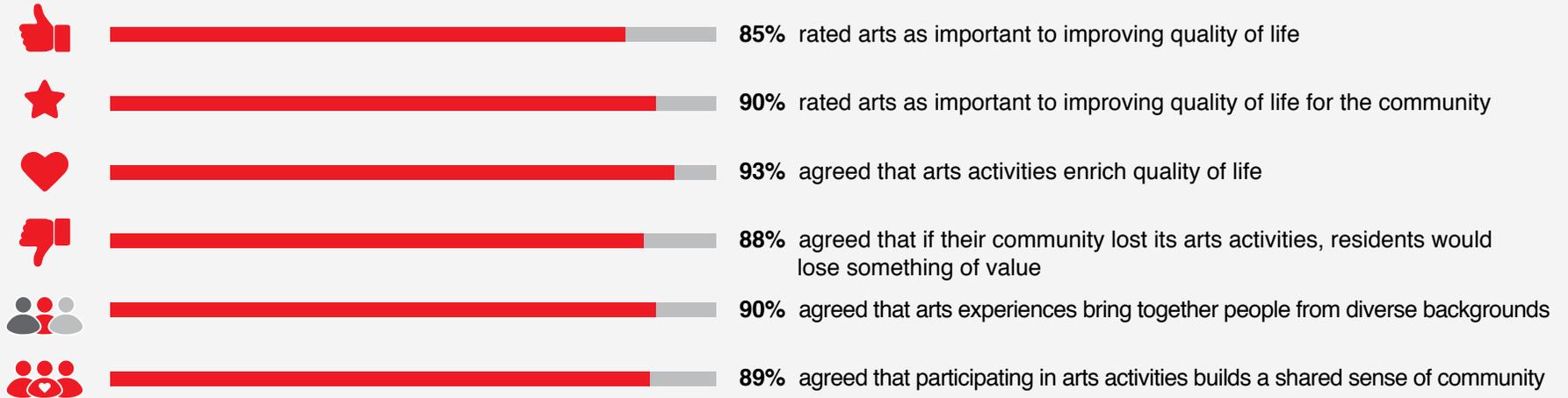


Fig. 7: Making a Holistic Case for the Arts²²

In a 2012 survey, Canadian respondents are either strongly or somewhat in agreement that:

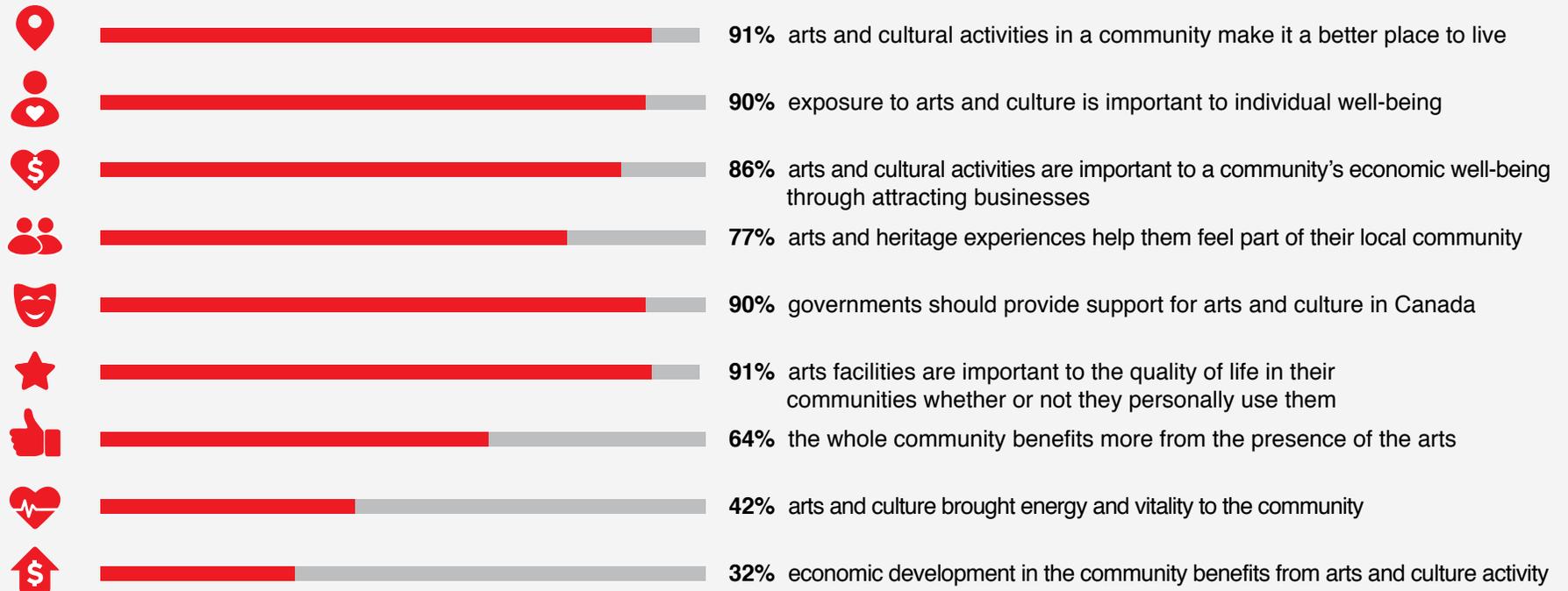


Table 1: Cultural Context

Mississauga's cultural spending and cultural assets, as compared to other Canadian municipalities:

Canadian Cities	Grant Spending per Capita*	Total Culture Spending per Capita	Creative Spaces Inventory**	City-owned Public Art (number of pieces)	Heritage Designations	Arts, Culture, Entertainment Industry (population)
Mississauga	2016: \$3.04	2016: \$19.08	44	36	283	16,725
Toronto***	2015: \$8.96	2015: \$31.81	294	200	4,500	95,110
Brampton	2017: \$1.26	****	32	30	112	9,580
Hamilton	2015: \$4.27	2015: \$27.57	56	36	596	9,420
London***	2015: \$5.89	2015: \$15.68	37	11	4,229	8,300
Ottawa***	2015: \$9.57	2015: \$33.21	100	50	3,500	22,485
Edmonton	2016: \$10.16	****	36	232	139	18,075
Calgary***	2015: \$8.82	2015: \$21.73	36	147	93	29,600

* Total culture spending per capita: The total amount spent by a municipality on arts, culture and heritage per resident (according to population total). The total amount is comprised of the operating budget, capital spending and grants given to the arts, culture and heritage sector. Some examples of culture spending are festival grants, infrastructure investment, public art and delivery of arts and culture programs by the municipality.

** Indicates creative spaces owned and/or operated by the City or privately operated

***Indicates municipality with a Percentage for Public Art Policy

**** Indicates that information was not available at time of report

Trends That Will Impact Arts and Culture

There are several global trends that are important when considering strengthening and advancing Mississauga's arts and culture scene over the next 10 years. These trends may impact how the City and cultural organizations provide cultural services, how residents participate in cultural activities and how arts and culture may evolve in Mississauga.

Multi-use spaces and community hubs

Urban and suburban land use intensification and concentrated population growth will require a different way of thinking about and providing community space. Many cities and organizations around the world have turned to adapting or retrofitting their existing spaces (such as schools, community centres and parks) to include not only recreation and education spaces but also creative and social spaces.

Some municipalities require developers and landowners to provide spaces within their developments for public use by creating community hubs in office buildings or commercial/cultural spaces in residential towers. Multi-use spaces and community hubs can also be co-working spaces or shared office spaces for small-to-medium sized businesses, organizations and creatives. These types of spaces provide opportunities for networking, collaboration and innovation between users; some may offer social benefits such as support services to the public. Overall, adaptation of existing spaces allows access for various users without additional development in cities where land is limited.

Examples:

Le Salon 1861, Montreal, Canada: Montreal is seeing a boom of adaptive reuse of buildings (including heritage churches) into creative, event and co-working spaces.



Biblioteca León de Greiff, Library Park, Medellín, Colombia

Photo Credit: SajoR

Library Parks, Medellín, Columbia: Medellín has taken a new and innovative approach to developing libraries in combination with public park spaces to address the need for more educational and cultural spaces around the city.

The Necessity for Collaboration

Creatives and cultural organizations are increasing their collaboration across mediums, spaces, ideas and communities due to growing challenges facing cultural practitioners. Some of these challenges include: lack of space; affordability; competing for attention/users; global climate change; and poverty.

These collaborations and partnerships allow groups and individuals to pool resources and knowledge to tackle challenges in new ways. Businesses and other leaders also use the arts for creative solutions to larger complex challenges.

Examples:

The **United Kingdom** is looking to cultural organizations to partner and collaborate with local businesses in Business Improvement Districts (BIDs) to help the community and economy thrive post-Brexit. The government will introduce tax incentives for partnerships between BIDs and cultural organizations. The government is also recommending business districts feature arts and culture prominently in their activations and night-time offerings. Partnerships and collaboration will bring people together, promote tourism, revitalize neighbourhoods and see increased economic growth.

In **Minneapolis, United States**, Intermedia Arts partnered with the City of Minneapolis to use arts-based approaches to engage traditionally underrepresented communities, helping the government develop innovative and responsive solutions to urban challenges.

Intangible heritage

As communities diversify and cultures are shared across the globe, there has been a move toward gathering, protecting and featuring intangible heritage elements. Intangible heritage includes many aspects of a community's culture that are not represented by traditional physical artifacts, buildings or monuments such as: storytelling, skill sharing and knowledge building. Often these *intangibles* are created, transmitted and maintained organically by a community without a realization that they are explicitly maintaining culture and heritage. Rapidly changing demographics in many communities have pushed organizations and groups to document these intangibles for future communities as well as for cross-cultural learning and understanding. Many museums and galleries are using technologies to collect, archive and exhibit their local intangible heritage assets.

Examples:

Intangible Heritage Index: created by UNESCO for the sharing and safeguarding of cultural practices.

Myseum of Toronto: an innovative organization that highlights the tangible and intangible heritage of Toronto and its surrounding area, predominantly using online and alternative platforms rather than traditional museum spaces.



Pantomime interactive street performer
Photo Credit: Barni1

Immersive and Interactive Participatory Experience

The rise of self-organized experiences is changing the way people are consuming and interacting with the world around them, including media, news and information sharing, access to open data, transparency and shopping. This trend also influences cultural experiences where participants are becoming co-creators or contributors rather than spectators. This new way of interaction requires creatives and cultural groups to create meaningful user experiences at events, festivals, shows and programs. People are looking to interact with various art platforms or performances, either to see something that represents themselves in the art form or to take part in some aspect that is personal to them.



An example of an immersive and interactive participatory experience using sound and data to generate visual spectacles. *Chemical Algorave*, Newcastle, United Kingdom
Photo Credit: Antonio Roberts

Examples:

Hopscotch Opera, Los Angeles, United States: a mobile opera experience performed in cars and on the streets of L.A., where participants share car rides with singers, actors and musicians that take them to unknown locations throughout the city.

Sleep No More, New York City, United States: a site-specific production of *Macbeth* performed in a five-storey building where the scenes of the play take place simultaneously in various rooms throughout the building. It is up to the participant to experience the play however they like, in whatever order and at whatever pace.

Colour by Numbers, Stockholm, Sweden: an old abandoned telephone tower that was converted into a light installation art piece where participants can change the colours in the tower using their mobile phones.

Pop-Up and Tactical Urbanism Placemaking

Residents and communities are often taking on personal responsibility for changing, repairing or beautifying their spaces through tactical urbanism. Tactical urbanism is a collection of temporary changes to the built environment to improve local neighbourhoods and community gathering spaces. These changes can vary in cost and size and usually start at the community level as a way to create spaces that are inviting, easy to navigate and offer residents a sense of ownership and communal pride for their public spaces. In addition to tactical urbanism, temporary or pop-up initiatives help to test out concepts or projects in the community. Temporary or pop-up projects that become successful in the community often go on to become more permanent. These projects allow organizers to gather feedback, make changes quickly and build the public's imagination.

Examples:

Jardins Gamelin, Montreal, Canada: using the principles of tactical urbanism and temporary infrastructure, a community garden, outdoor bar and café, play areas and seating areas, are set up yearly in the Quartier des Spectacles.



Jardins Gamelin, Montreal, Canada
Photo Credit: Jean Gagnon



La Place Shamrock, Montreal, Canada
Photo Credit: Mojan Jianfar

La Place Shamrock, Montreal, Canada: the local councillor and community took over the back of an old fire hall and one lane of a two-lane street to create an outdoor community space, including street planters, a people-powered merry-go-round, outdoor seating and a *pétanque* play-ground.

El Hueco Twitero (The Tweeting Pot Hole), Panama City, Panama: a community-led tactical urbanism project where a group of locals placed special devices in potholes that would automatically tweet messages to the Department of Public Works whenever cars drove over them. This project resulted in many road repairs.

Smart Cities, Open Data and Civic Tech

New movements in civic technologies provide opportunities for innovative approaches to, and solutions for, urban living. A Smart City is one of those solutions, creating digital infrastructure that can collect, analyze and use data to improve City services, support the needs of current and future residents and increase quality of life. The Open Data movement believes public data should be freely available and easily accessible to the public. Civic technology is technology (mainly information technology) that enables engagement or participation of the public for stronger development, enhancing citizen communications, improving government infrastructure and generally improving the public good. Technology will have an impact on city building, which can directly improve and catalyze cultural growth in the city. Cultural institutions and creatives can help ignite positive change and build creative, culturally-rich cities, connecting arts and culture to technology and innovation.

Examples:

Code for Canada: a national non-profit that brings people, technology and open data together to help local governments develop services that are simple, effective and easy to use.

Esri Story Maps: an Open Data tool that enables the connection between data and storytelling.

Smart City Master Plan, Mississauga, Canada: Mississauga is on the leading edge of Smart Cities in Canada. The City's plan will provide direction for the use of innovative technology, data and digital infrastructure to help solve complex issues in the modern era. This includes everything from social, health, climate change, traffic and many more issues that affect the daily lives of residents.

Digital Art, Exhibitions and Events

Digital technologies change at a fast pace. Artists and other cultural producers are often at the leading edge of using these technologies in their artworks to invigorate exhibitions, installations and to engage the public at events and activities. It is impossible to predict what the next 10 years will bring in terms of technology but the use of virtual reality and augmented reality will continue to provide unique cultural experiences impacting how participants interact with objects, be immersed in experiences and expand their imaginations.

Examples:

The Borderline Murals, Cambridge, United States: a 200-foot long interactive augmented reality mural that transforms two-dimensional murals into site-specific animations through a specific phone app, designed by MIT students.

Cité Mémoire, Montreal, Canada: a project that brings the history of Old Montreal to life with over 25 digital projections on historic buildings and sites, accompanied by a responsive app that lets participants watch additional videos, look at historic photography and listen to site-specific stories.



Cité Mémoire, Montreal, Canada

Photo Credit: rjdesignworld

ReBlink, Art Gallery of Ontario, Toronto, Canada: an innovative augmented reality experience that gives visitors the chance to see paintings from the AGO's Canadian and European Collections in a whole new way; it adds layers of animations and images allowing participants to compare modern life with the era in which each painting was created.

Digital Technology, Civic Engagement and Creative Industries

Digital technologies are impacting the creative community in new ways, including increased participation and consumption of arts, culture and heritage. Digital technologies are increasing the amount of information available for participants to access when they want to, during their own time and immediately at their fingertips. This access has also dramatically affected cultural industries in the way they work, market and run their businesses. With technology now abundant and universal, it extends to all areas of social life, work and civic experiences.

Examples:

Hello Lamp Post, Bristol, United Kingdom: a city-wide, experimental project that gets people to play with street infrastructure by sending text messages, enabling them to rediscover their local environment, as well as share and uncover memories and stories of the city (past and present).

Boston.gov, Boston, United States: a modern government website that is designed with the public in mind. The website platform is easy to navigate, helping residents engage on city projects, get permits for outdoor events and access support for affordable housing. Residents and visitors can learn more about cultural programs and events, where to find food trucks throughout the city, Boston's history and view archival collections.

Film App, United Kingdom/United States: an online film application that is easy for film clients to access on-the-go and that also integrates seamlessly into government processes.

Racial Equity in the Arts and Arts Organizations

Changing demographics and increased diversity in many communities and neighbourhoods will impact cultural organizations. There has been growing recognition in Canada of the lack of diversity in mainstream arts, culture and heritage experiences and also in the make-up of administrations, instructors, presenters and creators of arts, culture and heritage. 'Traditional' arts and culture representation will need to expand to incorporate and exhibit new forms of art for a wider community, ensuring racial equity in the arts is more than just tokenism. Institutions and funding bodies are also identifying barriers faced by equity-seeking creatives and addressing ways to improve racial equity in the arts. Arts, culture and heritage will benefit greatly from diverse perspectives and populations when building an inclusive community that is open to all.

Examples:

Access and Equity, Ontario Arts Council, Canada: the Ontario Arts Council has a multi-year accessibility plan to ensure equity for all Ontarians through grant support, with a particular emphasis on artists of colour, deaf artists and artists with disabilities, Indigenous artists, francophone artists, new generation artists aged 18 to 30 years old and artists living outside of Toronto.

12 Lessons Un-learned for 2017, The J.M. McConnell Foundation, Canada: the McConnell Foundation is dedicated to the practice of social innovations. As part of their yearly *12 Lessons Learned* report, in 2017 they addressed the struggles they faced in learning and unlearning how to decolonize their institution and support reconciliation through small and large efforts.

Climate Change²³

Climate change will pose some risk for how arts and culture is created and experienced. Changes in temperature and weather such as intense rainfalls or more cycles of freezing/thawing, pose a higher risk for property damage to cultural artifacts, public art and heritage properties. These changes will also decrease the lifespan of technical equipment. More annual precipitation will lead to more corrosion of public art. More heat waves means an increased need for indoor spaces

²³ City of Mississauga. *Corporate Climate Risk Assessment: Culture Risk Assessment Report*. (2017).

for cultural activities including registered educational programs and outdoor day camps. Increased temperatures will also increase the demand for a longer programming season in the summer and shoulder seasons. Climate change will impact outdoor events with severe weather fluctuations, extreme heat or cold, rain, lightning, ice and snow. As many cities embrace cultural activities all year round, there is an opportunity for off-peak winter-focused cultural activities.

Examples:

WinterCity Strategy, Edmonton, Canada: with changing temperatures, the City of Edmonton is taking a proactive and positive approach to their colder weather through cultural experiences, festivals and events throughout the winter, as well as public outdoor spaces that maximize sun exposure for light and insulation.

OPEN Sydney Strategy, Sydney, Australia: recognizing the importance of night life to the culture scene and economic growth of a city, the City Sydney has developed a night-time culture scene outside of pubs and bars to include cultural activations and events, 24-hour library spaces and businesses and late night transportation options. With climate change impacts, this strategy supports cultural activities that take place during cooler evenings and creates vibrant and safe streets and neighbourhoods.



Winter decorations to animate public spaces, Vermont, United States
Photo Credit: Mariamichelle

How will these trends impact Mississauga's culture scene?

It is important to be aware of broader trends when enhancing and developing Mississauga's culture scene.

Multi-use Spaces:

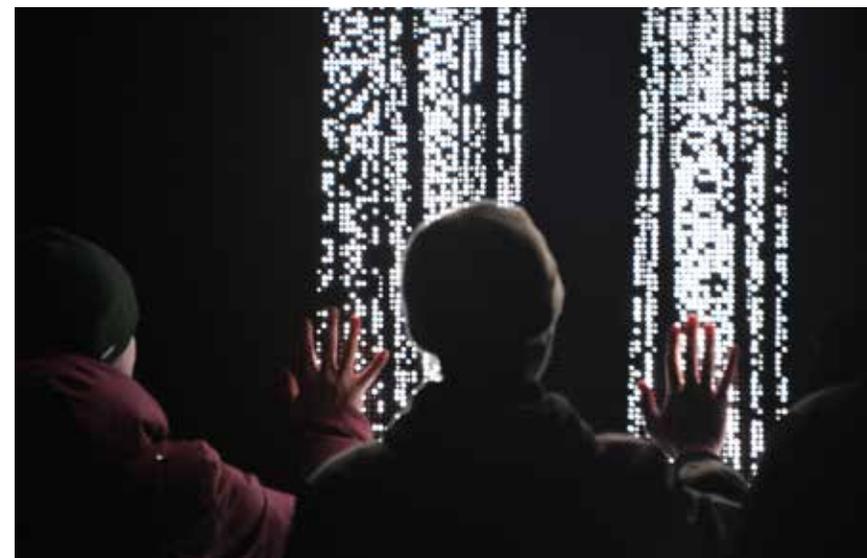
- As Mississauga continues to grow and develop with limited land, it will become increasingly important to support the development of multi-use spaces. The City should first look to existing stock of buildings and identify ways to maximize their use and/or adapt them for different uses before building new spaces. The City should also support spaces that encourage different and complimentary types of activities, which in turn allow for more interaction between the community and provide opportunities for collaboration. An example of this trend is the Mississauga Libraries' maker spaces, digital spaces and areas for community gathering that are located within the same structure and support new and different types of uses and participants.

Living Heritage:

- With the changing demographics in Mississauga, it is increasingly important to expand the definition of heritage beyond a Euro-centric focus to one that is encompassing of diverse histories. Celebrating living heritage and intangible heritage should be reflective of Mississauga's current and future demographics.

Tactical Urbanism:

- Pop-up projects and tactical urbanism will help Mississauga shift from a suburban to urban city through incremental change; this can be tested and made responsive to the immediate environment. Tactical urbanism projects offer a platform where residents can become co-contributors to Mississauga's city building efforts and cultural scene.



A touch-sensitive interactive sculpture that changes appearance as people interact with it. *NOR MIND* by Daniel Iregui, Montreal, Canada
Photo Credit: art_inthecity

Data and Technology:

- Increased use of data and technology, along with increased participation, is a trend that Mississauga's cultural community will need to be ready to respond to and incorporate into cultural experiences. The City is currently taking steps towards Smart City development and identifying a digital strategy that will support cultural development and experiences. All of these initiatives provide opportunities to support the community, share people's stories and improve the quality of life in Mississauga through digital infrastructure and data collection.

Climate Change:

- Climate change poses a series of threats to how the City and cultural organizations run programs, festivals and events, as well as how they manage physical assets. All groups will need to work on identifying sustainable solutions for the near future.

10-Year Strategic Plan

Vision

Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.

Mission

The City of Mississauga will grow and support the creative sector, deliver cultural services and enable high quality cultural experiences.

Community

The Culture Master Plan outlines recommendations that are supported by the City of Mississauga and includes projects, initiatives and services the City will lead and develop. Some recommendations can be supported through partnerships and collaboration with community partners. This Plan also highlights recommendations the City will encourage and empower other organizations to lead and implement.

