
Museums of Mississauga Advisory Committee

Date

September 15, 2015

Time

6:00 p.m.

Location

Benares Visitor Centre, 1507 CLARKSON RD. N., MISSISSAUGA, ON L5J 2W8

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, Legislative Services

905-615-3200 ext. 5425/ Fax 905-615-4181 / Email mumtaz.alikhan@mississauga.ca

Find it online

<http://www.mississauga.ca/portal/cityhall/museumsccommittee>

NOTE: LOCATION CHANGE FOR FUTURE MEETINGS IS AT *THE LOG CABIN*

CALL TO ORDER

DECLARATIONS OF CONFLICT OF INTEREST

APPROVAL OF THE AGENDA

PRESENTATIONS/DEPUTATIONS - Nil

MINUTES OF PREVIOUS MEETING

Approval of Minutes of June 16, 2015 Meeting

MATTERS TO BE CONSIDERED

1. MOMAC Work Plan – J. Harvey
 - (a) Update from Community Vision Task Group
RECOMMEND RECEIPT
 - (b) Update from Engagement and Outreach Task Group
RECOMMEND RECEIPT
2. Museums of Mississauga Report from Manager, Museums & Chief Curator
RECOMMEND RECEIPT
3. Friends of the Museums of Mississauga Verbal Update
4. Items for Information – Nil.

OTHER BUSINESS

DATE OF NEXT MEETING

Museums of Mississauga Advisory Committee (MOMAC) – Tuesday, November 24, 2015 at *The Log Cabin* at Bradley Museum

ADJOURNMENT



DRAFT MINUTES

MUSEUMS OF MISSISSAUGA ADVISORY COMMITTEE

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

MONDAY, JUNE 16, 2015 – 6:00 PM

THE LOG CABIN
1620 ORR ROAD, MISSISSAUGA, ON

Members in Attendance

Jeremy Harvey, Citizen Member (**CHAIR**)
Councillor Karen Ras, Ward 2
Councillor John Kovac, Ward 4 (ARR. 6:58 pm)
Wendy Davies, Citizen Member
Joyce Delves, Citizen Member
Anne Fabierkiewicz, Citizen Member
Irfan Malik, Citizen Member
John Pegram, Citizen Member

In Attendance

Mira Coughlan, Friends of the Museums of Mississauga
Joseph Zammit, Citizen Member (**Vice-Chair**) (via Speakerphone – non-voting)

Members Absent

Fred Durdan, Citizen Member
Barbara Tabuno, Citizen Member
Descendent of the Harris Family (*ex-officio*)

Staff in Attendance

Stuart Keeler, Manager of Museums and Chief Curator
Mumtaz Alikhan, Legislative Coordinator

CALL TO ORDER

The Chair called the meeting to order at 6:00 p.m.

The Chair welcomed J. Zammit to the meeting via telephone due to illness. Mr. Zammit participated in a non-voting capacity.

The Friends of the Museums of Mississauga nomination to MOMAC, Mira Coghlan, was also in attendance in a non-voting capacity until her appointment is confirmed by Council.

DECLARATIONS OF CONFLICT OF INTEREST - None.

APPROVAL OF AGENDA

APPROVED – (J. Pegram)

PRESENTATIONS/DEPUTATIONS - Nil

APPROVAL OF MINUTES OF PREVIOUS MEETING

The minutes of the Museums of Mississauga Advisory Committee (MOMAC) meeting held on March 9, 2015 were approved as presented.

APPROVED – (I. Malik)

MATTERS TO BE CONSIDERED

1. Review and Approval of MOMAC Terms of Reference

The Committee reviewed the Terms of Reference and made the following amendments:

- (a) Item 2(a) iii under *Membership* be amended to read, "one (1) representative of the Friends of Museums of Mississauga (Friends) whose term of office shall be in accordance with the term set out by the Friends";
- (b) Under *Role of the Chair*, the following be added as item 7: "In the absence of the Chair, the Vice Chair shall assume the role of Chair";

The Chair further noted that at the March MOMAC meeting, a change to the term of Ex-officio was discussed under *Membership*. This was in reference to the continuation of an ex-officio under *Membership* in the Terms of Reference. The Ex-Officio is currently a descendent of the Harris family. He suggested that the

status of Ex-Officio remain unchanged in the Terms of Reference. The Chair stated that many museums have patrons and he undertook to discuss this matter with the Chair of the Friends.

