



AGENDA

MUSEUMS OF MISSISSAUGA ADVISORY COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
<http://www.mississauga.ca/portal/cityhall/museumscommittee>

TUESDAY, JUNE 16, 2015 – 6:00 PM

**THE LOG CABIN AT BRADLEY MUSEUM
1620 ORR ROAD, MISSISSAUGA, ON L5J 4T2**

Members

Jeremy Harvey, Citizen Member (Chair)
Joseph Zammit, Citizen Member (Vice-Chair)
Councillor Karen Ras, Ward 2
Councillor John Kovac, Ward 4
Wendy Davies, Citizen Member
Joyce Delves, Citizen Member
Fred Durdan, Citizen Member
Anne Fabierkiewicz, Citizen Member
Irfan Malik, Citizen Member
John Pegram, Citizen Member
Barbara Hazel Tabuno, Citizen Member
Descendent of the Harris Family (*ex-officio*)

Contact: Mumtaz Alikhan, Legislative Coordinator
Office of the City Clerk 905-615-3200 ext. 5425 Fax 905-615-4181
mumtaz.alikhan@mississauga.ca

NOTE LOCATION CHANGE FOR THE MEETING IS THE LOG CABIN

*Please visit the Benares Visitor Centre (**Benares Visitor Centre, 1507 Clarkson Road North**) prior to the Meeting to be held in the Log Cabin, Bradley House for a sneak peak at “An Ideal Souvenir” Exhibition which is currently being set up.*

CALL TO ORDER

DECLARATIONS OF CONFLICT OF INTEREST

APPROVAL OF THE AGENDA

PRESENTATIONS/DEPUTATIONS - Nil

MINUTES OF PREVIOUS MEETING

Approval of Minutes of March 9, 2015 Meeting

MATTERS TO BE CONSIDERED

1. Review and Approval of the Terms of Reference
RECOMMEND APPROVAL
2. Appointment of Friends of the Museums of Mississauga Representative on MOMAC
RECOMMEND APPROVAL
3. Draft MOMAC 2015 Work Plan – J. Harvey
RECOMMEND APPROVAL
4. Museums of Mississauga Report from Manager, Museums & Chief Curator
RECOMMEND RECEIPT
5. Friends of the Museums of Mississauga Update
6. Items for Information
(a) *Mississauga News* Article on Art Project at Bradley House

OTHER BUSINESS

DATE OF NEXT MEETING

Museums of Mississauga Advisory Committee (MOMAC) – Tuesday, September 15, 2015 (location to be determined)

ADJOURNMENT



DRAFT MINUTES

MUSEUMS OF MISSISSAUGA ADVISORY COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
www.mississauga.ca

MONDAY, MARCH 9, 2015 – 6:00 PM

**BENARES VISITOR CENTRE
1507 CLARKSON RD. N., MISSISSAUGA, ON L5J 2W8**

Members in Attendance

Jeremy Harvey, Citizen Member (**CHAIR**)
Joseph Zammit, Citizen Member (**Vice-Chair**)
Joyce Delves, Citizen Member
Fred Durdan, Citizen Member
Irfan Malik, Citizen Member (Arrived 6:50 pm)
John Pegram, Citizen Member
Councillor Karen Ras, Ward 2
Barbara Tabuno, Citizen Member
Friends of the Museums of Mississauga

Members Absent

Wendy Davies, Citizen Member
Anne Fabierkiewicz, Citizen Member
Descendent of the Harris Family (*ex-officio*)

Staff in Attendance

Stuart Keeler, Manager of Museums and Chief Curator
Paul Damaso, Acting Director, Culture Division
Diana Rusnov, Manager and Deputy Clerk, Legislative Services Division
Merri Fergusson, Supervisor, Museums Education Programs
Mumtaz Alikhan, Legislative Coordinator

CALL TO ORDER

Mumtaz Alikhan, Legislative Coordinator, Office of the City Clerk, called the meeting to order at 6:01 p.m.

Appointment of Chair

Ms. Alikhan called for nominations for appointment to the office of the Chair for the Museums of Mississauga Advisory Committee (MOMAC) for the term ending November 30, 2018.

J. Pegram nominated Jeremy Harvey for appointment to the office of the Chair. The nomination was seconded by J. Zammit.

No further nominations were received.

RECOMMENDATION

MOMAC-0001-2015

That Jeremy Harvey be appointed Chair of the Museums of Mississauga Advisory Committee for the term ending November 2018, or until a successor is appointed.

APPROVED – (J. Pegram)

Appointment of Vice-Chair

Ms. Alikhan called for nominations for the appointment to the office of Vice Chair for the MOMAC term ending November 30, 2018.

J. Harvey nominated Joe Zammit for appointment to the office of the Chair. The nomination was seconded by J. Pegram.

No further nominations were received.

RECOMMENDATION

MOMAC-0002-2015

That Joseph Zammit be appointed Vice Chair of the Museums of Mississauga Advisory Committee for the term ending November 2018, or until a successor is appointed.

APPROVED - (J. Pegram)

J. Harvey took over the Chair and welcomed back the incumbents and congratulated the new members appointed to the Committee for the term ending November 2018. The Chair also welcomed the new Manager and Chief Curator for the Museums of Mississauga, Stuart Keeler.