It is important that everyone in Mississauga sees themselves reflected in this Plan and that there is a unified vision for a culturally-rich Mississauga. It is a call to citizens, artists, creatives and cultural organizations to drive this vision and help build the arts in Mississauga.

Mississauga Cultural Policy

Guiding Principles

Culture in Mississauga will be vibrant, accessible, sustainable and enriching. The following guiding principles are adopted from the **City of Mississauga Cultural Policy (08-05-01)**.

Culture is comprised of:

Values: expressed through identity, customs, memories and stories

Vibe: in the form of the character emanating from the active culture and heritage of a place

Virtuosity: the expression and appreciation of artistic excellence

Guiding Principles:

- 1. Improve Livability:** Cultural vibrancy enhances the appeal of the city as a place of social, economic and intellectual life and quality. Culture makes the community stronger and more connected through artistic, creative and heritage pursuits, making the city a desirable place to live, learn and work.
- 2. Support Multiculturalism and Interculturalism:** The city's composition of nationalities from around the world is something to be celebrated and embraced; not only do they contribute to Mississauga's diversity but also to its distinct cultural identity. Interaction between these diverse groups offers the opportunity for understanding and the foundations for broader, connected community.
- 3. Foster Creative Industries:** Businesses which produce cultural products or employ creative individuals are a growing segment of Mississauga's economy. Supporting Mississauga's cultural sector offers an avenue for improved economic conditions that brings with it social benefits and attractiveness for the city.
- 4. Build Connections:** Developing culture in Mississauga is a joint effort requiring City leadership and facilitation, partnership between organizations and open communication between community, professional artists and creative industry professionals. Partnerships and collaboration allow for greater communication and resource sharing which assists in strengthening culture in the city.
- 5. Build Shared Identity:** Mississauga's population is comprised of a diverse make-up of nationalities from around the world. Not only should this diversity be celebrated but an authentic, shared culture should be fostered. Authentic, shared culture is developed organically, while being fostered purposefully.
- 6. Ensure Accessibility:** Culture should be for everyone. Access to cultural resources, activities, events and festivals should be made available to everyone to ensure the wide-ranging benefits of culture can be experienced by the greatest number of people.
- 7. Support Sustained Cultural Community Activity:** Contributions made by the cultural community are valuable. Support for organizations, businesses, educational institutions and individuals can be provided through funding, resource sharing, organizational and community development. Facilitating collaboration should be undertaken to best support sustained cultural community activity.

The 2009 Culture Master Plan set the foundation for developing City services, cultural events and experiences. Mississauga is now in a different stage of development with a growing population, increased diversity, significant transit development and more sophisticated cultural organizations. The 2019 Culture Master Plan outlines ways to support the growth of Mississauga's arts, culture and heritage sector. Mississauga will be known for supporting and attracting creatives, providing high-quality cultural spaces and experiences, honouring its past and highlighting its future and a place where culture is embedded in the fabric of the city.

The Plan outlines five Strategic Priorities. Each priority is essential to achieve the vision for arts, culture and heritage in Mississauga. Each priority is connected to (and builds on) the other; together they support Mississauga's progression towards becoming a mature cultural city.

Strategic Priorities

1. Build an arts-friendly city
2. Enhance and improve cultural spaces and places
3. Expand and grow leadership in the cultural sector
4. Support an authentic cultural identity that is welcoming, inspiring and enriching
5. Share our story beyond our borders



An artist at the Japan Festival on Celebration Square
Photo credit: Wil Yeung

PRIORITY 1

Build an arts-friendly city

GOAL 1

Support, attract and retain creatives

4 Recommendations
15 Action Items

GOAL 2

Remove barriers, improve processes, procedures and policies

5 Recommendations
17 Action Items

Achieving the goals of this strategic priority will:

- make it easier for artists and creatives to work and create in Mississauga
- encourage artists and creatives to remain in the city while attracting new talent
 - support creatives and organizations through increased grant funding
 - create more opportunities to showcase and collaborate with creatives
 - support the development of live music and creative industries
 - improve City policies, processes and procedures
 - improve communication and understanding of services and priorities
 - ensure Culture services are supporting community needs
- incorporate arts, culture and heritage priorities throughout City-wide projects

Priority 1: Build an Arts-Friendly City

Why is this important?

Arts and culture activities assist in developing a sense of belonging and connection between community members while providing insight and understanding about local history and living heritage. Arts and culture provide a means of expression while developing a shared identity and opportunities for skill and capacity development.

To have a strong culture scene, the City needs to create an environment in Mississauga that:

- recognizes and celebrates creatives
- understands the value and role the creative sector plays in city building
- removes barriers to allow for more cultural creation and experiences to happen

Building an arts-friendly city means creating an environment where arts and culture can happen organically and where artists are supported. Achieving the goals of this strategic priority will make it easier for creatives to learn, live, work and create in Mississauga; it will also encourage creatives to remain in the city, while attracting new talent.

What the community said:

Support creatives in Mississauga: There is a growing creative community that is proud to call Mississauga home and who want to establish and strengthen a cultural career here. Throughout the engagement process, individual artists and cultural organizations expressed the need for funding support and access to affordable live/work spaces to create their work. Participants wanted opportunities for all age groups, skill levels and abilities; from emerging creatives to hobbyists and professionals. Creatives wanted to showcase and exhibit their work through artist residencies; they wanted to develop partnerships and collaborations with the City, each other and private businesses/organizations.

Build creative sectors: Participants expressed the importance of supporting a live music scene and identifying opportunities for the creative sector to grow that includes the digital sector, film and cultural entrepreneurship. While traditional cultural and media sectors such as broadcasting, film and publishing remain relevant, there is increasing growth in digital media content production and platforms.²⁴ Growing music production and live performance are key factors in expanding creative industries and in keeping young talent in Mississauga.

Remove barriers and improve City processes: Participants reported facing a lot of barriers and 'red tape' when it came to practicing and creating their art form in Mississauga. There was a lot of feedback about creating artist-friendly processes and bylaws, as well as improving services. It was also important to participants that the City increase its awareness and understanding of the needs and requirements of artists when using City-owned spaces. To build an arts-friendly city, the community felt that all City departments need to work together to develop a culture where the City and community are active partners in cultural development.

Strengthen heritage: Participants expressed the need for stronger heritage planning processes. In addition, the Huron-Wendat Nation voiced the need for the City to develop an archaeological master plan, and to develop a process for working with appropriate Indigenous peoples who may be impacted by land development within Mississauga.

²⁴ City of Mississauga, Culture Division. *Creative Industries Strategy*. (2016, p.12).

What the City will do:

Increased support and opportunities:

To build an arts-friendly city, municipal barriers need to be removed to support, attract and keep creatives in Mississauga. This can be achieved by improving opportunities available to creatives and increasing funding and in-kind support for creatives and cultural organizations. The City intends to increase culture grant funding for groups and festivals to \$4.50 per capita grant spending by 2022. In addition to grant funding, affordable fee structures for film permits will be identified and implemented.

Grow live music and creative industries:

Live music, digital art and digital media are areas for significant growth and development in Mississauga. The importance of creative industries in the local and global cultural context warrants the development a live music scene in Mississauga through education programming and by providing a platform to showcase Mississauga musicians. The City will support the development of digital arts and media through digital arts programming, digital screen programming and by using existing and emerging technologies for digital public art projects.

Affordable spaces and fair pay:

One of the key issues facing creative communities and cities today is access to affordable spaces for creation, production, exhibition and living. A City-wide policy will be developed to ensure creatives are payed based on established industry fees and the City will advocate that arts organizations do the same. The City will also investigate tools and opportunities for supporting affordable live/work spaces in Mississauga.

Live Music Impact in Ontario²⁵

In 2014, Music Canada released *Live Music Measures Up: an economic impact analysis of live music in Ontario*. From data and surveys collected in 2013, the report found:

- The live music industry supported approximately 20,000 full-time equivalent employees in Ontario's economy ²⁶

²⁵ Music Canada, Nordicity. *Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario*. (2015).

²⁶ This number includes 10,500 direct, indirect and induced full-time equivalent employees and 9,500 full-time equivalent employees through tourism.

- \$75 million in ticket sales for Canadian acts
- \$1.2 billion impact to Ontario's GDP; including \$609.1 million in tourism activity
- \$432.4 million in combined tax revenues for all levels of government (\$28.2 million to municipalities)
- Most popular music events that generated best attendance were mid-range festivals with 1,000–5,000 people.
- 55% of music companies that ran music events were based in the GTA
- Factors that led to successful live music events and companies were:
 - access to and availability of Ontario/Canadian artists
 - access to industry networks and collaboration opportunities
 - supportive legal and regulatory environments (work permits, festival or event permitting, municipal bylaws and regulations)

What the community can do:

Create opportunities and showcase creatives:

Cultural organizations should continue to highlight, showcase and create opportunities for creatives. Cultural organizations with access to space can provide affordable spaces for creatives and create or expand artist residency programs to support local creatives and attract creatives to Mississauga.

Advocate for and support creatives:

Cultural organizations can identify ways to support creatives through small grant programs as well as ensure that creatives are paid based on established industry fees. Cultural organizations should develop performance measures for their cultural activities that would support and strengthen their advocacy role and promote evidence of their impact.

Continue to meet the needs of the community:

Cultural organizations should ensure they are meeting the growing and changing needs of their creative communities by providing innovative arts education programming and services.

Collaborate and build partnerships:

Cultural organizations should continue to build partnerships and pursue collaborations with other not-for-profit and/or charitable organizations, groups and collectives to exhibit, program or partner. Cultural organizations should continue to work with the City to facilitate artist exhibitions on digital screens, provide complimentary programming, assist with jury selection panels and advocate on behalf of the needs of the creative community.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.



In Situ, at Small Arms Inspection Building. Mural: *Ronnie* by Luvsumone; Dancer: Alvin Collantes (*Frog in Hand Company*), Mississauga, Canada
Photo Credit: Voitek Pendrak

In Situ, Mississauga, Canada: a three-day immersive multi-disciplinary arts festival held at the Small Arms Inspection Building. Hosted by the Small Arms Society in 2016 to showcase local artists with performances and exhibitions. The event was organized entirely by volunteers and showcased over 150 up-and-coming visual artists, musicians, photographers, videographers, dancers and theatre performers. The event highlighted the importance of community-organized arts experiences in supporting a vision for arts and culture for the future.

Austin, Texas: Artists and creatives are attracted to cities like Austin due to a low cost of living and support from City initiatives that help foster and sustain tight-knit, local creative communities. The City continually engages the creative community in planning and strategy development. Support of large festival sites for events and music festivals such as South by Southwest, as well as unique businesses, food services and shopping boutiques has helped drive both emerging and established creatives to the city as they see Austin embracing and supporting their work and experimentation. With the rapid growth of businesses and tech outposts (Apple, Google, Facebook) in Austin, affordability for creatives has become a growing concern. Both politicians and residents know that culture is a major driver of industry and economy in Austin and are working together to ensure that live/work spaces, cultural hubs, music venues and studio/exhibition spaces remain open and attainable to the artists and creatives that flock to settle in Austin.

Edinburgh, Scotland: Since developing its Culture Policy in 1999, Edinburgh has been ranked as one of the top destinations for artists in the United Kingdom. Edinburgh hosts 12 major annual festivals, including the internationally-renowned Fringe Festival. Along with its strong conservation for its numerous heritage buildings, Edinburgh continues to invest in its cultural spaces, creative industries and access to affordable living. With the support of City Council and its recent update to the Culture Plan, Edinburgh has continued to work on attracting and retaining creatives to the city by including recommendations in their Culture Plan that will see City services better integrated to support the creative sector.

The City of Edinburgh supports creatives in accessing affordable spaces by leasing them properties on a short to medium-term basis and by creating spaces that take into consideration the special needs of creatives and cultural producers. The City ensures ease of transportation during major events and festivals and provides planning services that guide development and creative opportunities for public art and placemaking.

Table 2: Strategic Priority 1: Goals and Recommendations.

	Strategic Priority	Goals	No.	Recommendations
1	Build an arts-friendly city			
	1.1	Support, attract and retain creatives in Mississauga by increasing and improving opportunities	1.1.1	Support creatives with producing and exhibiting their work
			1.1.2	Develop and enhance Mississauga's live music scene
			1.1.3	Develop a digital art, digital media and creative industry scene
			1.1.4	Identify legislative and policy improvements to keep creatives in Mississauga
	1.2	Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies	1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development
			1.2.2	Improve Culture Division's processes and procedures
			1.2.3	Coordinate City-wide processes and procedures
			1.2.4	Improve external communication and understanding of Culture services
			1.2.5	Improve internal awareness of arts, culture and heritage values and priorities

SPOTLIGHT:

Affordability

In 2015, the World Cities Culture Forum recognized culture as the “golden thread that runs across all aspects of urban planning and policy”²⁷ and as a key ingredient of world cities’ success. Culture plays an important role in the economic growth of cities, however the economic success is having a negative impact by making cities unaffordable for many local creatives. If cities want to maintain their growth and address the challenges that come with it, culture should be integrated across policy making and planning decisions.

²⁷ World Cities Culture Forum. *World Cities Culture Report*. (2015).





An artist decorating stoneware in a pottery studio

Creatives are facing increasing challenges related to the affordability of living and working in cities because of precarious employment, expensive studio spaces, rising housing costs and cost of living. A lack of affordable spaces to live and work makes the creative sector increasingly vulnerable; it also impacts cities by preventing and stifling the development of new, provocative and innovative ideas.

Affordability is the biggest threat to the survival of the creative sector living in cities.

When creatives move into affordable areas, the outcome is often increased popularity and interest in those areas. Increased desirability for these artist communities leads to gentrification of these areas, which then eventually pushes the creatives further out of the city to access more affordable spaces and paid opportunities. Cities then lose their local talent and become increasingly undesirable places for future creatives to live, work and create.

For example, the Los Angeles Arts District was once an area of abandoned warehouses and factories taken over by artists because of affordable studio spaces. Creatives slowly activated the streets and brought new life to the area, making it a popular place for developers and future gentrifiers. The Arts District now faces a loss of affordable artist spaces and a loss of the creative community.

“Cities must make sure the space exists for cultural production on all scales, including informal places, such as bars and cafes, where people can meet, discuss and plan their next projects. Affordable studio space is a priority for many cities, but the challenges of keeping housing cheap enough for artists and producers remains unsolved in many places.” – World Cities Culture Forum Report, p. 20, 2015.

As Mississauga’s creative population continues to rise, the City needs to be aware of providing affordable programs and spaces for current and future populations. Cultural experiences should be available to all residents and involve a collective approach that includes the City and the community to ensure everyone has access to cultural spaces, programs, educational classes, events and festivals.

Supporting affordability for residents and creatives requires a multi-faceted approach including policy, urban planning and cultural planning solutions. The need for affordable cultural spaces and access to affordable cultural resources and programming is clear.

Quincy Market, Boston, United States
Photo credit: GoLeafsGo



PRIORITY 2

Enhance and improve cultural spaces and places

GOAL 1

Improve City-owned spaces and places

5 Recommendations
31 Action Items

GOAL 2

Enable and encourage the development of new spaces

3 Recommendations
19 Action Items

Achieving the goals of this strategic priority will:

- improve existing City-owned spaces for cultural use
- increase use of City-owned spaces for cultural purposes, encouraging mixed-use of spaces
- foster the development of unique cultural districts around the city with concentrated cultural facilities and activities
 - improve accessibility and affordability of cultural spaces and places
 - increase culture in public spaces and everyday cultural experiences throughout the city
 - increase temporary and pop-up placemaking initiatives
 - encourage private development of cultural spaces
- support the City's progression to become a Smart City and enhance digital technologies to support arts, culture and heritage

Priority 2: Enhance and Improve Cultural Spaces and Places

Why is this important?

To improve arts and culture in Mississauga, the City needs to develop and improve its cultural spaces and places. Cultural spaces can be formal (such as theatres or public squares) or informal (such as pop-ups in parks). Cultural spaces help build vibrant communities with access to arts, culture and heritage programming and experiences. Spaces with programs that engage the public have the potential to contribute to the character and identity of a community and increase residents' sense of place and quality of life.²⁸ Great cultural spaces and places make it easier to create innovative and exciting programming that increases the city's capacity for cultural tourism and helps position Mississauga as a cultural destination.

Cultural spaces provide an opportunity for residents to explore creative expression and help to create a sense of pride and community. These spaces have the ability to bring people of diverse backgrounds together around shared interests and common goals and leads to developing understanding and respect.²⁹ Enhancing cultural spaces and places supports building a sense of belonging, inclusion, recognition and legitimacy much more than other types of infrastructure such as roads or private buildings.³⁰

What the community said:

Cultural districts: Throughout the engagement process, participants said they wanted to have more localized art scenes where they could experience arts and culture on a daily basis. Participants wanted a network of cultural areas or districts throughout the city where each area would grow and develop organically with a unique character of its own.

Cultural districts are areas with concentrated cultural activity, events, services, galleries, shops and/or artist studios and work spaces. Cultural districts evolve to reflect the local area and needs of the creative community. Great cities are known for their walkable neighbourhoods where culture spills out onto the streets and into the fabric of the community. Cultural districts will provide easier and more frequent access to cultural experiences such as venues, performances, exhibitions, classes and workshops.

Improve spaces and places: In addition to privately-owned spaces, the City of Mississauga has many spaces available for creative use. Spaces include Meadowvale Theatre, Living Arts Centre, Visual Arts Mississauga and the Art Gallery of Mississauga, as well as community centres, libraries and alternative spaces such as parks and outdoor spaces like Celebration Square and Streetsville Square. Throughout the engagement process, it was apparent there are challenges to using some of these spaces for production, exhibition and education purposes. Some challenges include quality of spaces, type of spaces available for use, access, affordability and opening and closing hours.

Increase access to space: One of the key challenges continues to be access to space—affordable space for artists and creatives to develop their practice and showcase their work. There was a general lack of information and awareness of which spaces are available for community use and which types of activities those spaces support. Finding a space that works within an artist's budget and time requirements (for example multiple days for creating artwork or organizing an exhibition) can be difficult if not impossible. Feedback indicated that creatives need support accessing City-owned spaces in different ways than currently available.

28 Culture Division. *Cultural Infrastructure and Creative Spaces Study, Executive Summary*. (2016, p.4).

29 American Planning Association. *How Arts and Culture Strategies Create, Reinforce, and Enhance Sense of Place*. <https://www.planning.org/research/arts/briefingpapers/character.htm>. (2011).

30 Jeannotte, M. Sharon. *Shared Spaces: social and economic returns on investment in cultural infrastructure*. Duxbury, Nancy (Ed.). *Under Construction: The State of Cultural Infrastructure in Canada*. Vancouver: Centre of Expertise on Culture and Communities, Simon Fraser University. (2008).

Engagement participants were also interested in accessing private spaces (such as empty storefronts) and identifying creative uses for existing spaces throughout the city (such as outdoor spaces, parks and underused spaces). Participants had a keen interest in developing partnerships with the private sector, including the Peel District School Board and the Dufferin-Peel Catholic District School Board, to identify and access alternative spaces.

As with most community facilities, spaces that are accessible by transit or located near schools or transit hubs are desirable to ensure equal and convenient access. There was a strong willingness from creatives to share space with other creatives and seek opportunities to co-produce.

Improve accessibility of spaces and experiences: Accessibility was important to the community and an important aspect of cultural space. Consideration for those who use mobility devices, require braille labels and/or hearing enhancement systems would improve physical spaces. In addition, the community expressed the need for more inclusive programming and cultural experiences that better reflect and support community members with accessibility needs.

Improve the public realm: Culture should not only take place inside buildings, it should be all around us. The public realm includes parks, streets, sidewalks and pathways, open spaces and public squares. An artful public realm where culture can be seen and experienced on a daily basis creates a vibrant cultural city. Participants expressed the need for cultural infrastructure in outdoor spaces, including public art, exhibitions, performances, gatherings and beautification of the public realm.

Develop new cultural spaces: In addition to improving the City's existing stock of cultural and City-owned spaces, there was an interest to develop new cultural spaces to meet the growing needs of creative producers and consumers. Participants discussed the need for high-quality cultural, exhibition and museum spaces, including shared and mixed-use spaces.

What the City will do:

Develop Cultural Districts:

The development of cultural districts will support the growth of a cultural sector for creatives, residents and visitors in Mississauga. Arts and culture will continue to grow organically at the neighbourhood level through local community efforts, cultural organizations, cultural education programs and access to daily local services. In addition to activity at the neighbourhood level, cultural districts will provide distinct areas with highly concentrated cultural experiences, activities and infrastructure.

Cultural districts will be accessible along transit corridors, proposed transit development and within areas of significant population growth. Along with increased cultural and City services in these areas, expanding the creative use of spaces within community centres, libraries, schools and parks will help foster everyday cultural experiences for the public and offer creatives space to grow, strengthen their talent and exhibit their work.