RECOMMENDATION

MOMAC-0009-2015

That the Draft Terms of Reference of the Museums of Mississauga Advisory Committee (MOMAC) be approved as amended.

APPROVED – (J. Delves)

2. Appointment of Friends of the Museums of Mississauga Representative on MOMAC

The Friends have nominated Mira Coghlan as their Representative on MOMAC for a term of one year.

RECOMMENDATION

MOMAC-0010-2015

That the appointment of Mira Coghlan, Representative of the Friends of the Museums of Mississauga on the Museums of Mississauga Advisory Committee, for a term of one year, be approved.

APPROVED – (Councillor K. Ras)

3. Draft MOMAC 2015 Work Plan

The Chair reviewed the 2015 MOMAC Draft Work Plan. He noted that there are three main components to the Work Plan, the Museums Strategic Plan, Engagement/Outreach and Community Vision.

Members of the Committee raised the following issues:

- That under Engagement/Outreach, the educational community be included along with the engagement of residents, businesses and the political communities;
- If previous strategic studies will be incorporated in the current Museums and Heritage Strategic Plan Review;
- Concern that strategic and planning studies are being conducted every few years;
- In order to move forward with the 2015 Work Plan, the Chair suggested task groups be created for Engagement/Outreach and Community Vision

In response to the question of incorporating previous strategic studies into the Museums and Heritage Strategic Plan Review, Stuart Keeler, Manager of Museums and Chief Curator, advised that this is a new review, however all relevant information from previous studies have been provided to the Consultants.

The following Committee Members were appointed to the Engagement/Outreach Task Group: W. Davies, J. Delves, A. Fabierkiewicz, and I. Malik.

The following Committee Members were appointed to the Community Vision Task Group: M. Coghlan, J. Pegram, B. Tabuno and J. Zammit.

RECOMMENDATION

MOMAC-0011-2015

1. That the 2015 Museums of Mississauga Advisory Committee (MOMAC) 2015 Work Plan be approved as amended.
2. That an Engagement and Outreach Task Group be approved in an advisory capacity to MOMAC composed of Wendy Davies, Joyce Delves, Anne Fabierkiewicz and Irfan Malik.
3. That a Community Vision Task Group be approved in an advisory capacity to MOMAC composed of Mira Coghlan, John Pegram, Barbara Tabuno and Joe Zammit.

APPROVED – (W. Davies)

4. Museums of Mississauga Report from Manager, Museums & Chief Curator

Stuart Keeler, Manager of Museums and Chief Curator, updated the Committee on the activities at the Museums of Mississauga (Museums) over the last quarter.

He noted the following:

- Renovations at the Bradley Museums is scheduled for completion late June;
- As part of the City's public art program, the exterior of Bradley House was transformed into a temporary visual arts display for one week before being restored to its original look;
- In order to be aligned with museum standards, Museums are being reanimated into exhibition spaces such as the Mountie Exhibit at Benares Visitor Centre, which he encouraged Committee Members to view. There are plans to borrow artifacts from the Royal Ontario Museum, Ryerson University and the Textile Museum of Canada. Future MOMAC Meetings will therefore be held in The Log Cabin at Bradley Museum;

- As part of the Museums and Heritage Strategic Plan Review, Committee Members will be participating in focus groups in early Fall along with the Friends of the Museums and other audiences. Mr. Keeler will forward a schedule to the Committee shortly;
- A marketing analysis that will look at ways to increase and engage different audiences;
- Seek ways to build the artifact collections;
- The Anchorage has been refurbished after the flood damage and staff have moved back. The basement is scheduled to be completed in early Fall.
- Mr. Keeler shared the new Museums Vision and Mission Statements. He noted that with the Museums and Heritage Strategic Plan Review underway, the Mission Statement focuses on the relevance of Museums of Mississauga in the present and the future whilst building on the past. Discussion ensued about emphasis on a purpose built facility, making the Statements succinct, and focusing on education, exhibitions, the community and collections.