DECLARATIONS OF CONFLICT OF INTEREST - Nil.

APPROVAL OF AGENDA

APPROVED – (J. Zammit)

PRESENTATIONS/DEPUTATIONS - Nil

DECLARATIONS OF CONFLICT OF INTEREST - Nil

APPROVAL OF MINUTES OF PREVIOUS MEETING

The minutes of the Museums of Mississauga Advisory Committee (MOMAC) meeting held on June 16, 2014 were approved as presented.

APPROVED – (F. Durdan)

MATTERS TO BE CONSIDERED

1. Review and Approval of MOMAC Terms of Reference

The composition of the Committee includes the Descendent of the Harris Family as ex-officio and there was discussion about the merit of continuing with this status. The Harris Family's contribution has been instrumental in the establishment of the Museums of Mississauga and it was suggested that this acknowledgement may be better addressed in an alternative manner such as 'Patron'. It was noted that the industry standard attributes donors as patrons. The Chair said that he would liaise with staff and interested members of the Committee, as well as obtain input from the Descendent of the Harris Family, to determine a definitive term in order to acknowledge donors.

After further discussion, the Committee agreed to defer this matter until the next MOMAC meeting.

RECOMMENDATION

MOMAC-0003-2015

That the approval of the Draft Terms of Reference of the Museums of Mississauga Advisory Committee (MOMAC) be deferred until the next MOMAC meeting scheduled on June 16, 2015.

DEFERRED – (J. Delves)

2. Update on Museums and Heritage Strategic Plan

Paul Damaso, Acting Director, Culture Division, verbally updated the Committee on the status of the Museums and Heritage Strategic Plan. He confirmed that a consultant has been hired and he outlined the next steps in the process which includes engaging the Committee as a key stakeholder. Stuart Keeler, Manager of Museums and Chief Curator will be the lead for the Museums part of the joint Museums and Heritage Strategic Plan which is expected to be a nine month process and to be completed by early 2016. The process will look at the entire scope of operations including audience development and engagement, the nature of Museums and how to build a critical mass to get to a point that will justify a purpose built museum facility.

RECOMMENDATION

MOMAC-0004-2015

That the Museums and Heritage Strategic Plan Information Session held on September 15, 2014, and the verbal update dated March 9, 2015 from Paul Damaso, Acting Director, Culture Division, be received for information.

RECEIVED – (J. Zammit)

Mr. Ifan Malik joined the meeting at 6:50 p.m.

3. Update on MOMAC 2014 Priorities and Work Plan

The Chair reviewed the 2014 Priorities and Work Plan outlining the Committee's accomplishments over the year. He advised that the Plan will be updated for 2015. The Chair also noted that in addition to collecting artifacts, it was important for Museums to focus on telling Mississauga's stories.

RECOMMENDATION

MOMAC-0005-2015

That the Update with respect to the Museums of Mississauga Advisory Committee 2014 Priorities and Work Plan dated December 2, 2014, from J. Harvey, Chair, be received.

RECEIVED – (J. Pegram)

4. 2010-2018 MOMAC ACHIEVEMENTS AND OBJECTIVES

The Chair reviewed the past successes and future objectives. The two key objectives for 2015 are the Museums and Heritage Strategic Plan and engagement and outreach including a potential architectural competition. He felt it was important for Committee members to proactively participate in engaging the community and businesses to create awareness.

In response to J. Pegram regarding compatibility and being different from other museums in the GTA, Mr. Damaso noted that one of the key deliverables from the consultants in the Museums and Heritage Strategic Plan process is market analysis.

Mr. Keeler stated that it is timely to review the Museums of Mississauga's Mission and Vision statements.

RECOMMENDATION

MOMAC-0006-2015

That the 2014-2018 Museums of Mississauga Advisory Committee Achievements and Objectives from J. Harvey, Chair, be received, and that the 2015-2018 Objectives be brought back to the next MOMAC meeting scheduled on June 16, 2015.

RECEIVED – (J. Zammit)

5. **VERBAL MUSEUMS OF MISSISSAUGA REPORT**

Merri Fergusson, Acting Manager, Museums and traditions, gave a verbal update on the activities for the period between June 2014 to-date at the Museums including staffing changes, completion of a contract between Armstrong Fine Arts Services and the City for storage of Museums artifacts and that artifacts were moved there in December 2014, the success of Doors Open during Culture Days focusing on World War 1, and Maple Magic over March Break.

In response to J. Zammit's question regarding the surcharge for removal of artifacts from storage, Mr. Damaso said the cost was \$75 irrespective of the number of artifacts removed and is the most economical option. He further noted that the items that have been selected are for long term storage which is museum quality and climate controlled.

Mr. Damaso updated the Committee on the flood at The Anchorage House (Bradley Museum) on February 17, 2015. He noted that there was extensive damage to the main floor and basement level as well as damage to artifacts. Museums staff are attending to the damage and working with an artifact restoration company to address remediation efforts. Fortunately there is no structural damage. He commended staff's quick response to the situation.

Ms. Fergusson advised that it is too early to assess the cost of the repair to the facility and artifacts. The Committee will be updated on the total cost once it is determined.