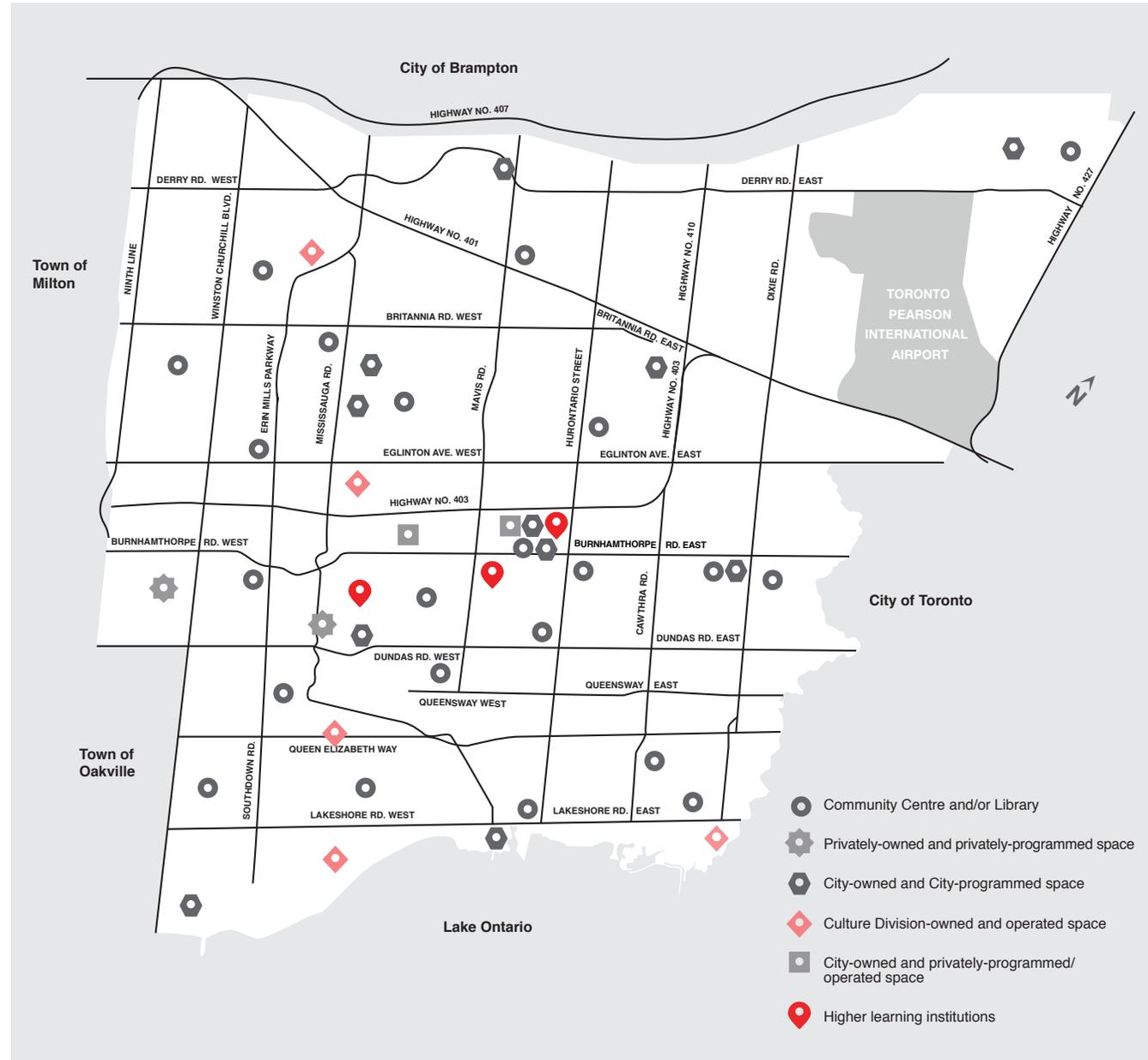
Cultural districts will add vibrancy to the city and help encourage and promote private sector development of creative industries in appropriate areas. For example: the development of interactive digital media in the City Centre, warehouse and studio spaces in Malton, a community cultural hub in Cooksville and the development of live music and an artful public realm in Port Credit and Streetsville.³¹

A collaborative effort among staff working in all City departments will identify opportunities to support the development of cultural districts. Staff can identify legislative, planning and design improvements, as well as coordinate City services and community development efforts. Staff can also work with community partners to ensure that each area can develop organically and is reflective of the community.

³¹ City of Mississauga. *Creative Industries Strategy*. (2016).

Existing Cultural Spaces:

Mississauga has several significant cultural spaces throughout the city. Map 4 shows current cultural spaces in Mississauga that are open to the public. This map includes higher learning institutions, privately-owned and privately-programmed spaces as well as City-owned spaces that are either privately-programmed/operated or programmed by the City.



Map 4: Cultural Infrastructure

Proposed cultural districts:

The following map builds on previous maps highlighting population growth, transit development and existing City-owned spaces and cultural spaces (see Maps 2 to 4). Map 5 shows the intersection of the previous maps and outlines opportunity areas for cultural districts, including Malton, Streetsville, City Centre, Cooksville, Clarkson, Port Credit and Lakeview.

The identified cultural districts align with select Character Areas, Nodes and Local Area Plans within the Mississauga Official Plan. These areas are also defined priorities for other City initiatives, including: high order transit (such as the LRT), IT infrastructure, park development, public art, and new/upgraded community and recreation facilities. There may also be opportunities brought on by private sector development and support from Business Improvement Areas (BIAs).



Map 5: Proposed Cultural Districts

Enhance and improve City-owned spaces:

In addition to cultural districts, the City will enhance and improve City-owned spaces for increased cultural use. There are limitations with some City-owned spaces that make them incompatible for cultural use. For example, spaces may require upgrades to Wi-Fi to allow for digital programming, updates to audio equipment and improvements to flooring to better accommodate dance. Many community members and creatives are looking for flexible space with good acoustics to accommodate a variety of creative uses. Participants want these spaces to be affordable, physically accessible and welcoming for everyone.

Staff will work in collaboration with City partners to ensure cultural-space requirements are considered during major renovations and/or new developments. Integrating cultural spaces and equipment into future City-capital projects, procurements and acquisitions will ensure Mississauga's future requirements are met.

Develop high quality exhibition space:

In addition to supporting the enhancement of City-owned spaces for better and increased cultural use, staff recognize the need for high-quality exhibition space that can be used for museum and gallery purposes. In keeping with global trends for multi-use and multi-function spaces, staff will evaluate opportunities for the inclusion of exhibition space to enhance existing cultural spaces such as the Living Arts Centre, the Small Arms Inspection Building and Meadowvale Theatre.

Build partnerships and enable developments:

Where the City is not able to build or develop new cultural space, opportunities or partnerships and enabling legislation will be identified to encourage and support the private development of cultural spaces in Mississauga.

Support culture in the public realm:

Participants noted that culture is not only important inside buildings but should be incorporated outside of buildings. The City recognizes the importance of having culture all around us, on streets, on sidewalks and in parks. The City will support the development of an artful public realm through the use of temporary, pop-up or permanent cultural infrastructure;

this will improve City placemaking efforts and encourage artists, creatives and residents to participate in placemaking initiatives of their own. Other opportunities include identifying areas around the city that are underused, including City-owned heritage buildings, and working with community partners to animate these spaces through temporary projects and initiatives.

What the community can do:

Create welcoming spaces:

Cultural organizations can ensure their spaces are welcoming, open to all and inclusive; they can also identify interesting and flexible uses of their spaces and develop partnerships with other cultural groups looking for access to space.

Engage on future development:

Cultural organizations that access City-owned spaces such as community centres for cultural purposes, can support the City by providing feedback on how these spaces can be used or enhanced for cultural and creative purposes. Cultural organizations, creatives and residents should stay engaged with the City to provide feedback on future developments by attending public meetings and sharing/advocating for their needs. Providing feedback through City engagement processes is a way to ensure future development continues to meet the needs of the community.

Develop future partnerships:

The community and cultural organizations can develop partnerships with private space owners, such as educational institutions or private developers/landowners, to explore facility use for short-term, temporary or long-term creative and production uses. Creatives can also seek non-traditional spaces for creative and cultural activities such as offices, parking lots, outdoor spaces, warehouse space and storefronts.

Enhance culture in the public realm:

The community and cultural organizations can self-organize to bring culture to Mississauga in unique and innovative ways using placemaking, tactical urbanism initiatives and pop-ups; they can also work with various

City departments or private landowners to activate the public realm through cultural activities. By doing so, the community will activate spaces throughout the city, increase residents' access to cultural experiences and help to develop a vibrant cultural scene in Mississauga.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Boxes and Banners Program, Mississauga, Canada: In 2017, the Mississauga Arts Council created a placemaking program across Mississauga working with local artists to redesign and cover green and grey utility boxes using various mediums such as paint and vinyl wraps. The artists used curated images from Heritage Mississauga archives celebrating the history of various villages and areas of Mississauga, while adding artistic elements such as painting or digital design.

The Living Arts Studio Resident Artist Program, Mississauga, Canada: Organized by the Living Arts Centre staff, the program provides an opportunity for recent arts graduates and mid-career artists to create and learn in artist studios. These studios include glass making, flame working, ceramics, wood, photography, painting and drawing, textile and fibre arts and jewellery making. Artists are able to participate in exhibitions and teaching opportunities to develop their professional skills, as well as engage with the wider community of visual and performing artists.

Queen Elizabeth Park Community and Cultural Centre, Oakville, Canada: The Town of Oakville purchased a decommissioned school to convert into a community centre. This space was upgraded to include both arts and culture and recreational opportunities. The Centre includes art galleries, music, digital art, pottery and clay making studios, a black box theatre, rehearsal spaces, wood working and performance spaces, along with a fitness centre, gymnasium and pool. Today, this centre is Oakville's main hub for arts and culture allowing residents to register for programming and community arts groups to rent space.



Boxes and Banners Program, Artist: Alison Syer. Design inspired by pre-war history of Clarkson, strawberry farming and the women's land army. Mississauga Arts Council, Mississauga, Canada

Photo credit: Mississauga Arts Council



Glass studio, Living Arts Centre, Mississauga, Canada

Photo credit: Living Arts Centre

Various Placemaking Projects: Placemaking intentionally leverages the power of creativity to serve a community's interest while driving a broader agenda for change, growth and transformation. Placemaking builds character and quality of place; it can stimulate the local economy, create a unique neighbourhood vibe, increase innovation, enhance cultural diversity and provide civic engagement opportunities. Placemaking can be temporary or permanent, it can be done in partnership with government or it can be spearheaded by residents and local community groups.



Outdoor pianist, New York City, United States
Photo credit: Robert_z_Ziemi



Contemporary outdoor performance interacting with building facades, Copenhagen, Denmark
Photo credit: Bjornsson



Sandy beach in Campus Martius Park, Detroit, United States
Photo credit: Michigan Municipal League

Table 3: Strategic Priority 2: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
2	Enhance and improve cultural spaces and places			
	2.1	Improve City-owned cultural spaces and culture in the public realm	2.1.1	Focus cultural development and City services in distinct cultural districts
			2.1.2	Improve and develop City-owned cultural spaces
			2.1.3	Develop and optimize Culture's digital technology and infrastructure
			2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure
			2.1.5	Increase cultural use of City-owned spaces
	2.2	Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.	2.2.1	Identify opportunities for City and/or private development of cultural infrastructure
			2.2.2	Collaborate with and create partnerships with landowners to support the development of cultural spaces and places
			2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces

SPOTLIGHT:

Cultural Districts

Cultural districts are well-defined geographic areas that attract people because of their high concentration of cultural facilities and activities.

Cultural districts can either be intentionally developed through city planning processes or they can happen more organically by artists and creatives, Business Improvement Areas (BIAs) and cultural organizations. Cultural districts are usually supported by local or regional governments through special zoning and bylaws that allow for mixed use of the streets, buildings, sidewalks and public spaces.

Cultural districts become destinations by combining arts and culture spaces alongside retail, restaurants, parks, offices and community spaces. Cultural districts provide cultural experiences and help to enhance quality of life for residents and visitors alike; they contribute significantly to tourism efforts and have a positive local economic impact.



Cultural districts can take on many forms, they can:

- be located in historical or heritage designated areas
- have a concentration of cultural spaces such as performance spaces, museums, galleries, artist studios, music production studios and public art
- have a concentration of other community spaces such as parks, libraries, community centres, businesses and high schools or post-secondary institutions for the arts
- cover multiple blocks or be located along a small section of a street
- be located in urban, suburban or rural areas, which all contribute to a unique character, feeling and atmosphere

The overall success of cultural districts requires collaboration, co-operation and support from a wide variety of stakeholders including government, artists and creatives, businesses and residents.

North American examples of successful cultural districts include:

Pittsburgh, Pennsylvania: Managed by the Pittsburgh Cultural Trust, a non-profit organization, the district has two million annual visitors and an annual economic impact of \$303 million (USD). The district is made up of 14 square blocks with 90+ retail shops, 50 restaurants, seven theatres, eight parks, 12 art galleries, public art, a convention centre, an arts-focused high school and broadcasting studios.

Tucson Warehouse Arts District, Arizona:

The push for the creation of this district was due to the availability of surplus warehouse space owned by the State government following the cancellation of a capital works project. This warehouse space was leased to artists at below market rates.

The artists were able to develop a larger community and promote the area resulting in 23 per cent growth in new businesses and the redevelopment of Downtown Tucson. The district supports a mix of cultural uses including incubation, production and exhibition space, alongside commercial retail and restaurants

Indianapolis Cultural Districts, Indiana:

Seven cultural districts were designated, including local historic neighbourhoods, villages, squares and parks, each with its own unique set of qualities (like theatres, art galleries, entertainment, bars and restaurants, shopping, performing arts and/or universities).

From 2016 to 2017 there has been collectively over \$1.5 billion (USD) from public and private investments within these districts including hotels, residential developments, technology parks and retail shops. Investments were from the State, the City, businesses, neighbourhood development corporations, community and not-for-profit groups, national arts foundations and heritage organizations.

State of Texas: The Texas Commission on the Arts (TCA) can designate cultural districts in cities across the state of Texas. Cities must apply to the program and, once designated, have access to grant funding support. Guidelines require that the community and the municipality work together to identify and create cultural districts before applying to ensure cultural and strategic planning practices are followed.

Kelowna, British Columbia: Deliberate planning and capital investments turned a defunct industrial area within the downtown into a cultural district, which has become a hub of artistic and cultural activity with a concentration of museums, theatres, galleries and event spaces. This district was created with intentional involvement from the arts, culture and heritage communities.

Vancouver, British Columbia: Granville Island, once a centre for manufacturing, was redeveloped in the 1980s-90s as a shopping district and destination for tourism and entertainment. The district includes stores, public art, arts production spaces, breweries, a post-secondary arts university, performance spaces and galleries.

Toronto, Ontario: The City of Toronto has implemented the Bloor Street Cultural Corridor and will construct the John Street Cultural Corridor, which includes public art, widened sidewalks and boulevards, tree plantings, increased lighting and traffic calming measures. The Entertainment District includes a large concentration of theatres, cinemas, restaurants and lounges, along with Canada's Walk of Fame.

The Distillery District was developed around designated heritage buildings through a partnership between the City of Toronto and private landowners. Strict planning and zoning governs the area due to its pedestrian-only nature and heritage/historical designation status.



Growing leadership and capacity of creatives and the culture sector

PRIORITY 3

Expand and grow leadership in the culture sector

GOAL 1

Strengthen the creative sector through sector sustainability and capacity development

4 Recommendations
14 Action Items

GOAL 2

Remove barriers for, and support, emerging and marginalized creatives

2 Recommendations
12 Action Items

Achieving the goals of this strategic priority will:

- identify alternative funding tools and resources to support cultural development
 - develop skill training and capacity development opportunities for creatives
- provide accessible and affordable entry level arts education programming for future creatives
 - identify and address barriers faced by marginalized and emerging creatives
 - increase opportunities for groups traditionally under-represented
- identify and support priorities for youth and young adults in arts, culture and heritage
 - create opportunities for collaboration, partnership and learning across the sector

Priority 3: Expand and Grow Leadership in the Cultural Sector

Why is this important?

To have a strong arts, culture and heritage scene in Mississauga, the City needs to invest in growing the leadership of creatives so they can produce and create high-quality cultural experiences.

The cultural sector is made up of a fast-growing and economically-diverse group of creatives and creative industries. Work in this field can be highly skilled. It is important to ensure creatives have the skills to contribute to the development of a stronger cultural scene in Mississauga. In addition to skill training and capacity development, it is important to identify barriers that equity-seeking and diverse creative groups may face. To ensure the health of this sector over the next 10 years, equity-seeking groups need support, opportunities and a platform to be key contributors to this sector.

What the community said:

Strengthen the creative sector: City staff heard throughout the engagement process that creatives need support to develop their practice and/or cultural organizations. Specifically, participants were interested in a wide array of skill development and capacity building such as grant writing, marketing, sponsorship, business development, technical skill incubation and training.

Emerging creatives wanted to be able to develop their creative practices to become professional artists. Professional creatives practicing or working in Mississauga needed support to further their own businesses and creative interests. Participants wanted access to online resources and tools that would help them develop their businesses or organizations. This type of support would foster an environment that allows both emerging and professional creatives to be more supportive of each other.

Increase opportunities for collaboration and partnership:

Establishing opportunities where creatives can learn from each other, collaborate, partner and develop communities of practice was very important to participants. Creatives wanted sector-specific and sector-wide learning opportunities and leadership development opportunities. Cultural organizations see opportunities for increased collaboration with other arts groups, individual creatives and the City.

Support future creatives: Participants discussed the need to support future creatives through arts education programming and youth-focused activities as an entry point for youth and young adults into the arts.

Support emerging and marginalized creatives: Throughout the engagement process, participants said they wanted diversity and equity to be key components in the support of the creative sector in Mississauga. Participants wanted to have non-traditional or non-mainstream art forms in spaces where everyone could have the opportunity to experience them and develop a collective understanding of diversity and equity in the arts.

Participants felt Mississauga's culture scene was not open to or welcoming of everyone. Some creatives have left Mississauga for larger municipalities where there are greater opportunities to showcase their work. Participants expressed their desire to break down barriers and stereotypes around artists, creatives and their work. Tools being used to help strengthen and foster development of creative industries should be adaptable for non-traditional art and artists to foster equity in the sector. Emerging cultural organizations are looking for easier ways to develop relationships with established organizations and the City.

What the City will do:

Create opportunities for creatives:

The City recognizes that by supporting the cultural sector, opportunities are created for leadership within the community from the grassroots level upwards. Opportunities empower new and emerging creatives to be influencers who can positively impact decision making on Mississauga's future arts and culture scene. Investing in creatives and their work through mentorship, networking and business development opportunities will create strong leadership and improve access to cultural employment.

Remove barriers for emerging and marginalized creatives:

Specialized focus on emerging artists and creatives promotes growth in the creative sector while championing diversity in Mississauga's culture sector to better reflect its citizens, artists and visitors. The City will support emerging and marginalized creatives in Mississauga by identifying and understanding the barriers they face in the arts and working to find solutions that minimize them. The City will provide a platform for diverse groups to amplify their voices across Mississauga's culture scene.

The evolving and changing demographics and population in Mississauga provides an opportunity to embrace culture in an authentic way while highlighting its diverse artistic and cultural expressions. Arts and culture can be the vehicle used to challenge perceptions and stereotypes that people have about each other.

Identify new and alternative funding sources:

In addition to skills training and capacity development, the creative community expressed the need for funding. As cities and economies evolve, so do funding structures and funding sources; it is important for both the City and cultural organizations to identify new and alternative funding sources.

Expand Culture-run programming:

Staff will continue to expand cultural programming by providing affordable and accessible entry level classes that are essential for future creative leaders. Development of non-traditional, alternative and relevant programming will also help foster interest in arts, culture and heritage.

Build partnerships:

The City will work with local cultural organizations to review and identify existing cultural programs and services to identify potential partnerships and opportunities for expansion. It is important to identify gaps and opportunities to centre and promote Mississauga's underrepresented creatives and ensure that they are supported to grow their leadership in the cultural sector.

Mississauga will be a place that is welcoming and open to all, supporting alternative and diverse art forms, practices and people.

What the community can do:**Identify new and alternative funding sources:**

Cultural organizations should continue to identify new and alternative funding sources and ways to support the cultural community. Funding sources can range from small grants for individual artists, to pop-up project grants and philanthropic opportunities.

Develop and grow the cultural sector:

Cultural organizations can develop or continue to develop and offer educational, capacity building and networking opportunities for emerging and/or professional creatives and cultural entrepreneurs. Cultural organizations can continue to provide a platform for artists and creatives to learn and grow their craft. Organizations can provide opportunities for accessible and affordable programming and cultural services; they can also partner with others to offer unique workshops to meet the needs of their members and the community.

Remove barriers for emerging and marginalized creatives:

Cultural organizations can conduct their own analysis of their programs, spaces and services to identify barriers faced by creatives and visitors and address improvements. Organizations can develop diversity, inclusion and equity policies, expand opportunities to showcase and centre diverse and under-represented voices and provide a platform for diverse artistic expressions. Organizations can also implement diversity and inclusion training for their staff, members and the community. In doing so, cultural organizations will also ensure Mississauga's cultural scene is more welcoming and accessible.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Toronto Arts Council, Leaders Lab: A partnership with the Banff Centre for Arts and Creativity, this program is designed for mid to senior level arts professionals to enhance their leadership and capacity to lead change in the arts sector, their communities and organizations.

ArtsBuild Ontario: A non-profit organization that works with local arts and cultural organizations to help them develop, build and/or access arts facilities that suit their needs. They help groups find funding, create and support an online platform that identifies available space for rent (Spacefinder) and they connect creatives with mentors to strengthen their business and facility management skills.

Awesome Foundation: A global network of philanthropists that provide small grants for projects that are “devoted to forwarding the interest of awesomeness in the universe.”³² Local chapters consist of approximately 10 trustees that crowdfund and award a \$1,000 grant each month to projects of their choice.



Support creatives to expand and grow in the cultural sector
Photo credit: Free-Photos



Installation view of the exhibition *nigaaanikwewag*, guest-curated by Rheanne Chartrand and presented at the Art Gallery of Mississauga, February 22 - April 15, 2018, Mississauga, Canada

Photo credit: Toni Hafkenscheid. Courtesy of the Art Gallery of Mississauga

Chapter Arts Centre, Cardiff, United Kingdom:³³ A creative hub and cultural space that was established in 1971. The building was formerly a school and now houses workspaces for artists, two cinemas, a café/bar (used to help offset costs), an art gallery, meeting and rehearsal rooms for commercial and community rental, two theatres and a community garden. The Centre is home to 32 creative/cultural companies and provides employment to 300 people in filmmaking, animation, design, architecture and radio.

FEAST, Toronto, Canada: Funding Engaging Actions with Sustainable Tactics is a participatory dinner series and micro-funding event. Creatives present project proposals to participants, who then vote on which project they would like to fund. Funding is raised from the dinner tickets.

³³ British Council Creative Economy. *In Focus: Chapter Arts Centre* <https://creativeeconomy.britishcouncil.org/blog/13/12/19/interview-andy-eagle-chief-executive-chapter-arts-/>

³² The Awesome Foundation. *About Us*. http://www.awesomefoundation.org/en/about_us

Table 4: Strategic Priority 3: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
3	Expand and grow leadership in the culture sector			
	3.1	Strengthen and expand the creative sector through sector sustainability and capacity development	3.1.1	Identify alternative funding opportunities
			3.1.2	Create opportunities for collaboration, partnership and learning in the sector
			3.1.3	Develop skill training and capacity development opportunities
			3.1.4	Invest in opportunities for future creatives to have an access point into the arts
	3.2	Support emerging and marginalized creatives by removing barriers to access and participation	3.2.1	Identify barriers and address improvements for emerging and marginalized creatives
			3.2.2	Champion and promote opportunities for participation



An outdoor ceremony at Kariya Park, Mississauga, Canada

PRIORITY 4

Support an authentic cultural identity that is welcoming, inspiring and enriching



GOAL 1

Celebrate local history, living heritage and the distinctive character of neighbourhoods

3 Recommendations

9 Action Items

Achieving the goals of this strategic priority will:

- strengthen relationships, build understanding and showcase Mississauga's history and living heritage
 - enhance the visibility and understanding of Indigenous culture and history
- develop and support projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history, cultural diversity and intersectionality
- support residents in celebrating the distinctive character of their neighbourhoods
 - support cultural experiences that are reflective of the community

Priority 4: Support an Authentic Cultural Identity that is Welcoming, Inspiring and Enriching

Why is this important?