RECOMMENDATION

MOMAC-0012-2015

That the Museums of Mississauga Report from the Manager, Museums and Chief Curator, dated June 8, 2015, be received.

RECEIVED – (W. Davies)

At this point, Councillor Kovac joined the meeting and the Chair and Members of the Committee welcomed him.

5. Friends of the Museums of Mississauga (Friends) Verbal Update

On behalf of the Friends, Ms. Coghlan, reviewed the activities over the Spring as well as upcoming events over the Summer months. She spoke of the success of the Friends' Gala which was held on June 5, 2015 and advised that the amount raised will be confirmed at the next MOMAC meeting. The event garnered a lot of positive comments from the attendees. The Committee thanked the Friends for their efforts in organizing the event. Mr. Keeler echoed his appreciation on behalf of the Museums staff.

Ms. Delves advised that the first two *On the Verandah Concerts* had to be cancelled due to inclement weather. She also sought volunteers to assist at the *Concerts* on Fridays until August 28, 2015, and requested those on the Committee that were interested in assisting to contact her as soon as possible.

The Chair thanked Ms. Coghlan and Ms. Delves for their updates.

6. Items for Information

- (a) *Mississauga News* Article on Art Project at Bradley House

RECOMMENDATION

MOMAC-0013-2015

That the *Mississauga News* article with respect to a temporary art project at the Bradley House dated June 2, 2015 be received for information.

RECEIVED – (Councillor K. Ras)

OTHER BUSINESS

- (a) There were no other items of business.

DATE OF NEXT MOMAC MEETING

Tuesday, September 15, 2015 at 6:00 p.m. at the Log Cabin at Bradley Museum.

ADJOURNMENT – 7:23 p.m.

MOMAC Working Group – Community Vision

27th July 2015

Present:

Mira Coghlan
Joseph Zammit
Jeremy Harvey
John Pegram

Apologies:

Barbara Tabuno

Objectives of Working Group.

1. To help clarify the role and value of a museum to our community
2. To begin to understand what the community wants from their Museum (including any broad narrative themes)
3. To summarise the key rationale and talking points of why Mississauga needs a museum and what its purpose should be.

Chairmanship

Duties will be shared between Jeremy Harvey & Joe Zammit

Status

Report Attached

Next Meeting

Time: 7:00p.m. Wednesday 9 September

Place Log Cabin Bradley

1(a)-2

MOMAC WORKING PARTY – COMMUNITY VISION @ 27th July

Issue / Subject	Status	Next Action	Timing	Who
Identify potential Community Groups to begin to understand what the community wants from their Museum Including Members of Council	Apart from basic admission numbers there appears to be little systematic information about who visits the Museums or the links that the Museums has with individuals, sponsors or community groups. (Groups include Rotary, Ratepayers, Church groups, Seniors Groups, Schools, Corporations, Federal, Provincial, Municipal, Regional and family organizations.)	Need to properly identify and pool information about the various disparate groups that currently visit Museums or have yet to be consulted / asked about our Museums Contact following with view to : <ul style="list-style-type: none"> • Rotary (JH to liaise with Fred Durdan) • Rate Payers Groups, (JH to liaise with Julie Morris) • South West Mississauga Residents Group (Contact Eric Smith) • Mississauga Symphony - Coordinating Principal • School Board Social Science Consultant 	Aug 15 09/15 09/15 09/15 09/15 09/15	 JH JH JP MC JZ
Build on existing strengths	<ul style="list-style-type: none"> • Admissions to date in 2015 show that 1/3 of our total visitors are students from schools. The majority of the visitors in special events are families. • TCI will be creating a SWOT for the Strat Plan 	<ul style="list-style-type: none"> • Recommendations to continue outreach to all schools in Mississauga • JZ to contact Merri Ferguson re current School activity • Recommendations ie advertising and adjustment of special pricing for families and continued use of social media generally. • Museum Staff working on Communication Plan 	Nov 15 09/15 09/15	All JZ All SK