Mr. Damaso took the opportunity of thanking Ms. Fergusson for stepping in after Ms. Annemarie Hagan, the former Manager of Museums and Traditions, left. The Committee also commended Ms. Ferguson for her professionalism and efforts on behalf of the Museums.

6. FRIENDS OF THE MUSEUMS OF MISSISSAUGA UPDATE

Ms. Joyce Delves provided a verbal update on events, successes and plans of the Friends of the Museums of Mississauga (Friends) including *On the Verandah Summer Concert Series* held every Friday nights at 7:30pm on the lawn at Benares Museum, the successful bussing program to the Museums education programs for Peel students, and the plans for the next Annual Starlight and Candlelight Gala which will for the first time be held in the Summer. The date for 2015 is scheduled for June 4, 2015 at the Holcim Estate.

With respect to the *On the Verandah Summer Concert Series*, Ms. Delves requested Committee members to contact her if they are willing to assist on concert days.

The Chair thanked Ms. Delves for the update.

7. 2015 Museums of Mississauga Advisory Committee Meeting Dates

Mumtaz Alikhan, Legislative Coordinator, advised that Tuesday evening is a better option for MOMAC meetings instead of Monday evening due to ongoing conflicts with Council's standing committee meetings. The Committee agreed to this change for future MOMAC meetings.

RECOMMENDATION

MOMAC-0007-2015

That the Memorandum dated March 3, 2015 from Mumtaz Alikhan, Legislative Coordinator, entitled *2015 Museums of Mississauga Advisory Committee Meeting Dates*, be received.

RECEIVED – (J. Delves)

8. ITEMS FOR INFORMATION

(a) Community Museum Operating Grant 2014-14

Letter dated October 3, 2014 from the Ministry of Tourism, Culture and Sport approving a grant under the Community Museum Operating Grant program for receipt

RECOMMENDATION

MOMAC-0008-2015

That the letter dated October 3, 2014 from the Minister of Tourism, Culture and Sport, advising that a grant to the Museums of Mississauga in the amount of \$53,953 has been approved under the Community Museum Operating Grant (CMOG) Program for the 2014-2015 fiscal year, be received for information.

RECEIVED – (J. Zammit)

OTHER BUSINESS

The Chair noted that an orientation for the Committee will be organized and Mr. Keeler will be contacting members shortly. He felt it would be a good idea to organize a tour for Council as well in the future.

DATE OF NEXT MOMAC MEETING

Tuesday, June 16, 2015 at 6:00 p.m. at the Benares Visitor Centre

ADJOURNMENT – 8:01 p.m.

Draft Terms of Reference for Museums of Mississauga Advisory Committee

Mandate

The Museums of Mississauga Advisory Committee (MOMAC) will provide input, guidance and support to the Manager, Museums and Chief Curator, regarding the artifact collection and the future city-wide museum as a Committee of Council.

MOMAC shall act in an advisory capacity to Council through Reports to General Committee, followed by final consideration by City Council.

Objectives/Goals

That the objectives/goals reinforce the link between MOMAC's mandate and the City's strategic direction and Master Plans, and that Annual Objectives are incorporated in the Work Plan.

Work Plan

MOMAC will prepare an annual Work Plan which it will send to General Committee, then to Council at the beginning of the new year, as well as a progress update at the end of the year. Committee members shall work collaboratively with City staff to devise the Work Plan to ensure that the workload is manageable and appropriately shared between the two parties.

MOMAC's Work Plan must meet the Committee's mandate and objectives as well as the City's Strategic Plan, Master Plans and budgetary capacity and should speak directly to the specific goals.

MOMAC shall present its accomplishments as they relate to the Work Plan to Council annually.

Definitions

The City of Mississauga owns and operates three museums, Benares Historic House, Bradley Museum, and Leslie Log House, which together constitute the "Museums of Mississauga". In June 2005, City Council approved the creation of a Museums of Mississauga Advisory Committee (MOMAC), through the amalgamation of the previously existing and separate Bradley and Benares Advisory Boards.

Within this Terms of Reference, the term:

“Committee” or “MOMAC” means the Museums of Mississauga Advisory Committee;

“Friends of Museums” means the Friends of Museums of Mississauga, the independent volunteer organization working in support of the Museums;

“Museums” means the Benares Historic House, Bradley Museum, Leslie Log House, and any other facility owned and/or operated by The Corporation of the City of Mississauga at which museum collection(s) are housed and displayed for the purpose of public awareness and/or education.

“Museum Collection” means natural or cultural (i.e. man-made) object(s) and/or intellectual property directly owned by the museum as a public trust, and registered as part of its permanent collection, to be used for the exclusive purposes of preservation, research and presentation to the public.

Procedures and Frequency of Meetings

1. MOMAC is subject to Council Procedure By-law 0139-2015 which outlines the procedures for Council and Committee meetings.
http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf.
2. MOMAC will meet a minimum of four (4) times per year, (third Tuesday in March, June and September, and 4th Tuesday in November at 6:00 p.m.), or as determined by the Committee at the call of the Chair.