Mississauga has a rich history including early geology, First Nations heritage, European settlement and recent decades of modern settlement.³⁴ As Mississauga continues to grow, it is important to recognize and honour the past, present and the future. Mississauga's heritage should not be an elite concept but rather inclusive and available to everyone. Cities must reinvent the way they support heritage and redefine it as more than just landmarks but rather intangible and living aspects of culture and heritage.

Heritage is constantly evolving and changing and everyone is an active member of honouring, sharing and defining history. Arts, culture and heritage are key to fostering a common identity that is welcoming, respectful and allows for learning. Respecting the past and the present will lead to the creation of more inclusive spaces and experiences.

What the community said:

Celebrate and honour Mississauga's history and living heritage:

Participants wanted stronger protection for heritage sites and structures, as well as a way to celebrate the history of local neighbourhoods. It was equally important to acknowledge the evolving and changing narratives that make Mississauga unique and to acknowledge, interpret and reinterpret Mississauga's history, stories and living heritage.

Support Indigenous history and culture: A key component to supporting cultural identity involves acknowledging Mississauga's Indigenous history and culture, and enhancing the visibility of the many Indigenous and First Nations people that have a connection to Mississauga as their home, including the Mississaugas of the Credit

First Nation. Participants wanted more focus on, and celebration of, Indigenous peoples, their culture, history and how they are connected to Mississauga's history.

The Peel Aboriginal Network, the Mississaugas of the Credit First Nation and the Huron-Wendat Nation expressed a desire to build stronger relationships with the City and Indigenous communities. It is important to educate people about Indigenous history and to use arts and culture to begin the process of reconciliation through education, information sharing, awareness building and to enhance the visibility of Indigenous peoples, cultures and histories.

Build a cultural identity: Mississauga is transitioning from a suburban community to an increasingly urban and highly diverse city. Participants said they are proud to be from Mississauga and want to see Mississauga's diversity reflected in Mississauga's cultural scene.

Support cultural experiences that are reflective of the community: Participants wanted to see themselves and their communities better reflected in the cultural scene in Mississauga. There is also an opportunity to include diverse groups and cultures such as the deaf and LGBTQ2S community. Participants were interested in how culture could bring diverse groups together. Mississauga is in a unique position to highlight, showcase and bridge shared identities to create a platform for intersectional experiences.

What the City will do:

Create inclusive spaces and highlight diversity:

As the city continues to mature, it is important to support the development of a unique cultural identity for Mississauga and its residents. It is important to share information about history, diverse cultures and living heritage through a wide range of events, festivals and cultural programs. By creating more inclusive City spaces through diversity of programming at the museums and other cultural facilities, and by highlighting performing and visual arts disciplines of non-Eurocentric cultures, the City will be able to build a collective cultural identity that is unique to Mississauga.

³⁴ Culture Division. *Heritage Management Strategy*. (2016 p. 20).

The City will continue to support community organized activities, festivals and initiatives that are innovative, promote Mississauga's cultural identity, reflect the diverse community and celebrate the city's natural environment and suburban/urban context.

Enhance visibility of Indigenous history and culture:

The City will continue to build relationships with, and enhance the visibility of, Indigenous peoples, cultures and history by supporting projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history, cultural diversity and intersectionality. The complexity and contested nature of the city's history will be reflected through new acquisitions, commissions, projects and programming. Staff will encourage public art on heritage sites that focus on creative and innovative ways to engage the public and provide contemporary interactions with and interpretations of heritage.

What the community can do:

Reflect and highlight diversity:

Cultural organizations can support projects that reflect the history, living heritage and cultural diversity of Mississauga, through their exhibitions, storytelling, workshops and other activities. Organizations can continue to offer services that reflect the diversity of Mississauga and the needs of the community. Cultural organizations can use arts, culture and heritage to build a shared understanding of Mississauga's past, present and future, develop partnerships with diverse community groups and offer enriching cultural experiences for residents and visitors alike.

Expand cultural programming in unique ways:

Cultural organizations can expand their own programming, support or partner with groups to develop cultural activities outside of typical spaces and times, such as outdoor programming and weekday/daytime programming.

Examples:

The following are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.



A still from the dance production *Prayoga*, Sampradaya Dance Creations, Mississauga, Canada

Photo credit: onUP Photography

Sampradaya, Mississauga, Canada: Sampradaya is a unique collaboration between three local cultural organizations comprised of Sampradaya Dance Creations, Sampradaya Dance Academy and Sampradaya Theatre. Dance Creations was formed in 1990 to feature the classical form of Bharatanatyam dance. They are an internationally-recognized company that develops, stages and performs classical, contemporary and hybrid forms of this classical Indian dance. The Dance Academy offers training for dancers, as well as developing instructors and performers in Bharatanatyam dance. Sampradaya Theatre opened its newly expanded black box theatre in 2012 and continues to showcase locally written, produced and performed works of dance and theatre, as well as host events from the Greater Toronto and Hamilton Area.

Niagara-on-the-Lake Peach Festival, Niagara-on-the-Lake, Canada: For almost 30 years, Niagara on the Lake has celebrated their local peach harvest with a weekend-long street celebration. Celebrating its agricultural roots, businesses and restaurants celebrate the peach harvest with music, food and entertainment.

Three Fires Homecoming Pow Wow and Traditional Gathering, Hagersville, Canada: For over 30 years, the Mississaugas of the Credit First Nation host this traditional pow wow and gathering to share their unique customs and cultural identity through drum, song and way of life.

Carassauga Festival of Cultures, Mississauga, Canada: Carassauga was first produced in 1986 and features pavilions representing various cultural groups that call Mississauga home. It is the largest multicultural festival in Ontario and the second largest cultural festival in Canada. The three-day festival continues to draw thousands of visitors looking to experience the food, entertainment and history of over 70 different countries

Indigenous Placemaking, Canada-wide: The Indigenous Place Making Council is working with Indigenous communities, youth, public sector agencies, school boards, different levels of government and public and private institutions to bring and restore Indigenous presence and knowledge in communities, towns and cities. Their focus is on reclaiming public spaces as sites of reconciliation by creating inclusive, sustainable and culturally appropriate communities.

The Grange, Heritage Mississauga, Mississauga, Canada: a free comic series by Heritage Mississauga and community partners showcasing stories of Mississauga’s local heritage. Each issue highlights important historic milestone topics with the mission to celebrate the past, build dialogue, educate and help to make heritage topics more accessible to a broader audience.



Spirit Garden, Thunder Bay, Canada Brook McIlroy Architects/Landscape Architects
Photo credit: David Whittaker

Table 5: Strategic Priority 4: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
4	Support an authentic cultural identity that is welcoming, inspiring and enriching			
	4.1	Celebrate local history, heritage and the distinctive character of neighbourhoods	4.1.1	Build relationships, enhance understanding and showcase our history and heritage
			4.1.2	Support activities that are aligned to our unique cultural identity
			4.1.3	Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching



Four Wheels

Vintage general farming along a stretch led to the four-wheeled buggy seen for the first time in the early days of Toronto. This was the first of a series of buggies that were the forerunners of the modern automobile. The first of these buggies was built in 1825 by James H. Mumford in 1825 for the purpose of the carriage. It was built in 1825 for the purpose of the carriage. It was built in 1825 for the purpose of the carriage.

More information on the history of the automobile can be found at the Bradley Museums.

Ice Skates for Cars

Ice skates for cars were a common sight in the early days of Toronto. They were used to help the car move over the ice. The first of these ice skates was built in 1825 by James H. Mumford in 1825 for the purpose of the carriage. It was built in 1825 for the purpose of the carriage.

More information on the history of the automobile can be found at the Bradley Museums.

The New Museum

The new museum is a modern addition to the Bradley Museums. It features a variety of exhibits and is a great place to visit. The first of these exhibits was built in 1825 by James H. Mumford in 1825 for the purpose of the carriage. It was built in 1825 for the purpose of the carriage.

More information on the history of the automobile can be found at the Bradley Museums.

The Drive Shed at the Bradley Museums, Mississauga, Canada

SPOTLIGHT:

Culture As City-Building

Building complete, inclusive and sustainable cities requires many factors to work together. Culture and cultural development are critical tools for city building and have a significant and positive impact. Often the cultural dimension of city-building is undervalued or seen as an optional component to city development.

In a recent report by UNESCO³⁵, contemporary urban cities need to be approached with a new model for urban development that not only addresses issues of vulnerability and environmental degradation but also “rehumanizes” urban environments and enhances a sense of belonging. Cities need to approach city-building with more comprehensive “culturally sensitive urban development models,”³⁶ including culture as a driving force for urban development. Cities need to include innovative practices to integrate “cultural assets into urban development strategies”³⁷ and recognize culture as a key component to urban planning.

35 UNESCO, *Habitat III Issue Paper 4 — Urban Culture and Heritage*. (2015).

36 *Ibid.* (2015, p. 3)

37 *Ibid.* (2015, p. 2)



1.26 by Janet Echelman, Place Émilie-Gamelin, Montreal, Canada
Photo credit : hm.pix

“The New Urban Agenda acknowledges that culture and cultural diversity are sources of enrichment for humankind and provide an important contribution to the sustainable development of cities, human settlements and citizens, empowering them to play an active and unique role in development initiatives. The New Urban Agenda further recognizes that culture should be taken into account in the promotion and implementation of new sustainable consumption and production patterns that contribute to the responsible use of resources and address the adverse impact of climate change.”

New Urban Agenda Habitat III, 2017, p. 4

Shoreditch, London, United Kingdom: With the decline of manufacturing as the main economic driver in the area, the loss of jobs meant empty buildings and lower land values. Creatives moved into the area to take advantage of the lower cost of living and studio spaces. Co-ops and neighbourhood groups developed to help support each other, which led to the creation of community cultural hubs — spaces where creatives could collaborate and share their talents and ideas with each other. Cultural development led to economic investment in the area, increased City services, expansion of transit services, the development of creative industries and community support for small businesses such as grocers, restaurants and other retail services.

Melbourne, Australia: A multicultural city located in New South Wales, Australia, Melbourne is listed as one of the world’s most livable cities due to its cultural development and attributes. City government has supported the growth of the arts and culture sector in Melbourne by investing in creative spaces, protecting its heritage assets and placing arts and culture development in the heart of its urban planning policies. In turn,

creative industry growth in Melbourne has led to increased national and international awareness of the arts and culture scene in the city. A healthy and robust support of new and emerging artists, as well as recognition of multi and inter-cultural expressions has seen cultural tourism expand to a yearly \$1 billion (AUD) industry. Increased tourism and employment has led organizations, businesses and City government to increase spending and support for other City initiatives, such as environmental sustainability, transportation infrastructure and social services.

Detroit, United States: Detroit has suffered in recent years from the loss of manufacturing jobs, and with it, a significant decline of its population base, resulting in a loss of its traditional sources of tax revenue. Lower property values, large empty spaces and an increase in non-profit and foundation support is drawing creatives from other cities, specifically from New York City and Chicago. Detroit’s Economic Growth Corporation has been instrumental in promoting the city as a new arts and culture destination for creatives who are being priced out of larger cities. Investments from the United States’ National Endowment for the Arts has seen a rise in funds available to arts and culture groups to grow, shape and support the creative communities in the city. Primary focus has been on creative placemaking to contribute to the social, physical, cultural and economic redevelopment of Detroit, allowing creatives to partner with community groups and residents to increase livability in the city. Support from non-profits, governments and businesses has resulted in protection of cultural assets such as museums and theatres, and also the growth of a new creative community calling Detroit home, reimagining the city’s cultural identity.

Mississauga Symphony Orchestra perform Beethoven's *9th Symphony*
with the Toronto Mendelssohn Choir, Mississauga, Canada
Photo credit: Black Umbrella Photography



PRIORITY 5

Share our story beyond our borders



GOAL 1

Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's culture scene

5 Recommendations
10 Action Items

Achieving the goals of this strategic priority will:

- expand high quality cultural experiences
- raise Mississauga's profile through events, festivals and major cultural initiatives
 - grow signature events and expand seasonal programming
 - support the growth of existing community festivals
- increase and expand cultural tourism efforts and attract new cultural signature events
 - develop a reputation for Mississauga as a cultural destination

Priority 5: Share Our Story Beyond Our Borders

Why is this important?

Mississauga is located in a unique geographical context as Canada's sixth largest city, part of the Region of Peel and located next to Toronto. As Mississauga continues to grow, it is evolving from a former suburb to an exciting urban city. The priorities outlined in the Culture Master Plan will support Mississauga's arts and culture scene to develop and mature over the next 10 years and build Mississauga's reputation as a place *where culture thrives*. Sharing Mississauga's arts and culture scene beyond its borders will be possible as Mississauga aims to be a place that attracts and retains creatives; has improved cultural spaces and places; provides opportunities for leadership in the cultural sector; and supports the development of an authentic cultural identity that is welcoming, inspiring and enriching.

It is important to recognize culture as a key contributor to tourism efforts in the city. Cultural tourism is increasingly one of the primary reasons to draw tourists to destinations and is one of the fastest-growing global tourism markets, enhancing cities' attractiveness and competitive advantage.³⁸ Cultural tourism not only benefits a city's economy but also increases quality of life. In 2013, cultural tourism had a \$3.9 billion impact on Ontario's GDP, generated 68,000 jobs and \$1.7 billion in taxes for all levels of government.³⁹ Tourists visiting cultural activities spent 4.4 nights in Ontario on average, 42 per cent longer than a typical tourist at 3.1 nights. A strong cultural scene will shift people's perceptions and create a positive reputation for Mississauga as a thriving city to live, visit or stay.

38 OECD. *The Impact of Culture on Tourism*. (2009). <http://www.oecd.org/cfe/tourism/theimpactofcultureontourism.htm>

39 Government of Ontario, News Release. *Ontario Investing \$6 Million in Cultural Tourism*. (2015).



The Mississauga Symphony Orchestra with cast from Bizet's *Carmen*, Mississauga, Canada

Photo credit: Black Umbrella Photography

What the community said:

Create high-quality cultural experiences: To strengthen Mississauga's reputation in the arts, culture and heritage scene, it is important to support and develop high-quality cultural experiences for residents and visitors alike. Engagement participants wanted Mississauga to have more national and international cultural events that bring people to Mississauga. Participants wanted to see an expansion of signature events throughout the city and promotion of events and programs to newcomers and visitors.

In addition to high-quality cultural experiences such as festivals and events, it was important for participants that local Mississauga artists were featured and supported (for example, local performers would open for headliners). Where possible, cultural organizations should be supported in developing their events and festivals but also the City should continue to provide premium cultural experiences.

Build Mississauga’s reputation: It was important to participants that residents and visitors know about Mississauga’s culture scene and that Mississauga build a reputation for itself as a cultural city. Promoting programs, events, festivals, spaces, organizations and people are an important part of building Mississauga’s reputation as an arts city. In the absence of abundant local media sources, it was important for participants to identify ways in which they could contribute to marketing and promotion efforts.

Expand cultural tourism: Participants commented on the need for better marketing and tourism efforts in Mississauga. Arts, culture and heritage are key components to increasing the number of visitors to a city. Investing in and developing high-quality cultural experiences will establish a positive cultural identity for Mississauga that can be proactively promoted to residents and those beyond Mississauga’s borders.

What the City will do:

Expand major cultural events and festivals:

The City recognizes that to create a positive cultural profile and proactively promote Mississauga’s culture scene, the City needs to lead and support the expansion of major cultural events and festivals. The City will continue to provide high-quality cultural experiences and support the growth of seasonal programming, cultural experiences and initiatives organized by other cultural organizations.

Expand digital programming and grow the live music scene:

The City will build a live music scene in Mississauga and expand digital programming. The City will explore possibilities for joint programming to showcase and build awareness of artists from across Canada.

Support cultural tourism efforts:

The Culture Division will align cultural tourism efforts with the City’s Tourism Strategy. The City will develop a marketing and public relations campaign to promote Mississauga’s arts and culture scene within and beyond Mississauga’s borders. The City will measure its success and re-evaluate its efforts to ensure that cultural experiences are relevant and on-trend, resonating with diverse groups.

Attract new cultural attractions:

The City will create a new cultural attractions fund to attract and bring new cultural signature events to Mississauga. New signature events will support the City’s cultural tourism efforts.

What the community can do:

Support cultural tourism efforts:

Cultural organizations can develop and expand high-quality cultural activities, events and exhibits that will attract larger and more diverse communities and visitors. Cultural organizations can develop seasonal and off-season programming, events and pop-ups to continue to offer more cultural experiences for audiences.

Create partnerships and expand networks:

Cultural organizations can partner with other local organizations to create cultural packages to encourage increased cultural activities for residents and visitors. Organizations can develop partnerships across the GTHA and beyond to expand their networks outside of Mississauga and facilitate partnership programming.

Share information and promotion efforts:

The community and cultural organizations can continue working with traditional and non-traditional media outlets to share information about cultural activities in Mississauga. Organizations can collaborate to create shared and public calendars, platforms to broadcast their cultural events or connect with existing platforms to aid in marketing and promotion efforts.

Examples:

Below are examples that highlight projects, programs, initiatives and processes that support similar priorities and goals outlined in this section.

Art in the Park, Mississauga, Canada: An annual event organized by Visual Arts Mississauga. Currently in its 27th year, the event features over 40 artist vendors from a range of visual arts disciplines and includes art activities, art installations, entertainment and food at Riverwood Park, Mississauga.

Mississauga Symphony Orchestra, Mississauga, Canada: Formed in 1972, the Mississauga Symphony Orchestra has a long history of creating and staging programs around both classical and popular symphonic music. In 2017, the Orchestra sold out the Hammerson Hall at Living Arts Centre for their staging of Bizet's *Carmen*. It was the first live opera held at the Living Arts Centre in several years and drew audiences from across the Greater Toronto and Hamilton Area.

Bollywood Monster Mashup, Mississauga, Canada: This festival brings the entertainment, food and fun of Bollywood to Mississauga. Held at Mississauga Celebration Square, this festival brings out thousands of people to experience the culture of Bollywood. Visitors experience the fusion of traditional and contemporary South Asian artistry in dancing, singing and music while participating in various cultural activities including dance lessons.

Elvis Festival, Collingwood, Canada: For over 20 years, Collingwood has held the world's largest Elvis festival. Each year a different theme, guest artist or close friend/relative of Elvis is featured. Collingwood welcomes over 18,000 visitors over the three days of this festival.



Circus Orange performance at Supercrawl 2014, Hamilton, Canada
Photo credit: Harry Gils



Art in the Park, Visual Arts Mississauga, Mississauga, Canada
Photo credit: Visual Arts Mississauga

Supercrawl, Hamilton, Canada: This street festival has grown from 3,000 visitors in 2009 to over 200,000 in 2016. It is hosted over a weekend in downtown Hamilton and features music, art, fashion, crafts, talks, food and retail.

Irie Festival, Mississauga, Canada: This celebration seeks to showcase a culturally-diverse range of artists and creatives, as well as celebrate African-Canadian culture. This festival was first staged in Toronto in 2002 and now draws thousands to Mississauga to experience not only the food and visual art of African-Canadian culture but also reggae and soca music, dance, spoken word and literary arts.

Buskerfest, Mississauga, Canada: This international street performer festival has been held in Port Credit since 2006. Visitors experience music, circus acts, comedy, acrobatics, dancing and performing throughout Port Credit, as well as experience festival activities held in the nearby park. This event also features main stage events and roaming buskers so everyone can experience the fun of street performance.

Sound of Music, Burlington, Canada: Beginning in 1980 as a marching band parade, this festival has since grown to be the largest free music festival in Canada. The festival runs for nine days, includes almost 20 stages and over 200,000 visitors and various food tents, retail stalls and family activities. It activates the Burlington waterfront and generates \$12.5 million (CAD) in economic activity.

Choose Chicago, Chicago, United States: A website and PR campaign highlighting a complete listing of everything happening in the city, with a calendar, curated itineraries, blog and e-newsletter. The website features events from all organizers including the City and cultural organizations/groups.

Table 6: Strategic Priority 5: Goals and Recommendations

	Strategic Priority	Goals	No.	Recommendations
5	Share our story beyond our border			
	5.1	Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga’s arts and culture scene	5.1.1	Expand City-organized cultural experiences
			5.1.2	Support cultural organizations in growing signature events
			5.1.3	Attract new cultural signature events to Mississauga
			5.1.4	Increase and expand cultural tourism efforts
			5.1.5	Develop a marketing and promotional campaign

**Hoop Dance Indigenous Gathering Place, Mohawk College,
Hamilton, Canada. Brook McIlroy Architects/Landscape Architects**
Photo Credit: Tom Arban



Funding the Master Plan

Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in the City’s current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City’s projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships

The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga’s community organizations and corporations that can benefit both parties.

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

Funds collected under the Development Charges (DC) Act are collected and used for funding growth-related capital costs. DCs are structured so that “growth pays for growth” but revenues collected through DCs are insufficient to fully address all of the City’s growth initiatives.

Capital Reserves

Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2 per cent annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

Debt Financing

The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City’s competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.

Appendices

Appendix 1: Definitions

Art: the inventive use of talent, creativity and technique to produce an original expression of an idea with an aesthetic quality. This includes but is not limited to: literature, dance, theatre, visual arts, crafts, performance, media arts, music, film, print, sculpture, photography, design and so on.⁴⁰

Artist in Residence: a method of engagement in which artists spend time with students, residents or professionals in private or public industry to develop projects or produce artistic activities or events.

Artist Live/Work Space: a structure combining a dwelling unit with a non-residential use permitted in zoning in which the structure is principally used by one or more of the residents. A live/work dwelling may also include the combination of a dwelling unit with arts-related activities, such as painting, photography, sculpture, music and film. Live/work dwellings are subject to the standards for the individual uses contained within the ordinance.⁴¹

Arts Education Programming: Culture Division-run performing, visual, digital and literary arts classes and programs that run for a specified number of weeks and require pre-payment and registration before attending.

Beautification Projects: aesthetic projects created and led by community members, although an artist may be hired to assist in the process. These projects are important community-building exercises but may not follow customary public art processes and policies. These projects do not fall under the definition of Public Art or the City of Mississauga's Public Art Program. The City does not have the same legal obligations for the maintenance and protection of the artist's moral rights for Beautification Projects. The City's Beautification Program is managed by Parks & Forestry.⁴²

Business Improvement Area (BIA): a geographic area in a municipality. A BIA board of management is an organization set-up to provide certain business promotion and improvement functions within that area.

Capacity Building: the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt and thrive in the fast changing world.

City: when written with an upper case C, it refers to The Corporation of the City of Mississauga; when written with a small case c, it refers to the city in general.