Talking to Community Groups	Presupposes that Community Groups have been identified (above)	<ul style="list-style-type: none"> Develop programme of talking to Community Groups to address: <ol style="list-style-type: none"> Whether they know about Museums of Mississauga? What's going right? What's Going wrong What would they like in the future? Determine role (if any) for MOMAC in City Ambassador Programme 	Nov 15	BT
Changing perspective of the way Museums of Mississauga plans are seen.	<p>There is a feeling that:</p> <ul style="list-style-type: none"> we are too concentrated on current assets and not future prospects the Museums are seen as local to Clarkson rather than citywide assets 	<ul style="list-style-type: none"> Recommendations to transform language and goals Recommendations to reinvigorate / create excitement for a new museum For example <ol style="list-style-type: none"> architectural contest for a new / existing building consideration of how a digital age virtual museum might be integrated with bricks and mortar Satellite Museums 	Nov 15	BT

MOMAC Working Group – Engagement and Outreach

1st September 2015

Present:

Wendy Davies
Anne Fabierkiewicz
Irfan Malik
Jeremy Harvey

Apologies:

Joyce Delves

Objectives of Working Group.

1. To determine how best MOMAC can engage with and energise residents / business / political and educational communities in Mississauga.
2. To identify the key groups / individuals with whom to engage
3. To scope the broad themes of the content of an engagement strategy (taking into account the Museum Marketing Plan).

Chairmanship

Jeremy Harvey will assume role initially

Status

Report Attached

Next Meeting

Date: TBD

Place TBD.

1(b)-2

MOMAC WORKING PARTY – ENGAGEMENT & OUTREACH @ 1st September, 2015

Issue / Subject	Status	Next Action	Timing	Who
Presentation / Talking Points	Various presentations have been given by Museum Staff, MOMAC and Friends. JH circulated first draft of talking points to working party (attached)	Refine Talking Points	Nov 15	ALL
Language Variants	Given the diversity of first languages in Mississauga there is very little multi lingual advertising. Initial Meeting held between Irfan Malik and Museum staff to progress for Wrapped Tied and Tucked Exhibit	1. Liaise with Friends of Museums (FOM) re greater diversity of artists for On The Verandah 2016 2. Finalise activity for Wrapped Tied and Tucked	Oct 15 Sep 15	JH IM / SK
Benchmarking how other cultural organizations engage supporters and solicit financial support	Little seems to be known in detail about how funds and support is solicited by other organisations.	1. Approach local Institutions to learn from their experience (LAC, AGM, Meadowvale Theatre, PAMA) 2. Benchmark other organizations.	Oct 15	JH
Determine potential individuals / groups with whom to engage	There is currently no database of organizations / individuals who might support the Museums	1. Consolidate existing information from available sources: • Friends • Economic Development Office • Personal contacts (JH to email request to MOMAC members and others)	Sep 15	JH

1(b)-3

Methods of Outreach	<p>There is no consistent communication plan or content for Community outreach</p> <p>Culture Division Staff are reviewing and revising Communication Plan for Museums</p>	<p>1. JH to provide background on MOMACs perspective on Communication Plan to SK</p> <p>2. Staff to revise Communication Plan (seen as a priority by working Party)</p> <p>3. Working Party / Friends of Museums to formulate a plan to drive membership of Friends with wider geographic and cultural coverage, maybe including "Regional Ambassadors")</p>	<p>Sep 2015</p> <p>Q4 2015</p> <p>Q4 2015</p>	<p>JH</p> <p>SK / SB</p> <p>JH/BR</p>
Potential Exhibit / Event Ideas	<p>Food is frequently both a draw for events and an indication of cultural diversity.</p> <p>Potential for taking a food type and showing how different groups of Mississaugans in past and present have utilized it in their cuisines</p>	<p>SK to Consider, whether / how applicable.</p>		