Membership

1. All members are subject to the Code of Conduct and Compliant Protocol for Local Boards –
http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_of_Conduct.pdf and Corporate Policy 02-01-01: Citizen Appointments to Committees, Boards and Authorities –
<http://inside.mississauga.ca/Policies/Documents/02-01-01.pdf> ;
2. The Museums of Mississauga Advisory Committee shall comprise:
 - (a) Twelve (12) voting members, being:
 - (i) nine (9) Citizen Members appointed by Resolution of Council;
 - (ii) two (2) City Councillors appointed by Resolution of Council;
 and

- (iii) one (1) representative of the Friends of Museums of Mississauga.
 - (b) one (1) *ex-officio* member, who shall be a descendent of the Harris family, the donor of the Benares Historic House.
- 3. Citizen members must comply with the section in the Procedural By-law regarding attendance at meetings and notify the Committee Coordinator of their attendance at MOMAC meetings to ensure that quorum will be available for all meetings;
- 4. Ensure that the purposes for which the Museums exist are being fulfilled;
- 5. Act as key stakeholders in the development and monitoring of the Museums' statements of purpose as well as business and strategic plans;
- 6. Endorse written policies regarding Museums operations (relating to the Ministry of Culture's Standards for Community Museums);
- 7. Adoption and adherence to appropriate ethical behaviour for Museums (e.g. Canadian Museums Association's Ethical Guidelines);
- 8. Advise on any controversial or significant artifact donations, as well as any artifact deaccessions as per the Museums of Mississauga's Collections Managements Policies; and
- 9. When required, advise Council on any issues relating to Museums or historical collections, the Benares Endowment Fund, and any other future Museums-related Endowment Funds.

Role of Chair

- 1. Preside at the meetings of MOMAC, and keep discussion on topic.
- 2. Provide leadership to MOMAC to encourage that its activities remain focused on its mandate as an Advisory Committee of Council.
- 3. Review agenda items with the Committee Coordinator and Manager of Museums and Chief Curator.
- 4. Recognize each Member's contribution to the Committee's work.
- 5. Serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary.
- 6. Liaise with the Manager of Museums and Chief Curator on a regular basis.

Role of Committee Members

1. Ensure that the mandate of MOMAC is being fulfilled
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to (the matters MOMAC deals with).
4. Ensure that the purposes for which the Museums exist are being fulfilled.
5. Act as key stakeholders in the development and monitoring of the Museums' statements of purpose as well as business and strategic plans.
6. Endorse written policies regarding Museums operations (relating to the Ministry of Culture's Standards for Community Museums).
7. Actively participate in the promotion of the Committee's signature events.
8. Adoption and adherence to appropriate ethical behaviour for Museums (e.g. Canadian Museums Association's Ethical Guidelines).
9. Advise on any controversial or significant artifact donations, as well as any artifact deaccessions as per the Museums of Mississauga's Collections Managements Policies.
10. When required, advise Council on any issues relating to Museums or historical collections, the Benares Endowment Fund, and any other future Museums-related Endowment Funds.
11. Notify the Committee Coordinator if they are unable to attend (name of committee) meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Museums of Mississauga Advisory Committee shall be reached with the presence of a majority of the appointed and elected members, at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting.
2. The issuance of an Agenda for a meeting of this Committee will be considered as notice of that meeting.

Subcommittees

That, as per the Procedure By-law 139-2013, a Committee of Council may establish a subcommittee which shall consist of members of the parent Committee, as may be determined by such parent Committee and any other member approved by Council.

- Sub-committees will be formed to deal with specific issues, and will make recommendations to MOMAC. Once the specific issue is dealt with, the sub-committee shall cease.
- All appointed members of the sub-committee have the right to vote.
- The Chair of the sub-committee will be appointed at the first meeting of the sub-committee.
- Sub-committees will act in an advisory capacity on specific issues through Reports to MOMAC.
- Sub-committees will not be supported by the Office of the City Clerk.

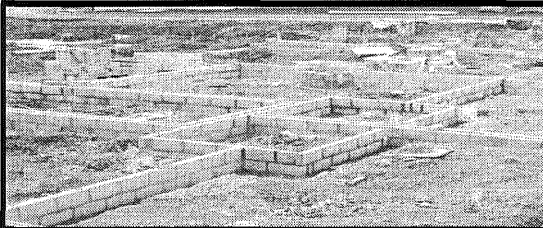
MOMAC will provide input, guidance and support to the Manager and Chief Curator regarding the artifact collection and the future city-wide museum as a Committee of Council

MOMAC Work plan 2015

DRAFT

2014 Achievements

- **New Storage Capability**
 - \$15,000 p.a. to lease museum quality storage space (2014 budget)
 - Hiring a new full time staff person in the Collections & Exhibit section from June /July
- **New Collection Mandate & Focus**
 - To represent the modern development of Mississauga, with a specific focus on 1939 to the present.
 - Continue to collect unique material related to all aspects of Mississauga's history.
- **New Mandate**
 - MOMAC will provide input, guidance and support regarding **the artifact collection** and the **future city-wide museum** through a Committee of Council.