Collaboration: where two or more people, organizations or groups work together to produce, create or achieve something.

Community: a group of people living in the same place or having a particular characteristic in common; a particular area or place and its inhabitants; a group of people with a common history or common social, economic and/or political interests.

Community Art: temporary or permanent art that is based in a community setting, often publicly-accessible and involving the community in its creation through collaboration, production and/or dialogue. Community Art can be created by community members or by engaging a professional artist(s) and can include a wide variety of activities that include neighbourhood-generated murals, arts in schools and process-orientated art engaging the community at large.

Community Development: community development activities that build capacity and stronger communities through identifying and addressing needs, assets and priority investments.

Community Hub: provide a central access point for a range of needed health and social services, along with cultural, recreational and green spaces, to nourish community life. Each hub is as unique as the community it serves and is defined by local needs, services and resources. It is the diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community.⁴³

Corporate Art: for the purposes of this document, Corporate Art refers to all art that is owned by the Corporation of the City of Mississauga.

Creative Hub: spaces where creative industries can design, test, scale and launch enterprising new ideas; a workplace for artists, musicians, designers, filmmakers, app developers or start-up entrepreneurs.

⁴⁰ City of Mississauga. *Mississauga Cultural Policy*. (2015).

⁴¹ Arts and Culture Definitions. *Arts and Culture Planning: A Toolkit for Communities*. (2013). Chicago Metropolitan Agency for Planning.

⁴² City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

⁴³ Community hubs in Ontario: A strategic framework and action plan. Government of Ontario. (2016, p. 7). <https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>

Creative Industries: businesses and individuals that use talent, creativity and skill to produce tangible and intangible goods that are usually protected by copyright and require constant adaptation. Examples include but are not limited to: advertising, architecture, arts, antiques, crafts, design, fashion, film, photography, software, computer games, electronic publishing, music, visual and performing arts, publishing, television and radio.⁴⁴

Creatives: an inclusive term used to define a larger group of creative practitioners working in the creative sector as well as those working with heritage and living heritage, including but not limited to artists, musicians, designers, performers, storytellers and so on.

Cultural Districts: a well-defined and recognized mixed-use geographic area in the city, with a high concentration of cultural facilities, creative enterprises, arts venues, cultural resources and activities that serve as an anchor attraction.

Cultural Industries: businesses which produce products with an identifiable core cultural component, such as museums, art galleries and libraries.

Cultural Tourism: an industry sub-sector that caters to people interested in learning more about the arts and culture of a region, country or people. Tourists can be local or from more distant locations, depending on the type of demand for the destination. **Heritage tourism** is a related term.⁴⁵

Cultural Heritage Resources: structures, sites, environments, artifacts and traditions that are of cultural, historical, architectural or archaeological value, significance or interest.

Cultural Resource: tangible and intangible elements that support culture, including cultural spaces and facilities, natural and cultural heritage, programs/activities and all other infrastructure and financial support available for the development and maintenance of culture.⁴⁶

Culture: ideas, customs, language, beliefs, history, traditions and social behaviour of a particular people or society, including artistic expression and natural and human heritage. Culture comprises Cultural Industries and Cultural Resources.

44 City of Mississauga. *Mississauga Cultural Policy*. (2015).

45 Glossary of Terms – Cultural Districts. Massachusetts Cultural Council website. (January 2016). http://www.massculturalcouncil.org/services/cultural_districts_glossary.asp

46 City of Mississauga. *Mississauga Cultural Policy*. (2015).

Digital Art: temporary or permanent art that uses digital technology as an essential part of the creation, process and/or presentation.

Emerging Artist: an artist in the early stage of their professional career who may have specialized training (not necessarily gained in an academic institution) and has created a modest, independent body of work that may include professional exhibitions, commissions, presentations and/or installations.⁴⁷

Equity: the quality of being fair and impartial; everyone is seen as the same and receives the same support.

Equity-Seeking Groups: groups who face barriers to equal access including groups whose members are treated differently because of their faith, immigrant status, sexual orientation, economic status and level of education and/or literacy. Employment Equity designated groups refer to social groups whose members had historically been denied equal access to employment, education, social services and housing because of membership in the group. The designated groups in Canada are visible minorities, women, Aboriginal peoples and people with disabilities.⁴⁸

Heritage: social, cultural and ethnic elements which produce a layering of culture from the past and into the future.

Interactive Digital Media: a range of interactive content available through a variety of digital platforms and devices including computers, game consoles and mobile devices. Video and audio content can include game design and development, cross-platform entertainment, news and interactive training.⁴⁹

Interculturalism: a strategy that advocates harmonious relations between cultures based on an integration process that does not seek to eliminate differences, but to foster the development of a common identity within a city, neighbourhood or region.⁵⁰

Living Heritage: the recognition of people as connected to their heritage, defined more broadly than physical components to include cultural

47 City of Mississauga. *Mississauga Cultural Policy*. (2015).

48 Toronto Arts Council. *Glossary of Access and Equity Terms*. City of Toronto Task Force on Community Access and Equity. (1998-1999).

49 Ontario Media Development Corporation Industry Profile, Interactive Digital Media. http://www.omdc.on.ca/industry_profiles/idmEng_1.html

50 City of Mississauga. *Mississauga Cultural Policy*. (2015).

expressions and practices. Living heritage honours the unique importance of each human life of the past, present and future, and is an inclusive concept that recognizes the desire to connect with others and share our stories.⁵¹

Partnership: where two or more parties agree to cooperate to advance their mutual interests. They may be individuals, businesses, schools, governments or a combination, advancing interests through development, administration and granting.

Per cent for Public Art: a way for a municipality to secure funds for public art through the planning and development approval process. The City of Mississauga encourages a contribution equal to 0.5 per cent (at a minimum) of the gross construction costs of a development project.⁵²

Permanent Public Art: most commonly existing as a sculpture, permanent public art has also been integrated into playgrounds, public squares and buildings. Permanent public art is designed to remain in the public realm indefinitely; as such, it requires support through a level of community consultation as it will become a long-standing feature of the community. It also requires long-term planning, such as a maintenance plan and budget, due to its expected longevity of display and placement.⁵³

Placemaking: a collaborative and multi-faceted process for the planning, design and animation of public spaces. Placemaking has the ability to inspire a community to reimagine and reinvent familiar public spaces, building character, quality of place and inspiring community of pride.⁵⁴

Pop-Ups: a concept that has become popular in the last decade and can involve the use of empty shops or other buildings or spaces, for art exhibitions, restaurants or performances. Pop-ups can last for a few hours, a few weeks and in some cases can become permanent fixtures due to their popularity.⁵⁵

Professional Artist: an individual who earns all or a sizable portion of their livelihood through remuneration for artistic performance or creation and is recognized by their peers as an artist.

Public Art Program: formally established in 2010, the City of Mississauga’s Public Art Program aims to contribute to the unique identity of Mississauga. The program is managed by the City’s Culture Division and helps to create vibrant public spaces and streetscapes, making Mississauga a place people want to live, work and visit.

Public Art: art created through a formal process by a professional artist or in collaboration with artists. This work can be in any medium and take on any shape, form or scale; it should be accessible to the public and free for all to enjoy. Public art can be permanent or temporary, stand-alone, site-specific or integrated into other design elements such as street furniture, architecture and/or landscape architecture.⁵⁶

Public Realm: the space to which the general public has a right of access, which can include the space around, between and within buildings that are publicly accessible. The public realm consists of streets and boulevards, public open spaces, squares and civic buildings and is an integral component of the urban form of the city. The arrangement of streets and blocks within the public realm provides a foundation for the city’s built environment, which in turn influences the shape and layout of the public realm.⁵⁷

Tactical Urbanism: low-cost, temporary changes to public spaces and the built environment to address immediate needs, providing temporary alternatives to urban problems. Tactical urbanism can take on many forms such as street art, performance, digital art, mapping and wayfinding, streetscape improvements, intersection repair, community gardening and pop-up urban interventions.⁵⁸

Temporary Public Art: can exist as an installation or festival and is not intended to last forever. Temporary public art can last for a few months or up to 15 years and will only be maintained if damages occur within the given time period.⁵⁹

Tokenism: the practice of making only a *token* effort or doing no more than the minimum.

51 City of Mississauga. *Mississauga Cultural Policy*. (2015).

52 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

53 Ibid

54 Ibid.

55 Ibid.

56 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

57 City of Mississauga. *Mississauga Official Plan, Section 9.3*. (2018).

58 City of Mississauga, Culture Division. *Public Art Master Plan*. (2016).

59 Ibid.

Appendix 2: Culture Implementation Guide

This Implementation Guide is a planning tool that supports the strategic priorities and recommendations contained within the 2019 Culture Master Plan. City Staff will review this Implementation Guide annually to monitor progress on each item and ensure that the recommendations are being incorporated into work plans.

Key elements of the Implementation Guide include:

Implementation Trigger(s)

Refers to the factors that should be considered prior to initiating the recommendation.

Timeframe

Refers to the timing for implementation of a recommendation. For the purpose of this guide, four time frames are used: short term (1-4 years), medium term (5-7 years), long term (8-10 years) and in progress. Timing is often synonymous with priority.

Roles and Responsibilities

Identifies business units within the Culture Division as well as other City Divisions that have a role in implementing each recommendation. This section also identifies external partners who may play an active role or should be consulted in implementation.

Supporting Strategies:

Identifies recommendations that were previously approved from supporting Culture Division strategies. Please refer to each individual strategy for a full list of recommendations or action items related to the referenced strategy.

Capital Costs and Additional Operating Costs

Identifies recommendations with capital costs, some of which are already in the 10 Year Capital Budget and Forecast. These costs are considered preliminary estimates subject to change due to factors such as future market conditions, program design and regulatory policies. Estimates do not reflect the cost of associated land acquisition, if applicable. Operating cost estimates for recommendations are also provided; through the Corporate Business Plan and annual Budget Review processes, detailed operating costs (e.g. labour, maintenance, utilities) will be identified

Strategic Priority 1 – Build an arts-friendly city

Goal 1.1 – Support, attract and retain creatives in Mississauga by increasing and improving opportunities.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
1.1.1	Support creatives with producing and exhibiting their work.						
1.1.1.1	Mississauga Arts Council to develop a small grant program for individual artists, arts collectives and/or creative enterprises.		Project to align with the outcomes of the next grant review in 2021.	External Partners: Mississauga Arts Council	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Increase the funding for the Culture grants by \$1.50 spread over six years (2017 - 2022) to reach \$4.50 per capita grant spending by 2022.	Grant Study: 1.1	Funding for Cultural Festivals and Events provided through Municipal Accommodation Tax.	Culture Division: Grants	In progress	N/A	Yes
<i>previously approved</i>	Explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.	Public Art Master Plan: 23		Culture Division: Grants, Public Art	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Implement artists residency programs, including arts incubation and technical theatre training programs for artists.	Creative Industries Strategy: 5.3 Celebration Square Strategy: 3.4	Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Community Development, Meadowvale Theatre, Museums, Public Art, Creative Industries Other City Divisions: Recreation, Library Services External Partners: Visual Arts Mississauga, Living Art Centre, Art Gallery of Mississauga, Mississauga Sympathy Orchestra, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Partner with galleries and museums to bring exhibits to Celebration Square.	Celebration Square Strategy: 2.17		Culture Division: Celebration Square External Partners: Community Cultural Organizations	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
1.1.2	Develop and enhance Mississauga’s live music scene.						
1.1.2.1	Introduce music education programming through our registered programs and ensure live music is supported through the busking program.		Research & analysis must be conducted moving forward.	Culture Division: Creative Industries, Community Development, Education Programs	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Add a Music staff resource to advise and develop the music sector.	Creative Industries Strategy: 4.3	Identified priority in the Creative Industries Strategy (funding provided through Municipal Accommodation Tax).	Culture Division: Creative Industries	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Provide a platform to showcase Mississauga artists by including and promoting local artists and establishing a plug-and-play program for Celebration Square (such as busking, open mic nights and so on).	Celebration Square Strategy: 2.13.1	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Celebration Square, Creative Industries, Community Development External Partners: Community Cultural Organizations	In progress	N/A	No
1.1.3	Develop a digital art, digital media and creative industry scene.						
1.1.3.1	Expand the Culture Public Art Program to include Digital Public Art installations.		Follow global public art and technology trends.	Culture Division: Public Art	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Collaborate with artists, arts organizations and other arts partners to grow opportunities for digital-based arts programming.	Public Art Master Plan: 28	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Celebration Square, Meadowvale Theatre External Partners: Community Cultural Organizations	In progress	N/A	No
<i>previously approved</i>	Celebration Square will continue to be a leading example in Mississauga of best practices for digital public art. Culture Division staff will explore further opportunities for digital art programming and partnerships.	Public Art Master Plan: 29	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Celebration Square	In progress	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.	Public Art Master Plan: 30	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Creative Industries	In progress	N/A	Yes
<i>previously approved</i>	Maximize digital screens for programming by providing opportunities for artists to showcase their work on City-owned screens.	Celebration Square Strategy: 2.4.1	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Celebration Square Other City Divisions: Recreation, Library Services, MiWay	In progress	N/A	No
1.1.4	Identify legislative and policy improvements to keep creatives in Mississauga.						
1.1.4.1	Lead the development of a City policy to ensure the City pays artists and creatives based on established industry fees and advocate that arts organizations do the same.			Culture Division: Culture Planning Other City Divisions: Legal Services, Finance External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
1.1.4.2	Advocate for work/live spaces for creatives within appropriate Cultural Districts.		Based on demand and availability of space, supported through partnership opportunities.	Culture Division: Culture Planning Other City Divisions: Development & Design, City Planning Strategies External Partners: Community Cultural Organizations	Medium-term (5-7 yrs)	N/A	No

Goal 1.2 – Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development.						
1.2.1.1	Include Culture staff on project teams related to infrastructure, planning and policy discussions to ensure arts, culture and heritage are incorporated.			<p>Culture Division: Culture Planning, Community Development, Creative Industries</p> <p>Other City Divisions: Facilities & Property Management, Development & Design, City Planning Strategies, Transportation & Infrastructure Planning, Economic Development Office, Information Technology</p>	In progress	N/A	No
1.2.1.2	Implement a consistent and streamlined research and data collection methodology to improve performance measures for Culture. Encourage community cultural organizations to do the same, including multi-year City-funded cultural organizations.			<p>Culture Division: Culture-wide, Culture Planning</p> <p>Other City Divisions: Economic Development Office, Information Technology, City Planning Strategies, Recreation, Library Services</p>	In progress	N/A	No
<i>previously approved</i>	Develop a culture where other City departments and agencies are active partners in heritage management.	Heritage Management Strategy: 26(6)		<p>Culture Division: Heritage Planning, Museums</p> <p>Other City Divisions: City-wide</p>	In progress	N/A	No
<i>previously approved</i>	Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Public Art and other relevant documents and guidelines, as priority public art areas.	Public Art Master Plan: 2		Culture Division: Public Art	Short-term (1-4 yrs)	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
1.2.2	Improve Culture Division’s processes and procedures.						
<i>previously approved</i>	Undertake a review and study of the City’s Cultural Landscape Inventory to update and align with current legislation, policy and heritage planning processes.	Heritage Management Strategy: 6(2)	Cultural Landscape Inventory needs to be updated to align with current legislation, policy and processes. Inventory will have a large impact on Heritage Staff workload and is a high priority.	Culture Division: Heritage Planning Other City Divisions: City-wide External Partners: Consult with Heritage Mississauga, Community Cultural Organizations	In progress	Funded as per the 2019-2028 Capital Plan	No
<i>previously approved</i>	Develop a policy regarding archive collections management. Revise collections policies once the thematic heritage project is complete.	Heritage Management Strategy: 5(2)		Culture Division: Museums External Partners: Facilities & Property Management	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Develop a strategy for the acquisition of new Corporate Art, including donations and determine criteria for suitable permanent locations. Until this strategy is developed, it is recommended that a moratorium be placed on the purchase of art and the acceptance of donations intended for the City of Mississauga’s Corporate Art Collection. This moratorium will exclude City-initiated and/or City managed projects through the Public Art Program, as well as donations for the City’s Corporate Art Collection, that are deemed in the best interest of the City of Mississauga by the Director, Culture Division.	Public Art Master Plan: 14		Culture Division: Public Art	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Create an archaeological master plan.	Heritage Management Strategy: 9(2)	Recommendation from the Heritage Management Strategy. Based on feedback from Indigenous community and development pressure impacting the need for Archeological assesments.	Culture Division: Heritage Planning, Museums Other City Divisions: City-wide External Partners: Heritage Mississauga	Short-term (1-4 yrs)	Funded as per the 2019-2028 Capital Plan	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Review Culture’s Grant program every four years starting in 2020.	Grant Study: 1.3		Culture Division: Grants External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Create and adopt heritage management Guiding Statement of Principles, endorsing “living heritage” orientation.	Heritage Management Strategy: 1(1)		Culture Division: Heritage Planning, Museums External Partners: Heritage Mississauga	Short-term (1-4 yrs)	N/A	No
1.2.3	Coordinate City-wide processes and procedures.						
1.2.3.1	Leverage Community Services Volunteer Coordinator role in Recreation to streamline volunteer onboarding, training and support in a centralized manner.			Culture Division: Museums, Meadowvale Theatre, Celebration Square, Education Programs Other City Divisions: Recreation	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Develop a strategy to balance passive and active uses of Celebration Square to ensure operational capacity is sustainable.	Celebration Square Strategy: 1.3.5		Culture Division: Celebration Square Other City Divisions: Recreation, Parks & Forestry, Library Services	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Explore the feasibility of amending the City’s Parks bylaw to permit extended public access to Celebration Square beyond 11 pm and skating beyond 10 pm.	Celebration Square Strategy: 1.2.1		Culture Division: Culture Planning, Celebration Square Other City Divisions: Parks & Forestry	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Remove barriers to location shooting in Mississauga by aligning policies with Toronto and, in particular, relaxing the requirement for approval from 80% of affected residents in the case of more than two Film Permits being issued in the same year.	Creative Industries Strategy: 3.1		Culture Division: Culture Planning, Creative Industries Other City Divisions: Works Operation & Maintenance	Short-term (1-4 yrs)	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
1.2.4	Improve external communication and understanding of Culture services.						
1.2.4.1	Develop an external communications and marketing strategy to share the value of arts and culture, as well as build awareness and understanding of City/Culture services, programs, processes and procedures. Align Culture marketing that supports and promotes cultural identity.		Based on feedback from the public to improve information sharing internally and externally.	Culture Division: Marketing Other City Divisions: Corporate Communications, Information Technology	Short-term (1-4 yrs)	N/A	Yes
1.2.4.2	Integrate opportunities for public feedback and engagement to identify opportunities and ensure continuous improvement.		Based on feedback from the public to improve information sharing internally and externally. Connected to City-wide community engagement priorities.	Culture Division: Culture-wide Other City Divisions: Information Technology	Short-term (1-4 yrs)	N/A	No
1.2.5	Improve internal awareness of arts, culture and heritage values and priorities.						
1.2.5.1	Develop an internal communications strategy to share the value of arts and culture, build awareness, align priorities and support collaboration and coordination efforts within Culture and across the City.		Based on feedback from the public to improve information sharing internally and externally.	Culture Division: Marketing Other City Divisions: Corporate Communications, Information Technology	Short-term (1-4 yrs)	N/A	Yes