Talking Points – Museums of Mississauga – Initial Draft

Background & Objectives

As we begin to advocate for the Museums more widely it is important that our messages remain consistent. The specific objectives of each meeting will vary the core general objectives will remain constant.

1. In the short term to create better awareness and to stimulate visits to the Museums from as diversely as possible, by demonstrating the breadth of our activity and current progress.
2. In the longer term to solicit support for our goal of a City Wide museum for Mississauga To

Short Term

Far too few of our residents know about the Museums of Mississauga. Some feel “It’s not for us”. Talking Points include:

- ⇒ **Refreshing our Museums** Fresh paint / Fresh exhibit spaces / More accessible hours
- ⇒ **Increasing the frequency of our Exhibits and widening the subject matter**
 - Increased exhibition space in Benares / Anchorage / Leslie Log House with Two exhibits in each venue per year
 - E.g "The British Indian Army in the Great War, 1914 to 1918" with Sikh heritage Museum
 - Mountie, You are what you collect
 - Stick, Bat and Ball
 - Wrapped Tied and Tucked
 - Skynner Cup
 - Train Off Tracks
 - Family Camera project in October and November
 - “Mapping and Remembrance” tribute with the Mississauga of the New Credit.
- ⇒ **Refreshing our programme of events**
 - Build on strengths established with Friends of the Museums of Mississauga
 - Revised Programme required

- ⇒ **Increasing our publicity** More digital activity / Beginning to target different groups of Mississaugans/ Fully utilizing the City Communications Department / Using our own networks.

Long Term

Planning for a new approach for Museums in Mississauga. Talking Points include:

- ⇒ **City financed strategic review**
 - Where are we now?/ Where do we want to go? / Vision
 - [Vision , when agreed]
- ⇒ **Support from Council**
 - Already funding greater storage capacity
 - Given MOMAC a new mandate to advise inter alia on a “New City Wide Museum”
 - Endorsed a new Collection mandate which focuses 1939 and onwards. (To better reflect the Mississauga of today and tomorrow)
- ⇒ **Museum Role in Mississauga (Will need refinement as part of strategic process)**
 - Working parties considering with residents what people want from their Museums
 - Museums could be a cultural force that helps bring all of Mississauga together with a shared appreciation of each other’s history, culture and values. A “museum” for yesterday, today and tomorrow.
 - A Museum which respects the origins of Mississauga, while at the same time being relevant to our ever expanding cultural mix.

City of Mississauga

Memorandum



To: Members of the Museums of Mississauga Advisory Committee
Meeting Date: September 15, 2015

From: Stuart Keeler, Chief Curator & Manager Museums of Mississauga, Culture Division

Date: September 9, 2015

Subject: Update on the Museums of Mississauga

Strategic Plan

- Museums and Heritage Planning – 3-5 year plan to reanimate each sector.
- Mid-Point consultant report due in November.
- Currently forming Focus Groups and Brainstorming sessions with community – see attached.
- Strategic Plan Charter Document for definitions, timetable and strategy – see attached.

Improvements

- Signage updates are currently being reviewed for renewal in 2016.
- Marketing and Brand update for Newsletter, Web and Print.
- Website renewal is targeted for October 2015 (Culture Division wide new site).
- 100% Visitor experience at Museums as part of Tour and Experience Strategy aligns to Key Messages.
- Building Museums Culture with the Staff and new direction, mission and updates.
- Expanded Tour hours are continuing through the Fall – Winter.
- Profile Building: Skynner Event with Consulate General of Malta, Mayor Crombie, Councillor Ras and Councillor Kovac.