2015 Work Plan

1. **Museums Strategic Plan**
 - **MOMAC** to clarify its Mission/Role & ensure it is communicated & understood.
 - **MOMAC** to participate in/endorse creation of the Museums strategic plan as part of study of Museums, Heritage & Heritage Planning undertaken by Culture Division.
 - **MOMAC** to participate and endorse a new vision for the Museums of Mississauga ensuring that it is alignment with MOMAC's mandate and mission.
2. **Engagement / Outreach**
 - **MOMAC** to engage with & energize residents/business/political communities in a strategic way aligned to City / Culture Division, Museum Marketing Plan.
 - **MOMAC** to set up a sub-committee to determine how and when to engage with communities and to ensure that there is consistency of message.
3. **Community Vision**
 - **MOMAC** will work with Museum staff to help determine / clarify the following:
 - The role and value of a "museum" in our community.
 - What the community wants from such a "museum" (including its broad narrative themes)
 - **MOMAC** will set up a sub committee to advise MOMAC and subsequently Council on how best this can be achieved.



City of Mississauga
Memorandum



To: Museums of Mississauga Advisory Committee
From: Stuart Keeler, Manager and Chief Curator
Date: June 8, 2015
Subject: Update | Chief Curator – Manager Report

Change Management | Leadership – ongoing

Reanimation of exhibition platforms at Anchorage, Visitor Centre Benares

Painting renovations, refresh of all spaces at the Museums is nearing completion for June 16, 2015.

Launch: *An Ideal Souvenir* - exhibition, *Pan Am – Stick, Bat, Ball* open on June 18, 2015

You are What you Collect, project and programming to build community contact and collection.

Fall Exhibition: *Knotted, Tied, Wrapped and Folded South Asian Textiles* in collaboration with ROM, Textile Museum and Ryerson University for public engagement component.

Art Installation on Bradley House by Dan Bergeron, collaboration with Public Art | Culture Division

Bradley House restoration begins June 9, 2015 – through June 23, 2015

TCI – Consultants have been hired all moving forward– in progress with interviews and formulating next steps.

Focus Group in the Fall, smaller Brain storming sessions in the summer – TBD

Marketing Plan and SWOT Analysis of the Museums – (attached) by Communications | Culture

Vision, Mission, Goals – (attached)

Moving from temporary Offices to Anchorage – flood restoration begins June 8, 2015
Contractors on location for an estimated 3 weeks.

Audit is nearly completed – will meet with Becky Ryder, Chair Friends, and City Audit Manager to issue internal audit compliance and plans moving forward.

Currently restructuring collections and review of systems, policies and operational procedures next. Compliance with internal audit.

Friends Gala June 5, 2015, On The Verandah Summer Concert Series run by Friends begins June 6, 2015.

Strategy for collecting in progress – review in October with staff for next steps.

NEW! | Extended Summer Hours! June 19 – September 15 | Pilot Project
M | T – By Appointment
W – 12:00 -4:00
Th – 12:00 – 8:00 - Bring a Picnic!
F – 12:00-4:00
Sat | Sun – 12:00 – 4:00

Stuart Keeler
Museums Manager and Chief Curator

Encls:

- (a) Museums of Mississauga Internal Philosophy
- (b) Attendance Chart – 1st Quarter
- (c) Attendance Chart – 2nd Quarter
- (d) 2015-2016 Marketing Plan



THE MUSEUMS OF MISSISSAUGA

INTERNAL PHILOSOPHY

COLLECTIONS

The Museums of Mississauga collect artifacts – and the stories that go with these artifacts – that represent the development of modern Mississauga. A current focus is on the period from 1939 to the present. Through their relationship with the residents of Mississauga, the Museums of Mississauga preserve an inspiring, proud and diverse history, collecting unique material related to all aspects of Mississauga's past and present.

EXHIBITIONS

The Museums of Mississauga are committed to creating exhibitions that inspire our diverse audiences to meaningfully engage with the past, present and future of Mississauga. We see our viewers as partners in actively interpreting and exploring exhibition content. Our goal is to align with museum standards and present original contributions to the field with a focus on content that is interdisciplinary, participatory and immersive, alongside social experiences for exploring multiple forms of engagement.

ENGAGEMENT

The Museums of Mississauga strengthens relations with residents by building opportunities for meaningful engagement beyond the museum – both virtually and in physical spaces – to support the concept that Mississauga itself is a living artifact with a rich history, unique demographics, diverse cultural transformations and a mutable infrastructure.

EDUCATION

The Museums of Mississauga have an adaptable environment where flexible methods of sharing knowledge create an inclusive space for all. As learning is an open, fluid and accessible process, we believe in creating a variety of experiences so that every participant can make meaning and connections with personal experiences to understand the past, present and future on their own terms.

EVENTS

To support and generate enhanced insight and understanding of the exhibitions and collections, events at the Museums of Mississauga are designed to create original, inclusive and participatory experiences for all ages, including family-friendly activities, intimate musical performances, feasts and festivals.

RENTALS

The Museums of Mississauga are comprised of an unparalleled collection of heritage houses and grounds that reflect the history of Mississauga. The many unique indoor and outdoor spaces are ideal for a variety of events – from corporate dinners and intimate non-profit galas, to meetings, celebrations, youth events and more.