Strategic Priority 2 – Enhance and improve cultural spaces and places

Goal 2.1 – Improve City-owned cultural spaces and culture in the public realm.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.1	Focus cultural development and City services in distinct cultural districts.						
2.1.1.1	Undertake a feasibility study to define and create cultural districts in unique areas across the city that will drive social, cultural and economic development.		<p>Port Credit Culture Node pilot project has been extended and it's success will trigger arts and culture across the city.</p> <p>Increased population and the need for concentrated arts and culture services in 6 areas around the city (Port Credit, Lakeview, Cooksville, Downtown, Streetsville and Malton).</p>	<p>Culture Division: Culture Planning</p> <p>Other City Divisions: Facilities & Property Management, City Planning Strategies, Development & Design, Transportation & Infrastructure Planning, Works Operation & Maintenance, Hurontario LRT, MiWay, Recreation, Library Services, Parks & Forestry, Information Technology, Economic Development Office, Legal Services</p> <p>External Partners: Consult with BIAs, Community Cultural Organizations</p>	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Encourage and promote the development of creative industries in select/appropriate geographic areas. For example, Lakeview and City Centre for Interactive Digital Media, Port Credit and Streetsville for music and creative industries generally, and the Airport for warehouses and studio space.	Creative Industries Strategy: 6.1	Population growth and growing creative industries will trigger cultural and economic development opportunities.	Culture Division: Culture Planning, Creative Industries	In progress	N/A	No
<i>previously approved</i>	Support the establishment of Creative Industry Hubs with appropriate facilities in creative nodes, for example, offices for small businesses, co-working space for freelancers, meeting rooms, broadband and a café.	Creative Industries Strategy: 6.2	Population growth and growing creative industries will trigger cultural and economic development opportunities.	Culture Division: Culture Planning, Creative Industries	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.2	Improve and develop City-owned cultural spaces.						
2.1.2.1	Implement redevelopment strategy for Meadowvale Theatre to improve lobby, exhibition/gallery, performance, rehearsal and programming space.		Lifecycle repair and renovation of City facility.	Culture Division: Meadowvale Theatre Other City Divisions: Facilities & Property Management, Information Technology	Short-term (1-4 yrs)	Funded as per the 2019-2028 Capital Plan	No
2.1.2.2	Undertake a building assessment to convert Clarke Memorial Hall into a multi-functional cultural hub to service projected population growth and development of the Port Credit Cultural District.		Population growth and growing creative industries will trigger short term improvements for increased use of the space. Long term improvements will be triggered by Section 37 or partnership funding.	Culture Division: Culture Planning Other City Divisions: Recreation, Fire Services, Facilities & Property Management, City Planning Strategies	Long-term (8-10 yrs)	Subject to annual budget process	No
2.1.2.3	Undertake a study to identify redevelopment opportunities of existing City-owned sites into cultural spaces.		Increased demand for cultural spaces, lifecycle repairs and renovations of City facilities. Funding provided through Arts Reserve.	Culture Division: Culture Planning Other City Divisions: Recreation, Facilities & Property Management External Partners: Consult with Community Cultural Organizations	Medium-term (5-7 yrs)	Subject to annual budget process	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.2.4	<p>Ensure Culture is involved in City redevelopment opportunities or new-build capital projects to ensure cultural space requirements are included when upgrading, renovating and reconstructing community centres and libraries, such as upgrades to activity studios, lobby spaces, rentable spaces with Wi-Fi access, sound and A/V equipment, flooring, storage, ventilation and utility sinks.</p> <p>Community Centres include South Common, Burnhamthorpe, Clarkson, Erin Meadows, Meadowvale, Malton CC, Mississauga Valleys CC, Rivergrove CC, Carmen Corbasson CC and Clarke Memorial Hall.</p> <p>Libraries include South Common, Clarkson, Erin Meadows, Malton CC, Streetsville Library, Central Library, Cooksville Library, Port Credit and Lakeview.</p>		<p>Lifecycle repairs and renovation of City facilities.</p> <p>Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.</p>	<p>Culture Division: Culture Planning, Education Programs, Creative Industries, Community Development</p> <p>Other City Divisions: Facilities & Property Management, Recreation, Library Services</p> <p>External Partners: Consult with Community Cultural Organizations</p>	Medium-term (5-7 yrs)	Subject to annual budget process	No
2.1.2.5	<p>Complete Phase 1 of the redevelopment of the Small Arms Inspection Building, including the programmings rooms and bridge space.</p>		<p>Shared funding from other levels of government and possible grant funding</p>	<p>Culture Division: Culture Planning, Museums</p> <p>Other City Divisions: Facilities & Property Management, Parks & Forestry</p> <p>External Partners: Consult with Small Arms Society, Community Cultural Organizations</p>	Short-term (1-4 yrs)	Funded as per the 2019-2028 Capital Plan	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.2.6	Plan and complete Phase 2 of the redevelopment of the Small Arms Inspection building into a cultural hub, in connection with the Lakeview Cultural Corridor and development of the Lakeview Cultural District.		Shared funding from other levels of government, possible grant funding and partnership development.	<p>Culture Division: Culture Planning Museums, Creative Industries</p> <p>Other City Divisions: Facilities & Property Management, Parks & Forestry, City Planning Strategies, Development & Design, Recreation, Information Technology, Transportation & Infrastructure Planning</p> <p>External Partners: Consult with Small Arms Society, Community Cultural Organizations</p>	Medium-term (5-7 yrs)	Subject to annual budget process	No
2.1.2.7	Conduct a study to assess the future needs of the Living Arts Centre into a “cultural campus” to meet the needs of the Downtown Cultural District, including museum-quality exhibition and storage space.		Lifecycle repair that should be opportunity driven by third party funding or downtown development opportunities. Total cost shared with LAC (\$160,000).	<p>Culture Division: Culture Planning</p> <p>Other City Divisions: Facilities & Property Management, Parks & Forestry, City Planning Strategies, Development & Design</p> <p>External Partners: Living Arts Centre</p>	Medium-term (5-7 yrs)	Subject to annual budget process	No
2.1.2.8	Continue to work with the Art Gallery of Mississauga on future space planning.		Shared funding from other levels of government, possible grant funding and partnership development.	<p>Culture Division: Culture Planning</p> <p>External Partners: Art Gallery of Mississauga</p>	In progress	Subject to annual budget process	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.2.9	Identify vacant or underutilized City-owned heritage buildings, and develop an RFI/RFP process for cultural groups to assume management, operating and programming of these spaces for cultural use.		Based on demand and availability of space, supported through partnership opportunities. Future opportunities will be evaluated through the Budget Request process.	Culture Division: Culture Planning, Community Development Other City Divisions: Facilities & Property Management, Finance/ Revenue, Development & Design, Recreation, Parks & Forestry, Transportation & Works, Legal Services External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
2.1.2.10	Undertake an analysis of the Corporate Art and Museums Collections storage requirements.		Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Museums Other City Divisions: Facilities & Property Management	Short-term (1-4 yrs)	N/A	Yes
2.1.2.11	Ensure that City-owned culture and heritage facilities have an assigned PMR and adequate facility operating support.			Other City Divisions: Facilities & Property Management	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Create a management strategy for better management, use and interpretation of existing City-owned heritage properties.	Heritage Management Strategy: 10(2)		Culture Division: Heritage Planning Other City Divisions: Parks & Forestry, Facilities & Property Management, Community Services Business Planning External Partners: Consult with Heritage Mississauga	Short-term (1-4 yrs)	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Work with Central Library to maximize the use of Noel Ryan Auditorium.	Celebration Square Strategy: 2.4.3	Integrated with Central Library Redevelopment Project and Future Directions Library Master Plan	Culture Division: Celebration Square, Culture Planning, Creative Industries Other City Divisions: Library Services, Information Technology, Facilities & Property Management	Short-term (1-4 yrs)	Refer to the Library Master Plan	Refer to the Library Master Plan
<i>previously approved</i>	Explore partnership opportunities to expand available studio space in the city, including the retention of space currently used for studio production and promote use of unused warehouses to meet sector capacity needs.	Creative Industries Strategy: 3.4	Based on demand and availability of space, supported through partnership opportunities. Future opportunities will be evaluated through the Budget Request process.	Culture Division: Creative Industries	In progress	N/A	No
<i>previously approved</i>	Identify ways to reanimate, modernize and more effectively use heritage spaces, as well as provide programming at city-wide and off site locations.	Heritage Management Strategy: 13(2)	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Museums External Partners: Heritage Mississauga	In progress	N/A	Yes
<i>previously approved</i>	Develop opportunities for permanent and temporary public art that align with the Public Art Master Plan: a) Encourage the commission of temporary and permanent public artworks using new technologies, materials and formats b) Site temporary art in the Jubilee Garden c) Incorporate functional public art program in Celebration Square to provide seating, shade, fountains, play equipment and so on d) Enhance Celebration Square’s winter experience programming	Celebration Square Strategy: 3.2	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Celebration Square, Public Art	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.3	Develop and optimize Culture’s digital technology and infrastructure.						
<i>previously approved</i>	Use digital technologies more effectively at individual heritage sites and on the City of Mississauga website. Make City heritage projects available to all through various platforms.	Heritage Management Strategy: 14(3)	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Museums Other City Divisions: Information Technology External Partners: Heritage Mississauga	In progress	N/A	Yes
<i>previously approved</i>	Implement multi-platform technologies to facilitate interactive audience participation.	Celebration Square Strategy: 2.8	Initiatives will be evaluated through the IT Roadmap and Smart City strategy. Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Celebration Square	Short-term (1-4 yrs)	Subject to annual budget process	Yes
2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure.						
2.1.4.1	Develop an annual strategy, including partnerships with post-secondary institutions, to support tactical urbanism, temporary pop up and placemaking initiatives in outdoor spaces (such as parks and transit locations and structures) and under-used public spaces throughout the city.		Programming costs could be covered through existing budget and partnership opportunities.	Culture Division: Culture Planning, Public Art, Museums, Community Development Other City Divisions: Parks & Forestry, Facilities & Property Management, MiWay, Transportation & Infrastructure Planning, Works Operation & Maintenance, Development & Design, City Planning Strategies External Partners: BIAs, Post-Secondary Institutions, Community Cultural Organizations	Medium-term (5-7 yrs)	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.1.4.2	Initiate discussion with potential organizers for small (<1,000 attendees) and medium (1,000-10,000 attendees) outdoor live music festivals and events using portable and temporary infrastructure to test market demand for ticketed events. Develop relationships with promotors and programming partners and build Mississauga’s live music sector. Priority sites include Park Not Yet Named- P-358 (Small Arms Inspection Building/Arsenal Lands), Totoredaca Park and Paramount Fine Foods Centre Event Pad.		High priority from the Creative Industries Strategy. Connected to the Live Music Coordinator’s work plan and the Parks and Forestry Master Plan. Funding tools such as the Municipal Accomodation Tax will be utilized if available.	Culture Division: Culture Planning, Creative Industries Other City Divisions: Parks & Forestry, Recreation External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
2.1.4.3	Develop a master plan for the future park identified for event space within Inspiration Lakeview that includes the integration of either a permanent amphitheatre, pavilion or infrastructure to support temporary staging for a limited number of annual medium to large (3,000-10,000+ attendees) commercial and community-based outdoor live music festivals and events. The master plan shall include the necessary feasibility and technical studies, operational business plan and identification of live music promotors, commercial partners and operators.		High priority from the Creative Industries Strategy. Connected to the Live Music Coordinator’s work plan and the Parks and Forestry Master Plan.	Culture Division: Culture Planning, Creative Industries Other City Divisions: Parks & Forestry, City Planning Strategies External Partners: Consult with Community Cultural Organizations	Medium-term (5-7 yrs)	Refer to Parks and Forestry Master Plan	Refer to Parks and Forestry Master Plan
<i>previously approved</i>	Create a Mississauga StoryMaker Space and/or temporary pop-up spaces for story gathering and dialogue.	Heritage Management Strategy: 18(4)	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Museums, Community Development Other City Divisions: Library Services External Partners: Consult with Heritage Mississauga	Medium-term (5-7 yrs)	N/A	Yes
<i>previously approved</i>	Continue to develop relationships with Metrolinx and MiWay to identify opportunities at Major Transit Station Areas, including but not limited to, temporary and permanent public art.	Public Art Master Plan: 25		Culture Division: Public Art Other City Divisions: MiWay, Hurontario LRT External Partners: Metrolinx	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Public art should be incorporated into wayfinding, signage and sound walls in Major Transit Station Areas and along Transit Corridors. Wayfinding, signage and branding public art works should be coordinated along different Hubs to create a connected and cohesive aesthetic but not limiting the uniqueness of each individual site.	Public Art Master Plan: 50	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art Other City Divisions: Transportation & Infrastructure Planning, MiWay External Partners: Metrolinx	In progress	Subject to annual budget process	No
2.1.5	Increase cultural use of City-owned spaces.						
2.1.5.1	Create a grant program to enable short-term artist leases of underutilized City-owned spaces for 15, 30, 45 and 60-day periods.		Based on market demand, availability of space and strategic priorities in geographic areas.	Culture Division: Community Development Other City Divisions: Parks & Forestry, Recreation, Community Services - Business Planning, Facility & Property Management	Medium-term (5-7 yrs)	N/A	No
2.1.5.2	Expand discounted cultural rate to select underutilized City-facilities.		Programming costs could be covered through existing budget.	Culture Division: Community Development Other City Divisions: Recreation, Community Services - Business Planning	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Work with MiWay to review current stops servicing Mississauga Celebration Square, Meadowvale Theatre, the Museums of Mississauga and other significant cultural locations to: create additional stops; announce significant cultural stops or rename existing stops; and improve post event services (for example express bus to subway) to cultural events and festivals across the city.	Celebration Square Strategy: 1.1	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Celebration Square, Meadowvale Theatre, Museums Other City Divisions: MiWay	Medium-term (5-7 yrs)	N/A	Yes
<i>previously approved</i>	Partner and collaborate with cultural organizations and the community to establish greater community use of museums and heritage facilities through guest curators, exhibitors, programming and so on.	Heritage Management Strategy: 17(3)	Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Museums, Community Development External Partners: Community Cultural Organizations	In progress	N/A	No

Goal 2.2 – Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.2.1	Identify opportunities for City and/or private development of cultural infrastructure.						
2.2.1.1	Ensure Culture staff are key contributors to the development of joint recreation, library and cultural facilities (Cooksville Community Hub) to ensure arts, culture and heritage priorities are incorporated. Refer to Vision Cooksville for further details.		Population growth and development pressures in Cooksville community area.	Culture Division: Culture Planning Other City Divisions: Development & Design, City Planning Strategies, Transportation & Infrastructure Planning, Recreation, Library Services, Parks & Forestry, Facilities & Property Management	Long-term (8-10 yrs)	Subject to annual budget process	No
2.2.1.2	Develop a market study to identify highest and best cultural uses for the Cultural District outlined in the Lakeview Master Plan as a precursor to pursuing private development opportunities.		Inspiration Lakeview indicates a "cultural district"; will be based on a critical mass of development at Lakeview.	Culture Division: Culture Planning, Creative Industries Other City Divisions: Finance/Revenue, Facilities & Property Management, Development & Design, Parks & Forestry, City Planning Strategies	Short-term (1-4 yrs)	Funded as per the 2019-2028 Capital Plan	No
2.2.1.3	Culture Division to work with the Economic Development Office to develop a process and relationship for business development and retention of post secondary institutions, galleries, film studios, production facilities and cultural hubs.			Culture Division: Creative Industries Other City Divisions: Economic Development Office	Short-term (1-4 yrs)	N/A	No
2.2.1.4	Advocate for and encourage cultural infrastructure development within large-scale, mixed-use developments.		Based on demand and availability of space, supported through partnership opportunities.	Culture Division: Culture Planning, Creative Industries Other City Divisions: Economic Development Office	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Evaluate the potential for an Incubator for Interactive Digital Media or more broadly-based digital media (IDM and Information Technology), in partnership with academic institutions and industry players and/or alongside creative hubs.	Creative Industries Strategy: 3.2, 6.3	Based on demand and availability of space, supported through partnership opportunities. Initiatives will be evaluated through the IT Roadmap and Smart City strategy.	Culture Division: Culture Planning, Creative Industries External Partners: Post-Secondary Institutions	Medium-term (5-7 yrs)	Subject to annual budget process	No
<i>previously approved</i>	Explore and advocate for temporary public art opportunities on existing and proposed infrastructure as well as on transitory, underused and unsightly places (for example, construction sites, underpasses, underused/unused buildings) as deemed safe and appropriate.	Public Art Master Plan: 32	Supported through partnership opportunities.	Culture Division: Public Art	In progress	N/A	No
<i>previously approved</i>	City of Mississauga should explore opportunities for a mural program on public property.	Public Art Master Plan: 31	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art, Museums Other City Divisions: Recreation, Parks & Forestry	Medium-term (5-7 yrs)	Subject to annual budget process	No
2.2.2	Collaborate and create partnerships with landowners to support the development of cultural spaces and places.						
2.2.2.1	Culture Division and cultural organizations to engage educational institutions and other private space owners to explore partnerships for programming and after-hours access to facilities for creative use and production.		Based on demand and availability of space.	Culture Division: Meadowvale Theatre, Community Development Other City Divisions: Economic Development Office External Partners: Community Cultural Organizations	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.2.2.2	Culture Division and cultural organizations to engage the business and development communities to incorporate temporary and long-term creative workspaces into new developments and use of empty retail or commercial spaces.		Based on demand and availability of space, supported through partnership opportunities.	Culture Division: Culture Planning, Community Development Other City Divisions: Economic Development Office, Development & Design, City Planning Strategies External Partners: Community Cultural Organizations	In progress	N/A	No
2.2.2.3	Review current ground lease with the Peel Board of Education to determine permissible uses at the Meadowvale Theatre site.			Culture Division: Meadowvale Theatre External Partners: Peel Board of Education	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Continue to collaborate with public and private partners to identify opportunities for joint initiatives, to leverage additional capital funds and to ensure the technical feasibility of new public art projects. These partnerships could include higher institutions of learning and creative industries.	Public Art Master Plan: 24	Future opportunities will be evaluated through the Budget Request process.	Culture Division: Public Art External Partners: Community Cultural Organizations	In progress	N/A	No
<i>previously approved</i>	Investigate sponsorship opportunities in partnership with other public and private corporations to fund future public art projects.	Public Art Master Plan: 22		Culture Division: Public Art	In progress	N/A	No
<i>previously approved</i>	Develop Public Private Partnerships to encourage creative industry spaces: a) develop partnerships with supporting public agencies and key private firms a) pursue federal infrastructure monies for capital intensive projects	Creative Industries Strategy: 7.1/7.2/7.3	Based on demand and availability of space, supported through partnership opportunities.	Culture Division: Culture Planning, Creative Industries Other City Divisions: Economic Development Office	Medium-term (5-7 yrs)	N/A	No
2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces.						

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
2.2.3.1	Identify policy and zoning changes to encourage the development of studio spaces in appropriate geographic areas such as Lakeview, City Centre, Port Credit and Malton.		Based on market demand and strategic priorities in geographic areas.	Culture Division: Culture Planning, Creative Industries External Partners: Development & Design, City Planning Strategies	Medium-term (5-7 yrs)	N/A	No
2.2.3.2	Update Official Plan policies as needed to ensure arts, culture and heritage objectives are identified and supported such as ensuring public art and culture plan requirements for large scape developments.			Culture Division: Culture Planning External Partners: City Planning Strategies, Development & Design	Short-term (1-4 yrs)	N/A	No
2.2.3.3	Explore taxation opportunities to encourage and enable the development of temporary and/or permanent cultural spaces.		Opportunity cost related to tax revenue.	Culture Division: Culture Planning, Creative Industries External Partners: Finance/ Revenue, Development & Design	In progress	N/A	Yes
2.2.3.4	Evaluate and amend planning requirements (such as parking requirements or parking in lieu (PIL)) to encourage temporary or permanent cultural uses of vacant and/or underutilized properties and to make adaptive re-use of heritage properties more feasible.		Based on market demand, opportunities and strategic priorities in geographic areas.	Culture Division: Culture Planning External Partners: City Planning Strategies, Development & Design, Transportation & Infrastructure Planning, Works Operations & Maintenance	Medium-term (5-7 yrs)	Subject to annual budget process	Yes
2.2.3.5	Explore potential use of Community Improvement Plans for cultural investment in specific areas in Mississauga. Work in collaboration with City Planning Strategies and Development and Design.		Identify alternative funding tools to support cultural development. Future opportunities will be evaluated through the Budget Request process.	Culture Division: Culture Planning, External Partners: City Planning Strategies, Development & Design	Medium-term (5-7 yrs)	Subject to annual budget process	No
<i>previously approved</i>	Consider a greater range of incentives for heritage property preservation and conservation (including land use, zoning, financial and taxation).	Heritage Management Strategy: 11(2)	Identify alternative incentive tools to support heritage preservation and conservation.	Culture Division: Heritage Planning Other City Divisions: Development & Design, City Planning Strategies	Medium-term (5-7 yrs)	N/A	Yes

Strategic Priority 3 – Expand and grow leadership in the culture sector

Goal 3.1 – Strengthen and expand the creative sector through sector sustainability and capacity development.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.1.1	Identify alternative funding opportunities.						
3.1.1.1	Identify alternative funding tools and sources to support cultural development, including aligning a portion of the Municipal Accommodation Tax (MAT) to grow and attract cultural tourism events and attractions.			Culture Division: Culture-wide Other City Divisions: Finance/Revenue	In progress	N/A	No
3.1.1.2	Encourage cultural investments for Section 37 negotiations within cultural districts.		Based on market demand, opportunities and strategic priorities in geographic areas.	Culture Division: Culture Planning Other City Divisions: Development & Design, Finance/Revenue, Community Services - Business Planning	In progress	N/A	No
3.1.1.3	Advocate for changes to the Development Charges Act to include cultural infrastructure as an approved category for funding.			Culture Division: Culture Planning Other City Divisions: City Planning Strategies, Development & Design, Community Services - Business Planning, Finance/Revenue External Partners: Community Cultural Organizations	Long-term (8-10 yrs)	Subject to annual budget process	No
3.1.1.4	Develop a Percentage for the Public Art Program to ensure that 0.5 per cent of total gross project budgets from relevant City-owned capital projects (new builds and major re-developments) be set aside for the Public Art Program.		Expand the Public Art Program and funding sources, follows with national public art funding trends.	Culture Division: Public Art Other City Divisions: Transportation & Infrastructure Planning, Parks & Forestry, Library Services, Recreation, Facilities & Property Management	Short-term (1-4 yrs)	Subject to redevelopment projects	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.1.1.5	Development & Design staff should strongly encourage the Percentage for Public Art Program as part of its planning approval process.			Other City Divisions: Development & Design	Short-term (1-4 yrs)	N/A	No
3.1.2	Create opportunities for collaboration, partnership and learning in the sector.						
3.1.2.1	Create formal sector networking opportunities to address sector specific challenges; encourage collaboration and partnership.		Short-term opportunities to incorporate into existing City-programming.	Culture Division: Creative Industries, Community Development, Marketing External Partners: Living Arts Centre, Art Gallery of Mississauga, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Heritage Mississauga, Community Cultural Organizations	In progress	N/A	No
<i>previously approved</i>	Create a formal network with post secondary institutions to continually learn and share best practices, including establishing the Mississauga Creative Industry Advisory Forum.	Creative Industries Strategy: 2.2	Short-term opportunities to incorporate into existing City-programming.	Culture Division: Creative Industries, Community Development, Marketing External Partners: Post-Secondary Institutions, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
3.1.3	Develop skill training and capacity development opportunities.						
3.1.3.1	Develop a leadership and knowledge exchange program for selected community groups and organizations to tour, network and share information with neighbouring groups and organizations.		Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Community Development, Grants	Medium-term (5-7 yrs)	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.1.3.2	Develop a strategy for becoming an incubator by hosting skill training workshops, mentorship, capacity building and learning opportunities for the creative community and broader public (including technical production, digital arts, installations, exhibitions and so on).		Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	<p>Culture Division: Meadowvale Theatre, Celebration Square, Creative Industries, Community Development, Grants</p> <p>Other City Divisions: EDO/ Mississauga Business Entreprise Centre, Library Services</p> <p>External Partners: Community Cultural Organizations</p>	Short-term (1-4 yrs)	N/A	No
3.1.4	Invest in opportunities for future creatives to have an access point into the arts.						
3.1.4.1	Expand Culture-run programming in an affordable, accessible manner in areas where there are gaps within the community.		<p>Identify programming opportunities and gaps within the community.</p> <p>Short-term opportunities to incorporate into existing City-programming.</p> <p>Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.</p>	Culture Division: Museums, Celebration Square Meadowvale Theatre, Education Programs	In progress	N/A	Yes
3.1.4.2	Culture Division will continue to provide introductory and entry level classes where gaps exist and collaborate and/or partner with cultural organizations to ensure that oportunities exist for all skill levels.		<p>Identify programming opportunities and gaps within the community.</p> <p>Short-term opportunities to incorporate into existing City-programming.</p> <p>Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.</p>	Culture Division: Education Programs	In progress	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.1.4.3	Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate.		Identify programming opportunities and gaps within the community. Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Meadowvale Theatre	In progress	N/A	Yes
3.1.4.4	Foster programming collaborations with the Peel Board of Education around the Meadowvale Theatre premises owned by the school board.		Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Meadowvale Theatre External Partners: Peel Board of Education	In progress	N/A	Yes
3.1.4.5	Conduct city-wide cultural program inventory to identify existing programs and services by community cultural organizations and Culture Division, and potential gaps and opportunities to expand programming.		Recommendation from the Arts Culture and Heritage Ad Hoc Committee. Identify programming opportunities and gaps within the community.	Culture Division: Education Programs	Short-term (1-4 yrs)	N/A	No