Exhibition

- The Collection is being presented at each Historic Building to bring awareness to the artifacts
- Currently planning Exhibitions and new Programmes 2016 | 2017 Attached
- Engagement with Fiesta Ng Kalan, MuslimFest at Celebration Square 2015

Education

- Education marketing push for 2015-2016 with Peel Region Schools
- French Immersion Tour staff have been hired for 2015-2016 (ongoing)
- Global Language Tour staff have been interviewed 2015-2016 (ongoing)
- Developing ESL and Adult Education emphasis – underway for 2016

Events

New events and community engagement platforms are underway for 2015-2016:

- Laura Ingalls Wilder – Little House in the Burbs
- Mazo de la Roche Week – youth emphasis with writing and creative thought
- Maple Magic – Canadiana, major overhaul of 2016 event
- Aboriginal Gathering with Mississauga of the New Credit – 2016
- Theatrical Performance Tours at Benares – Spring 2016
- SteamPunk'd – targeting millennial audience with heritage

Exhibitions and Upcoming Programming 2015

Lost & Found: Your Treasure Appraised | Saturday, September 12, 10:00

Bradley Museums

Are you interested in discovering the value of your cherished treasures?

Come meet with professional appraiser from A.H Wilkens Auctions & Appraisals at the Log Cabin at Bradley Museum. Appraisals are available by appointment or on a walk in basis. Specializing in jewellery, silver, decorative art, glass, porcelain and more! Appraisals cost \$10 each or 3 appraisals for \$25 (max. 3 appraisals per person). To register call 905-615-4860 x 2109.

Train off Tracks! – Mississauga Derailment

Leslie Log House, 4415 Mississauga Road

Open to the Public: Doors Open Mississauga, September 22

****Private Reception for Friends of the Museums, MOMAC and Culture Division Thursday, September 24th 6:00 -8:00 - *To Be Confirmed* -**

This exhibition features the Mississauga Train Derailment of 1979 as narrated through text, photo, artifacts and visual art. Featuring artistic interpretation of the historic event with paintings by artists Pat Bond and Sonja Hidas. A unique collaboration between Museums of Mississauga, the Streetsville Historical Society and Heritage Mississauga commemorating a significant event in the history of our city. The Paintings were purchased with funds by Friends of the Museums for the Museums of Mississauga Collection. Guest curated by Stanislav Guzar, Humber College Arts Administration Intern, Erik Hoffman, Canadian Heritage Intern – Young Canada Works Programme & Robert Stanczk, Collections Assistant, Museums of Mississauga

Wrapped, Tied and Tucked – South Asian Textiles of the everyday | Thursday, October 8, 6:00-8:00, Benares Visitor Centre and Bradley Museums.

A Free shuttle will transport viewers between the Visitor Centre and the Bradley Museums - a 6 minute drive.

By raiding the closets of Mississauga residents and borrowing exceptional pieces from Museum Collections, this exhibition explores both the shared and personal, utilitarian and decorative traditions of wrapped fabric in South Asia. Whole pieces of fabric have been worn over the centuries as sashes, saris, shawls, turbans. These vibrantly coloured and beautifully patterned fabrics from India, Afghanistan, Pakistan, Bangladesh, Sri Lanka Nepal, Bhutan are not cut, sewn, or pieced together instead they are draped, knotted, tied and tucked into various forms of dress. This exhibition focuses on the collections of community members and is not an comprehensive representation of South Asian textiles. Pieces on loan from Ryerson University Fashion Collection, Royal Ontario Museum (ROM), Textile Museum of Canada.

Exhibition Reception | Worn Stories | Thursday, October 8, 6:00-8:00, Benares Visitor Centre

Are there specific clothes in your wardrobe that you can't bear to part with? What do these clothes mean to you? Do they capture a moment in time, a person you love or loved or make you feel connected or proud? In conjunction with our opening reception (October 8th 2015), the Museums are inviting you to attend in your most memorable clothing and share stories linked to your ensemble.