ATTENDANCE - 1ST QUARTER

2015	Benares			Bradley			Leslie			Total
	Jan	Feb	March	Jan	Feb	March	Jan	Feb	Mar	1st Quarter
Total	9	110	44	346	113	4767	25	28	40	5482

Paying Visitors	7	10	2	7	5	0	0	0	0	31
Free Admissions	2	0	3	0	4	0	25	28	40	102
Culture Access Pass	0	4	6	2	0	0	0	0	0	12
Exhibit	0	0	0	0	0	0				0
Offsite Exhibits	0	0	0	0	0	0				0

School Program	0	0	0	115	42	832	0	0	0	989
Children's Program	0	0	0	20	15	64	0	0	0	99
Visual Arts Programs	0	0	0	0	0	0	0	0	0	0
Adult Group	0	35	0	0	0	0	0	0	0	35
Outreach	0	0	0	143	0	0	0	0	0	143
Special Event	0	25	0	0	42	3825	0	0	0	3892
Friends Event	0	0	0	0	0	0	0	0	0	0
Other Event	0	11	0	0	0	0	0	0	0	11
Overnight				0	0	16				16

Room Bookings	0	25	33	59	5	30	0	0	0	152
Wedding Photos	0	0	0	0	0	0	0	0	0	0

Pre-Reg	0	0	0	0	0	0	0	0	0	0
Number of Schools	0	0	0	2	1	23	0	0	0	26

Special Events:

CAP Print Only	6	7	6	6	0	3
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APPENDIX (b)

ATTENDANCE - 2ND QUARTER

2015	Benares			Bradley			Leslie			Total
	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	2nd Quarter
Total	429	164	0	525	471	0	0	0	0	1589
Paying Visitors	5	2	0	0	9	0	0	0	0	16
Free Admissions	0	0	0	0	11	0	0	0	0	11
Culture Access Pass	4	0	0	0	0	0	0	0	0	4
Exhibits	0	0	0	0	0	0				0
Offsite Exhibits	0	0	0	0	0	0				0
School Program	398	0	0	438	226	0	0	0	0	1062
Children's Program	22	0	0	58	15	0	0	0	0	95
Visual Arts Programs	0	0	0	0	0	0	0	0	0	0
Adult Group	0	162	0	13	0	0	0	0	0	175
Outreach	0	0	0	0	154	0	0	0	0	154
Special Event	0	0	0	0	0	0	0	0	0	0
Friends Event	0	0	0	0	0	0	0	0	0	0
Other Event	0	0	0	0	0	0	0	0	0	0
Overnight				16	37	0				53
Room Bookings	0	0	0	0	19	0	0	0	0	19
Wedding Photos	0	0	0	0	0	0	0	0	0	0
Pre-Reg	0	0	0	0	0	0	0	0	0	0
Number of Schools	0	0	0	0	0	0	0	0	0	0
Special Events:										

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APPENDIX (c)

Museums of Mississauga

2015-2016 MARKETING PLAN

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Background (DRAFT)

Owned and operated by the City of Mississauga, the Museums of Mississauga are a heritage collection of buildings restored to visually narrate the early settler experience and life in the nineteenth century through to the modern era. With the addition of a relevant series of programs and events that involve the living cultural heritage of the city, the Museums are currently undergoing a reanimation of goals, vision and mission that will improve the connection with all communities across Mississauga. Inspired by our collective social heritage and lived experiences, the new programs will act as a conduit for bringing people together and will facilitate the sharing of experiences and knowledge. The Museums of Mississauga Advisory Board (MOMAC) is appointed by City Council. The Friends of the Museums are a volunteer non-profit group with the mission to engage volunteers and enhance community awareness through promotion, participation and fundraising to ensure the integrity of the Museums.

Though the role of the Heritage House Museums has traditionally been to focus on the past, a new iteration will reveal and honour the story of Mississauga now while also connecting our present to the traditions of days gone by. Research-based exhibitions, an artist-in-residence and a reanimation of the collection are all strategies through which the Museums now gathers new stories and artifacts which involve the residents of the city. Definition of terms, experience and overlaying context of “heritage” - to inclusively address all communities of the city, as well as narrate the past, present and future of Mississauga.

The inventory of the Museums includes 6 heritage museums which are all designated Ontario Heritage sites. The 20-acre Bradley Museum, five miles south of downtown Mississauga in Clarkson Village, is located on the edge of Lake Ontario, nestled in a maple grove. The site has accessible nature trails and is also connected by the Waterfront bike Trail. The compound consists of four buildings; the Anchorage, an Ontario Regency style cottage from the early nineteenth century; the Bradley House, a two-storey saltbox-style farmhouse from 1830; a restored Port Credit log cabin from the early 1800s; and a barn from the turn of the last century illustrating rustic farm vernacular construction. In addition, within walking distance from the Bradley site is the Benares Historic House Museum from 1836 and a modern Visitor Centre which are dedicated to portraying early 20th century family life within a global and local context. Finally, the Leslie Log House, is a white cedar log building built in 1826 and located on Mississauga Road at the publicly accessible Pinchin Farm property on the edge of the Credit River in Streetsville.

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Vision (DRAFT)

Be Inspired by our collective social heritage and lived experiences, serve as a conduit for bringing people together to facilitate the sharing of experiences and knowledge.

Create original and innovative contributions to the field of museums, heritage and community engagement.

Meet and surpass museum industry standards with exhibition s, collection practices and education.

Focus on developing a centre of museological excellence by collecting, protecting and presenting knowledge about Mississauga's historical and living cultural heritage within a Canadian and global context.