Goal 3.2 – Support emerging and marginalized creatives by removing barriers to access and participation.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.2.1	Identify barriers and address improvements for emerging and marginalized creatives.						
3.2.1.1	Conduct a gap analysis to identify and address improvements to existing Culture-services and Culture-spaces, and identify creative opportunities for accessible, safe, inclusive and diverse programming.		Based on feedback from the public, Culture services and spaces need to better reflect the community and be safe and inclusive spaces.	Culture Division: Culture Planning	Short-term (1-4 yrs)	N/A	Yes
3.2.1.2	Undertake a study of youth and young adults priorities and desires in arts, culture and heritage, to support and create a platform for emerging creatives in Mississauga.		Based off "Citizen Engagement Survey" youth were least satisfied with connection between culture and quality of life.	Culture Division: Culture-wide, Community Development, Education Programs	Short-term (1-4 yrs)	N/A	Yes
3.2.1.3	Initiate a series of roundtable discussions with relevant cultural organizations to explore ideas to better support and enable diverse creatives to create, display and produce their work.		Based on feedback from the public, Culture services and spaces need to better reflect the community and be safe and inclusive spaces.	Culture Division: Culture-wide, Culture Planning External Partners: Living Arts Centre, Art Gallery of Mississauga, Visual Arts Mississauga, Mississauga Symphony Orchestra, Heritage Mississauga, Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
3.2.1.4	Implement diversity, accessibility and inclusion training for all Culture Staff and arts/culture/heritage City Committees.		Based on feedback from the public, Culture services and spaces need to better reflect the community and be safe and inclusive spaces.	Culture Division: Culture-wide Other City Divisions: Human Resouces	Short-term (1-4 yrs)	Funded as per the 2019-2028 Capital Plan	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.2.1.5	Expand the City's Financial Assistance Program (Active Assist programs) to include admission to paid arts performances in City-operated facilities.		Identify needs within the community.	Culture Division: Education Programs, Museums, Meadowvale Theatre Other City Divisions: Recreation, Community Services - Business Planning	In progress	N/A	No
<i>previously approved</i>	Consider public art mentorship opportunities for emerging artists and collaborate with other City programs, educational and arts-based institutions, community organizations and other private initiatives.	Public Art Master Plan: 10		Culture Division: Public Art External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
3.2.2	Champion and promote opportunities for participation.						
3.2.2.1	Annually promote and showcase non-traditional art forms to encourage and build cultural competency and understanding through museums exhibits, Celebration Square and theatre productions.		Based on feedback from the public, Culture services and spaces need to better reflect the community and be safe and inclusive spaces. Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Museums, Celebration Square, Meadowvale Theatre, Creative Industries, Marketing External Partners: Art Gallery of Mississauga, Living Arts Centre, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
3.2.2.2	Increase opportunities to showcase and highlight local creatives, centring those who have been traditionally under-represented through City-run programs, events and festivals. Encourage cultural organizations to do the same.		Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Museums, Celebration Square, Meadowvale Theatre, Creative Industries, Marketing External Partners: Art Gallery of Mississauga, Living Arts Centre, Visual Arts Mississauga, Mississauga Symphony Orchestra, Mississauga Arts Council, Heritage Mississauga, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	Yes
3.2.2.3	Mississauga Arts Council to work alongside community partners to develop a ‘Welcome Newcomer Artist’ program to help introduce artists to opportunities and mentorship.		Project to align with the outcomes of the next grant review in 2021.	External Partners: Mississauga Arts Council, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Broadcast music that reflects an intercultural audience.	Celebration Square: 2.5.1		Culture Division: Creative Industries, Celebration Square	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Establish a weekly art night to promote various artistic mediums.	Celebration Square: 2.12		Culture Division: Celebration Square	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	City of Mississauga will support a public art program that seeks to embrace audience engagement as well as interaction; and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.	Public Art Master Plan: 6		Culture Division: Public Art External Partners: Consult with Community Cultural Organizations	In progress	N/A	No

Strategic Priority 4 — Support an authentic cultural identity that is welcoming, inspiring and enriching.

Goal 4.1 — Celebrate local history, living heritage and the distinctive character of neighbourhoods.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
4.1.1	Build relationships, enhance understanding and showcase our history and living heritage.						
4.1.1.1	Culture staff will build relationships, learn more about and enhance visibility of Indigenous culture and history by engaging the Indigenous community directly, as well as support training and education opportunities for Culture staff. Culture to collaborate with City Planning Services.		To support the Truth and Reconciliation Calls to Action and the City's broader Indigenous Engagement strategy.	Culture Division: Culture-wide Other City Divisions: City Planning Strategies, City-wide External Partners: Indigenous Community Partners	In progress	N/A	Yes
4.1.1.2	Support projects that acknowledge, interpret and reinterpret Mississauga's heritage, Indigenous history and cultural diversity and intersectionality. Through new acquisitions, commissions, projects and programming, the Culture Division will reflect the complexity and contested nature of our city's history. Culture Division will encourage community cultural organizations to do the same.		Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Grants, Community Development, Meadowvale Theatre, Celebration Square, Museums External Partners: Community Cultural Organizations, Indigenous Community Partners	In progress	N/A	Yes
4.1.1.3	Improve information sharing about local history, living heritage and cultural attributes within neighbourhoods (such as through wayfinding, street naming, infrastructure projects, marketing and communications).		Formation of culture districts in various city neighbourhoods	Culture Division: Marketing, Community Development, Heritage Planning, Museums Other City Divisions: City-wide External Partners: Heritage Mississauga	Short-term (1-4 yrs)	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
4.1.2	Support activities that are aligned to our unique cultural identity.						
4.1.2.1	Update the grant criteria to target grant investments into festivals and initiatives that are innovative, as well as promote our cultural identity, celebrate the natural environment and our suburban/urban context.			Culture Division: Grants, Creative Industries, Community Development	Short-term (1-4 yrs)	N/A	No
4.1.2.2	Develop a coordinated community development effort with Recreation, Parks & Forestry, and Library Services to engage residents in celebrating the distinctive character of their neighbourhoods.			Culture Division: Community Development, Marketing Other City Divisions: Recreation Library Services, Parks & Forestry, Corporate Communications	In progress	N/A	No
<i>previously approved</i>	Implement outcomes from Story of M's thematic heritage outline for Mississauga and develop annual programming themes that promote and support cultural identity, represent the diverse history, cultures and stories of past and present and connect to the living, natural, environmental and lived heritage. Culture Division will encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital.	Public Art Master Plan: 34 Heritage Management Strategy: 3(1)	Short-term opportunities to incorporate into existing City-programming.	Culture Division: Marketing, Heritage Planning, Museums, Celebration Square, Meadowvale Theatre	Short-term (1-4 yrs)	N/A	No
4.1.3	Facilitate cultural experiences for residents and visitors that are welcoming, inspiring and enriching.						
4.1.3.1	Offer performing art programs outside of the traditional "show" timeslots (for example, senior and children programming and so on).		Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Meadowvale Theatre, Museums	In progress	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
<i>previously approved</i>	Expand the museum function beyond the current house museums.	Heritage Management Strategy: 12(3)	Future opportunitites will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Museums	In progress	N/A	Yes
<i>previously approved</i>	Expand resident and visitor experiences through placemaking and atmospheric programming, outdoor markets, live music, busking and self-directed creative exploration.	Celebration Square Strategy: 2.20	Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Celebration Square, Museums, Community Development, Creative Industries	In progress	N/A	Yes

Strategic Priority 5 — Share our story beyond our borders.

Goal 5.1 — Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga’s arts and culture scene.

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
5.1.1	Expand City-organized cultural experiences.						
5.1.1.1	Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming.		Future opportunitites will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Celebration Square, Creative Industries, Public Art Other City Divisions: Library Services, Information Technology, Corporate Communications	In progress	N/A	Yes

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
5.1.1.2	Raise our profile through events, major initiatives and premium cultural experiences at Mississauga Celebration Square, Meadowvale Theatre, Small Arms Inspection Building and the Museums of Mississauga. Culture Division will encourage community cultural organizations to do the same throughout the city.		Short-term opportunities to incorporate into existing City-programming. Future opportunities will be evaluated through the Budget Request process, including partnership opportunities.	Culture Division: Celebration Square, Meadowvale Theatre, Museums, Creative Industries External Partners: Visual Arts Mississauga, Art Gallery of Mississauga, Mississauga Symphony Orchestra, Living Arts Centre, Heritage Mississauga, Community Cultural Organizations	Short-term (1-4 yrs)	N/A	Yes
5.1.2	Support cultural organizations in growing signature events.						
5.1.2.1	Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders.			Culture Division: Grants External Partners: Consult with Community Cultural Organizations	Short-term (1-4 yrs)	N/A	No
5.1.2.2	Implement better coordination between festival/ event facilities and major cultural and entertainment providers (such as LAC, Paramount Centre, Mississauga Celebration Square, Meadowvale Theatre and Small Arms Inspection Building) on marketing, promotion and packaging of events and activities to drive tourism efforts.			Culture Division: Meadowvale Theatre, Celebration Square, Marketing, Museums Other City Divisions: Recreation, Corporate Communications External Partners: Living Arts Centre, Tourism Toronto	Short-term (1-4 yrs)	N/A	No
<i>previously approved</i>	Support growth of existing community festivals with the potential to attract tourists.	Celebration Square Strategy: 3.1		Culture Division: Celebration Square, Grants	In progress	N/A	No

	Recommendation/Implementation	Supporting Strategies	Implementaion Trigger(s)	Roles and Responsibilities	Timeframe	Estimated Capital Costs	Additional Operating Costs
5.1.3	Attract new cultural signature events to Mississauga.						
5.1.3.1	Create a cultural attractions fund to incentivize large scale festivals and major cultural events to locate to Mississauga.		Connected to the City of Mississauga's Tourism Strategy. Funding through existing per capita grant investment and Municipal Accomodation Tax attractions funding.	Culture Division: Celebration Square, Creative Industries Other City Divisions: Recreation, Corporate Communications	Short-term (1-4 yrs)	N/A	Yes
5.1.4	Increase and expand cultural tourism efforts.						
<i>previously approved</i>	Align cultural tourism efforts and heritage interpretation (heritage tourism) with the City of Mississauga's Tourism Master Plan and tourism promotion efforts.	Heritage Management Strategy: 23(5)	Connected to the City of Mississauga's Tourism Strategy.	Culture Division: Culture-wide Other City Divisions: Recreation, Economic Development Office, Corporate Communications, City-wide External Partners: Consult with Heritage Mississauga	Short-term (1-4 yrs)	N/A	No
5.1.5	Develop a marketing and promotional campaign.						
5.1.5.1	Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Mississauga as a cultural destination and festival site for cultural producers.		Connected to the City of Mississauga's Tourism Strategy.	Culture Division: Marketing Other City Divisions: Corporate Communications	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Increase public awareness of Mississauga Celebration Square's role within Mississauga, the GTHA and beyond by ensuring clear communications.	Celebration Square Strategy: 6.3	Connected to the City of Mississauga's Tourism Strategy.	Culture Division: Marketing, Celebration Square, Creative Industries	Short-term (1-4 yrs)	N/A	Yes
<i>previously approved</i>	Promote Mississauga's Creative Industries sector and reputation through profile raising and marketing activity.	Creative Industry Strategy: 1.1	Connected to the City of Mississauga's Tourism Strategy.	Culture Division: Marketing, Creative Industries	Short-term (1-4 yrs)	N/A	Yes

Appendix 3: Methodology and Public Engagement comments

The 2019 Culture Master Plan was developed and led by Culture Division staff.

Unique to the process, in October 2016 Council directed the creation of the Arts, Culture and Heritage Ad Hoc Committee to support and provide feedback into the direction and recommendations of the Plan. This Committee was comprised of the Mayor, five members of Council and seven members of local cultural organizations. See Acknowledgements for full list of Committee Members.

The process for the Culture Master Plan included five distinct phases.

Phase 1: Initial Engagement and Data Gathering (January to March 2017):

- Three focus group meetings with members of the arts community, three public meetings open to residents and the general public and one creative workshop to generate ideas for the future, called the Culture Lab.
- Twitter town hall with community partners, online surveys and “Host Your Own Meeting” toolkit available so that community members could participate in the process if they were not able to attend any public meetings.
- An educational meeting and kick off meeting was organized for the Arts, Culture and Heritage Ad Hoc Committee.

Phase 2: Analysis, Research and Further Engagement (April to July 2017):

- Reviewed and analyzed the feedback that was gathered and lined up priorities with the connected Culture strategies.
- Met with The Mississaugas of the Credit First Nation and the Huron-Wendat Nation.
- Continued meetings with the Arts, Culture and Heritage Ad Hoc Committee to share the feedback and input that was gathered in Phase 1.

- Culture Division Staff conducted comparable research with other external cultural strategies and conducted internal engagement with managers and team leads.
- Consulted internal documents and met with different divisions across the City, including:
 - Ontario Culture Strategy (2015)
 - MyMalton Community Vision Directions Report
 - Vision Cooksville Report
 - Lakeview Local Area Plan
 - Inspiration Port Credit
 - Downtown 21 Plan
 - Parks & Forestry related plans (Port Credit Harbour West Parks; Waterfront Parks Strategy; Natural Heritage and Urban Forest Strategy; Credit River Parks Strategy)
 - Future Directions Master Plans (Library Services, Recreation, Parks & Forestry, Fire and Emergency Services)
 - Transportation Master Plan
 - Parking Master Plan
 - Cycling Master Plan
 - Sport Tourism Strategy
 - Tourism Strategy
 - Climate Change report
 - Demographics report from Future Directions
 - Environics/Forum Environmental Scan
 - Communications Master Plan
 - Citizen Satisfaction Survey

Phase 3: Draft Document and Review Process (August to December 2017):

- Internal meetings with other City departmental teams to review the draft recommendations, including:
 - Economic Development Office
 - Legal Services
 - Corporate Services, including Corporate Communications, Facilities & Property Management, Finance, Human Resources, Information Technology, Revenue Material Management and Legislative Services
 - Planning & Building, including Building, Development and Design, and City Planning Strategies

- Community Services, including Library Services, Recreation, Parks & Forestry, Environment, and Fire and Emergency Services
- Transportation & Works, including Enforcement, Engineering and Construction, Hurontario LRT Project Office, MiWay Transit, Transportation and Infrastructure Planning, and Works Operations and Maintenance
- The Arts, Culture and Heritage Ad Hoc Committee reviewed the draft recommendations.
- The Culture Division presented the draft recommendations to other Committees of Council, including:
 - Heritage Advisory Committee
 - Accessibility Advisory Committee
 - Diversity and Inclusion Advisory Committee
 - Museums of Mississauga Advisory Committee
- The draft recommendations were presented to the public at a Public Open House and online survey to gather further feedback and input.
- The draft document was circulated internally for review.

Phase 4: Draft Culture Master Plan and Internal Review (January – May 2018):

- Incorporated feedback received during Phase 3 from internal and external stakeholders, staff, the public and Committee members.
- The Culture Division presented the draft Culture Master Plan to the Arts, Culture and Heritage Ad Hoc Committee for final review, comments and endorsement.
- Final edits were completed on the draft Culture Master Plan.

Phase 5: Budgeting Process and Final Review (June – December 2018):

- Draft recommendations and implementation plan were reviewed as part of the City’s Budgeting and Business Planning process.
- Draft Culture Master Plan business planning process was coordinated with other Community Services Future Directions Master Plans.
- Draft Master Plans were shared with Members of Council and Leadership Team (City Manager, Commissioners and Directors).

- Final Draft was presented alongside other Community Services Future Directions Master Plans to General Council and Council for approval, including:
 - Culture Master Plan
 - Library Services Master Plan
 - Recreation Master Plan
 - Parks & Forestry Master Plan
 - Fire & Emergency Services Master Plan

Outcomes from discussions and feedback received from public meetings, Twitter chat, online surveys and the “Host Your Own Meeting” toolkit responses:

What we heard:

- creatives want more exhibition space for new and emerging artists
- support grass roots cultural experiences, organizations and groups
- all City departments should act through a cultural lens
- City processes should be “artist friendly” to make it easier for creatives to practice and create in Mississauga
- we should celebrate and support existing Mississauga creatives to create and produce their work
- better communication is needed between City departments to support arts, culture and heritage
- Economic Development and Culture Divisions to work together to support cultural activities
- Culture Division staff should sit on various committees, projects, strategies and working groups to provide creative input to City developments
- it is hard to access information about what’s going on at the city and it’s hard to know how to get support from the City—need a centralized platform to know what’s happening where
- there are limits on using City-owned spaces for cultural use—some spaces cannot support creative use or will not support certain creative uses due to limitations of staff, space and infrastructure
- both City spaces and privately-owned spaces are unaffordable
- it is difficult to find out and know which City spaces are available for creative use

- some City staff are not aware of the needs of artists and creatives using the spaces
- spaces are inaccessible by transit
- it is hard to get to many creative spaces such as theatres, exhibition spaces or practice/creation studios
- create hubs or cultural districts in multiple areas of the city and prioritize development of creative spaces for artists
- there are not enough professional level spaces for artists to access, create and exhibit
- increase cultural and artistic expression on the streets, buses and parks to create a daily experience of art and creativity
- help or legislate private business owners to create, develop or improve creative spaces in their buildings
- partner with private businesses, developers and landowners to create more cultural spaces
- ensure accessible spaces for youth—near schools, entertainment areas and in neighbourhoods
- support creative placemaking or pop-up/temporary creative interventions
- support is needed to bridge the gap between amateur and professional creatives
- incubators for creatives would increase their networking, collaboration and partnership opportunities
- there are not enough opportunities for professional development in Mississauga such as grant writing, sponsorship, marketing/awareness, business growth and creating proposals
- more development opportunities needed for youth to explore potential future careers in the arts
- recognize professional creatives as a key part of the creative economy
- support marginalized and diverse/POC artists including those with diverse needs, Indigenous artists and artists that identify as LGBTQ2S
- build models of inclusion and develop opportunities for intersectionality
- ensure we are amplifying the voices of those who are under-represented
- our Indigenous history is missing in Mississauga
- bylaws should be strengthened to better identify and protect heritage sites
- grant funding should be made available to a wider audience for grass-roots cultural activities
- our communities have character that should be celebrated—original villages, farming past, Indigenous roots, diverse ethnicities
- celebrate newcomers and the changing demographics of Mississauga
- welcome and support new residents/artists to the city and provide opportunities to help them to stay in our city
- bring art into local communities so it is accessible to more people
- highlight non-traditional, non-Western cultures and art forms
- more support is needed for community cultural celebrations and events in every part of the city
- special outreach has to be done to connect with newcomers to Mississauga
- events and programs should be promoted outside of our borders
- have a national or international cultural event that will bring people to Mississauga
- expand signature events to other areas of the city (not just the downtown and Port Credit)
- Mississauga should be promoted as a music city, with music festivals that celebrate our musical legacy (history of Oscar Peterson, Southside Shuffle)
- advertise Mississauga outside of the Greater Toronto and Hamilton Area
- use Metrolinx and MiWay to promote arts, culture and heritage
- support groups that host or produce large events to help them reach wider audiences
- Mississauga needs better marketing and tourism resources
- the business community needs to be more involved and engaged

- with Mississauga's arts, culture and heritage scene
- we need the business community on board to support and help develop, collaborate with and foster arts and culture
- Mississauga needs higher quality cultural experiences in order to attract and keep creatives, business and visitors here
- schools and school boards should be important advocates for developing an interest in arts and culture in children and youth; need to provide more local options for arts, culture and heritage experiences for school programs and excursions

Outcomes from discussions with the Mississaugas of the Credit First Nation and the Huron-Wendat Nation:

The Huron-Wendat Nation:

The Huron-Wendat's interest is primarily in heritage sites and archeological sites where there is a high potential for Huron-Wendat archeological findings.

They want to see protection of Huron-Wendat sites and want to be consulted early in the process for any projects or development that occurs on potential Huron-Wendat sites. Specifically, for archeological assessments they request being consulted at Stage 2 versus Stage 3 and to also have a member of the Huron-Wendat Nation on site to monitor when conducting the assessment. They have an issue with Stage 3 requirements that state to consult the "local First Nations group" because they do not want or feel that any other group represents their interests, nor should they be speaking on behalf of the Huron Wendat Nation.

They strongly recommend Mississauga have an archeological master plan and a management plan on how to deal with archeological resources.

They would like to see better education and celebration of the Huron-Wendat peoples and their history through trail projects, markers, plaques and more that can be created in consultation with the Band Council.

Mississaugas of the Credit First Nations:

Mississaugas of the Credit First Nations (MCFN) need to be recognized as treaty people and the obligations that the group has. Land and treaty acknowledgment is very important (for example, in documents, at beginning of meetings) to the MCFN to recognize the lands and the

territory statements and acknowledge all the people on the lands, even if they are no longer present.

They would like to explore more opportunities for acknowledgement. For example, the City of Toronto has a MCFN flag permanently raised in front of City Hall, the Oakville Communities Foundation has a dedicated mural and there is a bursary named after a former MCFN chief.

The City of Mississauga can acknowledge the MCFN through: visual reminders in public spaces, street name changes (regular reminders) and resources at libraries that are appropriate and related to First Nations. For example, Central Library could have MCFN and First Nations resources related to Canada 150/MCFN public art sculpture installed at Celebration Square.

Reconciliation should be linked back to nature and environment, through plaques, trail markers, placemaking, wayfinding, education opportunities, tour guides and City staff who are trained with Indigenous history and understandings of the people.

The history of the MCFN can be shared through diverse platforms and avenues (for example, information about history of the nations on website, in print form, at libraries and community centres, and on websites). Camps and programs could focus on Indigenous history.

Ensure processes are strengthened and followed. For example engage and consult with MCFN and other Indigenous groups and connect with a designated First Nations member who can follow up and engage their membership.

MCFN wants to be more involved in education and awareness efforts and have a more visible presence within Mississauga and with the City of Mississauga. MCFN would like to have better relationship with the City of Mississauga. They would like to invite City Council to meet with the MCFN to have opportunities for cross-learning.

MCFN welcomes more requests for event participation for either the Chief or for members of City of Mississauga Council (two way participation).

The City of Mississauga needs to have an Indigenous Advisory Board/ Truth and Reconciliation Advisory Board (this is happening in other municipalities but not in Mississauga).

Appendix 4: Public Feedback Report (December 2018)

In December 2018, the City undertook a series of consultations with the community to test the Draft Future Directions Master Plans prior to its finalization. The City hosted virtual and physical public information centres that presented key themes from each Future Directions Master Plan, as well as promoted a community survey. The Culture Master Plan was included in this process and was part of the Future Directions Master Plans (including Parks and Forestry, Library Services, Recreation, Fire and Emergency Services and Culture).

The responses from the December consultations for the Culture Master Plan are presented in this Appendix.

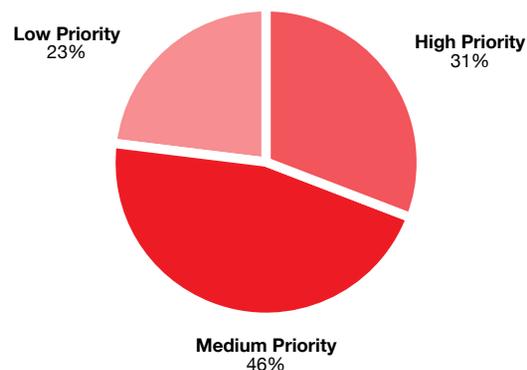
Draft Phase Consultation Responses:

Build an Arts Friendly City

The Culture Master Plan identifies building an arts friendly city as its first priority. Recommendations to support, attract and retain creative individuals in Mississauga include increasing and improving opportunities to produce and exhibit work, developing and enhancing a live music scene and developing a digital art and creative industry scene.

Among survey participants, 31 per cent rated supporting, attracting and retain creatives as a high priority, 46 per cent as a medium priority and 23 per cent as a low priority.

Figure 8: Survey Responses for Building an Arts Friendly City

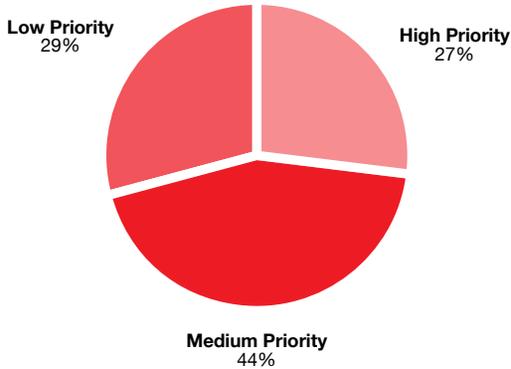


Enhance and Improve Cultural Spaces and Places

The second priority in the Culture Master Plan is to enhance and improve cultural spaces and places in Mississauga. Recommendations include focusing cultural development in cultural districts, improving City-owned cultural spaces and building partnerships to support the development of future cultural spaces.

27 per cent of survey respondents indicated that improving cultural spaces and places is a high priority, 44 per cent indicated it is a medium priority and 29 per cent a low priority.

Figure 9: Survey Responses on Enhancing and Improving Cultural Spaces and Places

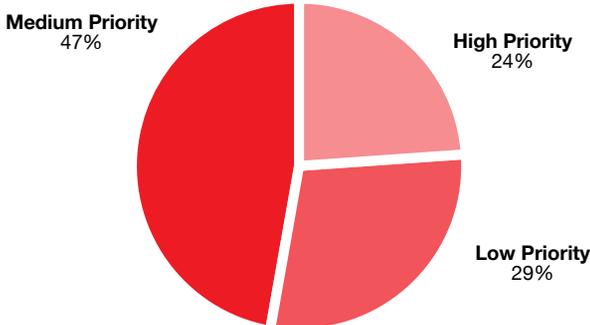


Expand and Grow Leadership

Expanding and growing leadership in the creative sector through capacity development and learning opportunities, collaboration and partnership is the third priority in the Culture Master Plan. The City of Mississauga and the Culture Division also prioritizes supporting emerging and marginalized creative individuals by removing barriers to access and participation, and championing opportunities for participation.

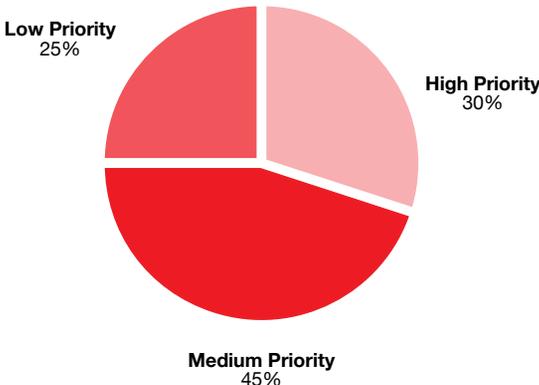
24 per cent of survey respondents indicated expanding creative sector leadership is a high priority, 47 a medium priority and 29 a low priority.

Figure 10: Survey Responses on Expanding and Growing Leadership



30 per cent of survey respondents indicated supporting emerging and marginalized creatives is a high priority, 45 per cent a medium and 25 per cent a low priority.

Figure 11: Survey Responses on Supporting Emerging and Marginalized Creatives

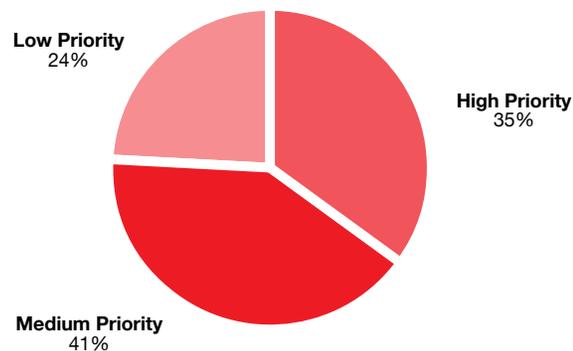


Support the Development of a Cultural Identity

The fourth priority of the Culture Master Plan is to support the development of a cultural identity that is welcoming, inspiring and enriching, including enhancing understanding and showcasing Mississauga’s history and living heritage.

35 per cent of survey respondents rated developing a cultural identity as a high priority, 41 per cent rated it as a medium priority and 24 per cent a low priority.

Figure 12: Survey Responses on Supporting the Development of Cultural Identity

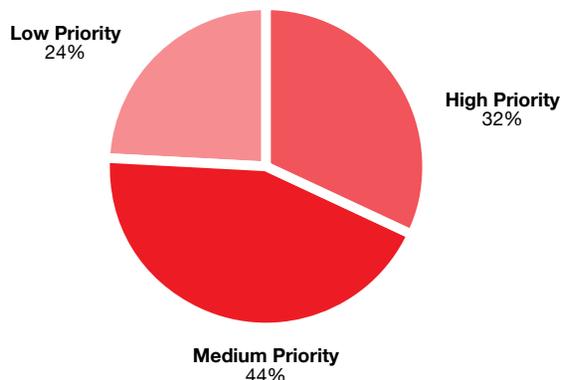


Share Our Story Beyond Our Borders

Sharing our story beyond our borders is the fifth priority in the Culture Master Plan, identifying that the City of Mississauga should support premium cultural experiences and proactively promote Mississauga’s arts and culture scene to establish a positive cultural identity for the city.

32 per cent of survey respondents rated sharing our story beyond our borders as a high priority, 44 per cent as a medium priority and 24 per cent a low priority.

Figure 13: Survey Responses on Sharing Our Story Beyond Our Borders



Appendix 5: What We've Accomplished (2009 Culture Master Plan)

The 2009 Plan outlined 44 recommendations; 34 were completed, 5 are in progress and 5 were not started. Many of the recommendations in the first Master Plan were operational and organizational in nature, focused on moving the City of Mississauga's culture agenda forward and were intended to create a strong foundation for the newly formed Culture Division which centralized arts, culture and heritage under one area.

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
1	That the City of Mississauga increase the per capita financial allocation to cultural organizations, including festivals and celebrations, from \$1.50 to \$3.00 over the next four years beginning in 2009. This will raise the combined Arts and Culture Grants Program and the Festival and Celebrations Grant Program (excluding City owned cultural facility operation costs) by \$940,700 at the end of year four.	Complete	Will be reviewed regularly through our grants program
2	That the City of Mississauga endorse the Mississauga Arts Stabilization Fund and direct the Culture Division to work with corporate and community leadership to facilitate the development of the program.	Not Started, decision not to proceed	City participated in the ArtsVest Program. This recommendation was about creating an additional tool to help organizations in addition to grant support. The program was not developed because there wasn't a need from the community to require stabilization support.
3	That the City of Mississauga pledge an amount of \$300,000 in 2009 to the arts stabilization fund to kick start the fund and set an example to the private sector and other orders of government.	Complete	
4	That the Culture Division convene a roundtable session with representatives of the private sector, voluntary sector and other orders of government to introduce the arts stabilization concept and map out implementation steps.	Not Started	Related to Recommendation #2
5	That the Culture Division convene an information session about arts stabilization with representatives of the arts and culture community and specifically organizations who have received arts and culture grants in 2008.	Not Started	Related to Recommendation #2
6	That the Mayor host a session convened jointly with the Economic Development Office and the Culture Division to brief representatives of Fortune 500 corporations headquartered in Mississauga and any other selected corporate representatives on the benefits of the arts stabilization program and fund raising initiative.	Not Started	Related to Recommendation #2
7	That Museums be moved to the Culture Division.	Complete	

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
8	That Heritage Planning be moved to the Culture Division.	Complete	
9	That additional heritage planning staff be retained to support a more proactive approach that can meet increasing demands on heritage planning functions.	Complete	
10	That additional financial resources and Museum staff be retained to support expanded programming efforts.	Complete	
11	That the scope of activity of the Heritage Advisory Committee be broadened to include a stronger role in heritage awareness and promotion and that it be provided with adequate levels of staff to support this role.	Complete	Addressed through the Heritage Management Strategy
12	That the Culture Division facilitate a review of the roles and responsibilities of all heritage organizations and areas of collaboration with the library.	Complete	Addressed through the Heritage Management Strategy
13	That the Culture Division take the lead in a study to develop a Celebrations and Festivals Strategy to identify and assess the ways that festivals and celebrations can contribute to the broad cultural development goals of the City, assess ways in which the City can provide non-funding support to festivals and celebrations.	In Progress	Festival Strategy Framework is in development
14	That the responsibilities for festivals and celebrations currently residing in Recreation and Parks be transferred to the Culture Division following the completion of the Celebrations and Festivals Strategy.	In Progress	In progress, to be fully completed with recommendation #3
15	That the City of Mississauga develop a specific policy framework for cultural infrastructure by July 2010 and that no significant decisions be made about cultural facility development until policy framework is in place.	Complete	Culture Infrastructure and Creative Spaces study is in progress
16	Given the City's current position with respect to declining capital reserves, that the priority for capital funding of cultural infrastructure within the funding allocated in the 2008 – 2017 Capital Program forecast be reviewed in 2010 with a view to determining an available amount for cultural infrastructure for the 2011 year through to the end of 2020.	Complete	
17	That cultural development in Mississauga be community driven and neighbourhood focused.	In progress	Ongoing through cultural planning and cultural community development initiatives

Culture Master Plan (2009) - Recommendations

No.	Recommendation	Status	Notes
18	That the cultural infrastructure development capacity be created by the end of 2010	Complete	Ongoing through cultural planning and cultural community development initiatives
19	That the City create expertise in cultural capital outreach and advocacy in the Culture Division to help generate, facilitate and support the multi-party approach that typifies the development of cultural facilities	Complete	Ongoing and integrated into the roles of Cultural Planners, Cultural Community Development and various staff within the Culture Division
20	That the Culture Division collaborate with Facilities & Property Management to ensure the creation of a specialized capacity for data collection and monitoring of cultural facilities and capital projects, and that the data be integrated with other City GIS initiatives.	Complete	
21	That a budget allocation in the order of \$100,000 be allocated for external resources for capacity building. A further allocation will be required to address the lack of communication related to cultural facility development and utilization. Communications vehicles such as interactive websites may be part of a larger communications strategy for the entire cultural sector. A budget allocation will be required.	Complete	
22	That a ten-year forecast for investment spending for the development of new cultural facilities be prepared for inclusion in the City's 2011 capital budget.	Complete	
23	That a ten-year forecast for investment spending to repair and adaptively reuse existing facilities be prepared by July 2010 for inclusion in the City's 2011 capital budget	Complete	
24	That Mississauga commission an independent study to review the LAC and make recommendations about its future role within the context of the Culture Master Plan. This should be completed by the end of 2009.	Complete	
25	That a five year review of the Culture Master Plan be undertaken by the Culture Division beginning in 2014.	Complete	Culture Division has completed several other studies and strategies since 2014 that are the foundation for the new Culture Master Plan
26	That the City establish an interdepartmental culture team to support collaborative working relationships and provide advice on measures to effectively use cultural resources to achieve the City's strategic objectives.	Complete	Ongoing; culture staff representatives are included on interdepartmental project and special initiative teams across the City

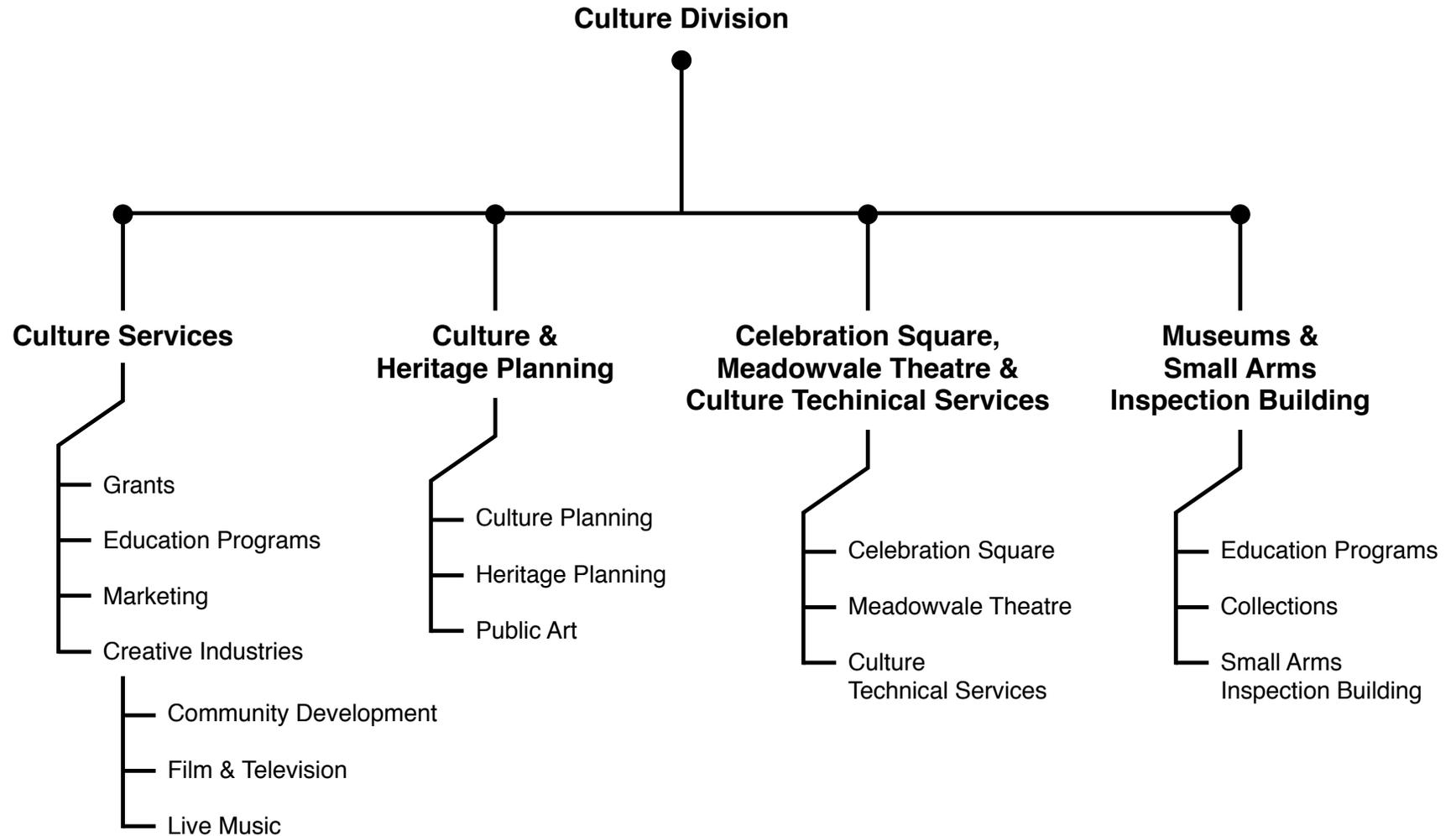
Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
27	That the name of the Office of Arts and Culture be changed to the Culture Division	Complete	
28	That the Culture Division reach into the community to develop a network of cultural partnerships and that it reports in the Cultural Report Card (see Recommendation #33) the number of cultural partnerships that have been created and how effective they are as participants in cultural policy development and decision-making.	Complete	
29	That the Culture Division facilitate a review of leadership roles and responsibilities in the arts sector in collaboration with the Mississauga Arts Council.	Complete	Addressed in the scope of the Arts, Culture and Heritage Ad Hoc Committee
30	That the Culture Division work with Geomatics and Information Technology to maintain and improve the cultural resource database (CRD) on an ongoing basis.	Complete	
31	That the Culture Division develop a business plan that identifies the resources required to implement and maintain the cultural database and mapping initiative including support for the Cultural Mapping Partnership, a regular cultural indicators report card, and the development of online maps (E-maps).	Complete	
32	That the Culture Division convene a Cultural Mapping Partnership as the vehicle for ongoing collaboration between all major stakeholders of the cultural database and mapping initiative, including data providers, data holders and application developers from City departments, the private and community sectors.	Complete	

Culture Master Plan (2009) - Recommendations

No.	Recommendation	Status	Notes
33	<p>That the Culture Division report on a regular basis (every year) beginning in 2010 on:</p> <ol style="list-style-type: none"> 1. the number and distribution by planning district of cultural facilities and spaces owned by the City, not for-profit and private sector. 2. the number of employees by cultural sector (e.g. creative core, cultural industries, creative services) 3. employment in CCES as percentage of total employment in Mississauga 4. the number of enterprises that are in the CCES as a percentage of total enterprises in Mississauga 5. the number of enterprises in creative core, cultural industries and creative services 6. revenue generated by the CCES as a percentage of City GDP 7. revenue leveraged from increased funding for cultural organizations and events 8. the number of cultural resources in each planning district/ward 9. the number of hours public cultural spaces and facilities are in use as a percentage of the time they are available 10. the number of and attendance at City funded cultural events 11. the number of new events (including festivals and celebrations) funded by the City 12. per capita investment in culture comparing Mississauga with other selected cities 	Complete	
34	<p>That the Culture Division convene a sub- working group of the Cultural Mapping Partnership, comprised of representatives of Geomatics, IT, Economic Development, Recreation and Parks and Policy Planning as required to facilitate the development of a cultural resource application for E-maps. The goal is to have a functioning application on the Mississauga website by 2010.</p>	Complete	
35	<p>That the Culture Division convene a working group to develop an interactive culture website that will be a central hub for cultural news and events, including a portal to the E- maps application for cultural resources.</p>	Complete	
36	<p>That the Culture Division select a cultural node as the site for a pilot project to test the use of planning tools, incentives, supports and partnerships to support cultural resources and activities in a specific community.</p>	Complete	

Culture Master Plan (2009) - Recommendations			
No.	Recommendation	Status	Notes
37	That the Culture Division convene a pilot project advisory group with representatives from at least Park Planning, Planning & Building (Policy Planning, Zoning, Development and Design); Transportation & Works (Parking, Engineering and Works); Legal Services and the City Manager's Office and local representatives (BIA, Residents' Association, local elected official) to provide advice and support to the pilot project.	Complete	
38	That the interdepartmental culture team receives a presentation on the parking strategy and subsequent area studies to understand the barriers to cultural development created by parking and how they can be addressed by more flexible parking strategies.	In Progress	Will be reviewed following the completion of the Parking Master Plan
39	That the interdepartmental culture team receives a presentation on a strategy for review of the sign by-law to determine if exemptions to enable posterage within cultural nodes could be made and whether the process of acquiring a permit, when a permit is necessary, could be streamlined.	Not Started	Will be referred to the Special Event Advisory Team
40	That the Culture Division retain a Public Art coordinator to implement the Public Art Policy	Complete	
41	That the Culture Division work with City departments to create pilot project opportunities for artists from a wide range of disciplines to contribute to the design of public infrastructure projects from their onset (e.g. BRT, LRT, waterfront parks, Riverwood, roadways and intersections).	Complete	
42	That the Culture Division lead the project advisory group in looking at ways to use planning tools to secure affordable and accessible live/work space for artists and cultural organizations in Mississauga.	In progress	Will be addressed with the new Culture Master Plan
43	That the Culture Division work with MBEC to promote MBEC's services to the cultural community and explore adapting MBEC's business information and professional consultation services to the needs of artists and creative entrepreneurs.	Complete	
44	That the Culture Division work with the Mississauga Arts Council (MAC) to clarify roles and responsibilities with an emphasis on MAC providing services to individual artists and representing their concerns and issues to the Culture Division.	Complete	Addressed in the scope of the Arts, Culture and Heritage Ad Hoc Committee

Appendix 6: Culture Division Organization Chart



Appendix 7: List of 2017 Arts and Culture City-Funded Groups

2017 Arts and Culture Grant Program:

- Art Gallery of Mississauga
- Canadian Arabic Orchestra
- Chamber Music Society of Mississauga
- Cow Over Moon Children’s Theatre
- Frog In Hand
- Heritage Mississauga
- Living Arts Centre in Mississauga
- Mississauga Arts Council
- Mississauga Big Band Jazz Ensemble
- Mississauga Camera Club
- Mississauga Children’s Choir
- Mississauga Chinese Arts
- Mississauga Choral Society
- Mississauga Festival Choir
- Mississauga Festival Youth Choir
- Mississauga Potters Guild
- Mississauga Symphony Orchestra
- Sampradaya Dance Creations
- Sawitri Theatre Group
- Streetsville Historical Society
- Theatre Unlimited
- Visual Arts Mississauga
- Youth Troopers for Global Awareness

2017 Cultural Festivals and Celebrations (CFC) Grant Program:

- Bollywood Monster Mashup (MonstrARTity Creative Community)
- Canada Day Together Festival (Canada Day Together Festival)
- Carassauga Festival (Carassauga Festival)
- Fiesta Ng Kalayaan (Kalayaan Filipino Cultural Organization)
- Irie Music Festival (Irie Music Festival)
- Malton Celebrates Canada Day (Malton BIA)
- Mississauga Fashion Week (Beauty Against Brutality)
- Mississauga International South Asian Film Festival (Mississauga International South Asian Film Festival)
- Mississauga Latin Festival (Canadian Latin Heritage Association)
- Mississauga Polish Day (Canadian Polish Congress)
- Mississauga Waterfront Festival (Mississauga Waterfront Festival)
- Mosaic – South Asian Heritage Festival (Canadian Community Arts Initiative)
- MuslimFest (Festive Currents)
- Paint the Town Red (Paint the Town Red Port Credit Community Association)
- Port Credit Busker Fest (Port Credit BIA)
- Southside Shuffle Blues and Jazz Festival (Southside Shuffle Blues and Jazz Festival)
- Streetsville Canada Day Celebration (Streetsville BIA)
- Streetsville Christmas in the Village (Streetsville BIA)
- Streetsville Founder’s Bread and Honey Festival (Streetsville Founder’s Bread and Honey Festival)