Create a destination collection that has unique artifacts representing not only the past, also by engaging residents with key engagement strategies and platforms to make meaningful contributions to the collection.

Increasing an understanding and appreciation of Mississauga's history, achievements, contributions and traditions of the past, present and future.

Develop and foster a sense of community identity through inclusive cultural awareness, advocacy, relevancy and dialogue with all the communities of Mississauga.

Situate Mississauga in a global context, within an historical continuum while simultaneously creating innovative projects, programs and meaningful experiences that are inclusive of all.

Maintain a friendly visitor experience within the Museum environments is essential to success, one that is collaborative, professional, creative, engaging and respectful of all.

Create opportunities to collaborate, share and activate other institutional and private collections with an emphasis on the past, present and future of Mississauga.

Expand all facets of programming and exhibitions, beyond only a "pioneer story" to include Living Heritage that conceptually relates to the sites, houses, artifacts and exhibitions.

Mission (DRAFT)

Museums of Mississauga serves to present an exceptional collection of historic house museums with the goal to create a meaningful dialogue on a shared past, a collective present and a collaborative future. By presenting relevant exhibitions, educational programs, and innovative engagement experiences the Museums connect the public with the story of Mississauga's shaped by our Canadian identity and global context.

Situation Analysis

SWOT ANALYSIS									
Internal	<table> <tr> <th>Strengths</th><th>Weakness</th></tr> <tr> <td> <ul style="list-style-type: none"> City of Mississauga owned properties The Museum's rich archival and artifact collection (In house exhibits & travelling exhibits) Unique programming (registered classes & workshops, education programs for schools, guides and scouts) Partnership with the "Friends of the Museum" Staff knowledge and expertise Community support Ongoing, rotating exhibit platforms </td><td> <ul style="list-style-type: none"> Low brand awareness Limited budget Website is dated and not interactive Lack of online presence creates an optic of 'out of touch with contemporary' Small email database Too few visitors Events lack polish Confusion on identity & mission Focused heavily on the historical demographics of Mississauga Lack of innovation </td></tr> <tr> <th>Opportunities</th><th>Threats</th></tr> <tr> <td> <ul style="list-style-type: none"> Potential to target niche markets/ new audiences through social media, website, blogs, Instagram Using more interactive / digital tools for onsite exhibit displays Potential to garner new rental income by attending networking / tradeshow events Collaborating with other museums/community groups Offering focused programs to groups with a strong community presence New City of Mississauga brand Recreating spaces to expand exhibits Showcasing the trails on the properties Geocaches onsite </td><td> <ul style="list-style-type: none"> Similar programming offered by competitors Communities may choose not to engage with us Economic crisis </td></tr> </table>	Strengths	Weakness	<ul style="list-style-type: none"> City of Mississauga owned properties The Museum's rich archival and artifact collection (In house exhibits & travelling exhibits) Unique programming (registered classes & workshops, education programs for schools, guides and scouts) Partnership with the "Friends of the Museum" Staff knowledge and expertise Community support Ongoing, rotating exhibit platforms 	<ul style="list-style-type: none"> Low brand awareness Limited budget Website is dated and not interactive Lack of online presence creates an optic of 'out of touch with contemporary' Small email database Too few visitors Events lack polish Confusion on identity & mission Focused heavily on the historical demographics of Mississauga Lack of innovation 	Opportunities	Threats	<ul style="list-style-type: none"> Potential to target niche markets/ new audiences through social media, website, blogs, Instagram Using more interactive / digital tools for onsite exhibit displays Potential to garner new rental income by attending networking / tradeshow events Collaborating with other museums/community groups Offering focused programs to groups with a strong community presence New City of Mississauga brand Recreating spaces to expand exhibits Showcasing the trails on the properties Geocaches onsite 	<ul style="list-style-type: none"> Similar programming offered by competitors Communities may choose not to engage with us Economic crisis
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External									

Goals & Objectives

Goals:

- To bring focus to the Museum's exhibits & programming so visitors can share Mississauga's unique history and celebrate our community's past, present and future through expanded concepts of heritage and traditions.
- To be recognized as a top tier learning facility that provides unique exhibits, education programs, registered classes & workshops, camps, and events that secure, preserve and display Mississauga's cultural history for today's residents and future generations.
- To use heritage as a "contemporary experience" in which to engage new audiences
- Bring awareness to the Collection and its value to residents and viewers.

Objectives:

- Increase overall attendance to Museum exhibits & tours.
- Increase awareness that the Museums are "happening" and relevant
- Increase attendance to registered classes & workshops, camps and events.
- Increase the number of school groups (primary, secondary and post-secondary) that attend Museum education programs.
- Develop French Immersion tours, Global Language Tours
- Increase rentals for meetings, social gatherings and wedding photography to the Benares site.
- Increase website traffic by 10% compared to 2014-2015.
- Increase e-newsletter email list by 10% by April 2016.

Target Audiences & Segments

Target Audience		Segments
Primary Audience	<ul style="list-style-type: none"> • Young people (via education system, general interest groups) 	<ul style="list-style-type: none"> • Ages 4-13 (Elementary schools) • Ages 14-17 (High Schools) • Guides & Scouts • Both female and male who live within a 5km radius of the Museums • Decision makers are their caregivers, parents or

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	<ul style="list-style-type: none"> • Young adults (Gen X) • Older adults (active living, community centres, senior homes) 	<p>teachers</p> <ul style="list-style-type: none"> • Ages 24-40 • Both female and male who live in the GTA • Educated (post-secondary/graduate) • Cultural seekers (seeking to experience heritage & traditions contemporarily) • Ages 65+ • Both female and male who live within a 5km radius of the Museums • Retired, have more time • Educated • Available during the day
Secondary Audience	<ul style="list-style-type: none"> • Stay at home parents (young families with children) 	<ul style="list-style-type: none"> • Ages 28-40 • Both female and male who live within a 5km radius of the Museums • Prefer educational, fun, interactive experiences • Want to spend quality time with their children
Tertiary Audience	<ul style="list-style-type: none"> • Museums Stakeholders (local media, potential sponsors, friends of the Museum, Museums Advisory Board, volunteers, staff, Mississauga community, rental clients, school boards (public, catholic and french) 	

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Key Messages

- A learning facility for Mississauga residents to discover and develop meaningful experiences through heritage & traditions.
- Heritage includes the present and future –“ the living heritage of the city”
- Explore and celebrate Mississauga’s cultural and living heritage through changing exhibits, interactive guided tours and special events.
- The Museums have an artifact collection and want to gather items, stories of this time.
- Educating young people through a wide range of unique educational programs, registered classes & workshops and camps that preserve and celebrate Mississauga’s cultural heritage.
- The Museums are an inclusive, friendly, welcoming site that is interested in creating relevant connections with all communities of the city.
- Increase an understanding and appreciation of Mississauga’s history, achievements and its own identity within a Canadian and global contexts
- Fostering a sense of community identity through cultural awareness, advocacy and dialogue on relevant heritage topics and issues.
- Create cultural capital by sharing knowledge, providing friendly service and memorable and positive experiences for viewers

Strategic Approach

- Engage target audience through web and social media content.
- Driving traffic to website through direct links on social media and other digital channels/networks.
- Use internal ad space (digital screens, poster space, flyers and brochures) to deliver consistent and memorable messages that will inform/engage target audience, while emphasising the Museums programming.
- Distribute print materials to venues/events that our target audience frequent.
- Implement digital (social media/mobile) campaigns with high engagement and conversion rates.
- Keep target audience informed and engaged with email marketing (e-news & e-blasts).

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Issues and Mitigation

Issue/Consideration	Mitigation Strategy
Damage to collection/artifacts	Develop a SOS plan to respond appropriately in the event of a disaster.
Lack of PR Plan	Create PR plan (research, goal setting, implement)
Event cancellations	Alert public to cancellation via website/social media networks
City Branding	Integrate city branding into all marketing initiatives

Tactics & Timeline

Tactic	Timeline
Flyer/Poster/Postcards Internal distribution (libraries & community centres) External distribution (targeted venues/events)	Creative: 7-10 days Print: 3- 5 days Distribution: 2 - 5 days
Website <ul style="list-style-type: none"> Exhibit/Event posting Web banner 	August – for final Culture Website Interim Site for Pan-AM Games
Museum Screens	
Community Centre Screens	
Celebration Square Stage Screens Reach: approximately 150 impressions per non-event day.	September 2015 – heritage project
Library Screen Savers Reach: 400 computers throughout the city, each have anywhere between 5 to 15 images rotating every 8 – 10 seconds	3-5 days to go live and can remain up for 3-4 weeks.
Gateway Banner Reach: approximately 15,000 impressions per week	
Facebook Banner (create banner, copy and event page)	

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Facebook Ad	
Social Media <ul style="list-style-type: none"> • Facebook/Twitter posts • Hashtag for outreach initiatives 	
E-city Banner (create banner, copy and schedule) Reach: 2014-1,280,895 unique page views on eCity homepage	
Inside Mississauga & What's on Calendar	
Mississauga Life Magazine	
Got Kids Mississauga (Online)	

Budget

(See Museums Budget)

Evaluation

- Overall attendance (number of new visitors, number of returning customers, tickets sold 2015-2016 to programs & events).
- Website analytics (number of visitors, unique visitors, average visit duration, and traffic via social media).
- Social media (likes, followers, content shares, reach, posts using hashtag).
- Email analytics (sent numbers, open %, click %, # of un-subscription).
- To collect feedback through surveys at the event or on the website using digital forms.



Bradley House gets a makeover

Joseph Chin

Mississauga News | Jun 02, 2015

MISSISSAUGA – The historic Bradley House has a new look.

This week, as part of the City's public art program, the exterior of the house has been transformed into a temporary visual arts display before it is restored back to its classic, timeless golden charm.

The series of images, which can be viewed until Sunday, are meant to evoke the emotions of the lives of the inhabitants of the old house, says Dan Bergeron, a Toronto-based visual artist who was commissioned to do the work.

Blending street art aesthetics and an engagement with communities, Bergeron's art fosters reflection upon issues of personal identity, social relationships and the spaces that we collectively inhabit.

Bradley House is a two-storey farmhouse dating back to the 1830s. It is part of the Bradley Museum, a designated Ontario Heritage Site.



Until Sunday, the exterior of Bradley House in Clarkson will boast a new look, an initiative of the City's public art program.