Sampradaya Dance Creations | Thursday, October 8, 6:00-8:00
Benares Historic House

Join us at dusk on the verandah at Benares Historic House to celebrate the community. Founded in 1990 by Artistic Director Lata Pada, Sampradaya is an internationally recognized Canadian dance company committed to showcasing bharatanatyam as a universal art form as it explores diverse movement styles, contemporary themes and innovative dance creations. At the core of the Company's artistic vision is the belief that dance is a powerful vehicle to communicate the magic, beauty and mystery of life. Yet its versatility and strength lie in its diverse innovative inter-cultural works. The dynamic work of the Company is inspired by the ability of dance to excite the imagination of its audiences, become an agent for change in society, reflect the hybridism of our lives and transcend the borders of culture, religion and ethnicity.

The Family Camera Project

The Royal Ontario Museum – Curator Deepali Dewan

Saturday, October 3, 2015, 1-4pm

Thursday, November 5, 2015, 1-4pm

Saturday, November 28, 2015, 1-4pm

Location: Benares Historic House, Summer Kitchen | By appointment – please contact Museums of Mississauga 905-615-4860 x 2109.

Share your family photos and family histories with ROM Senior Curator Deepali Dewan and other photography experts as *The Family Camera Project* comes to Mississauga. The Family Camera is a community archive project to collect and preserve family photographs and their stories in the ROM's collection. This archive will preserve your family history in a Canadian institution for future generations and serve as source materials to write new kinds of histories of Canada. In this phase of the project, we are specifically looking for family photos that have some link to Bangladesh, India, Pakistan, Sri Lanka and Vietnam, as well as the Black Diasporic community in Canada.

Bring one photo or bring a whole album. Simply share them with photo experts or consider contributing them to the project. Both old and recent photos are welcome. Copies and digital files will be provided to each family in return.

An Evening at the Anchorage with the Consulate General of Malta | Profile Building Event |
October 27, 6:00 pm. | Invitation Only

Join Mayor Crombie, and the leadership team at the Culture Division for a photo opportunity and brief presentation at the Museums of Mississauga with the Consul General of Malta and Councillor Ras and Councillor Kovac - tentatively on October 27, 6:00 pm. Friends of the Museums, MOMAC.

The Counsel General of Malta, Mr. Sultana is excited to visit the Museums for a small public event with the Friends of the Museums and MOMAC to celebrate the public presentation of the historical – “Skynner Cup”. This is a profile building event for the Museums, and the media are invited. The Skynner Cup is a 12” in height silver artifact from the early 1800’s that the people of Malta gifted to Captain Skynner for defending the island country from Emperor Napoleon. This artifact has never been on display, and is valuable due to its historic resonance to the history of the EU as well as Canadian and especially Mississauga with its allegiance to the Anchorage- Regency building at the Museums of Mississauga is of noteworthy acclaim.

Update on Museums and Heritage Strategic Plan Review:

Focus Groups and Brainstorming | Gathering information from the Community and Stakeholders | Strat Plan

Invitations circulated to over 135 people:

Culture Division Grant recipients 60, MIRANET social media to over 4,000, Museums Twitter at 500 and Facebook 200, MOMAC, Friends, Stakeholder list as identified in Project Charter, Karen Ras newsletter in September, John Kovac newsletter in September, as well as invitations to Councillors

Brainstorming

A brainstorming session is a facilitated exercise where the intent is to generate a long and open list of possibilities to address a particular problem, issue, situation or opportunity. In this case, the purpose the Brainstorming exercises is to charrette and problem solve to open up dialogue on key issues, topics for the Museums and Heritage Planning. The mood will be fast paced, lively and open to high level conceptual thinking and activities. How is Heritage portrayed in Mississauga? What value does a “pioneer story” have in a landscape? Who do the Museums belong too? What are ways that Heritage Planning can be more transparent and simplify the process for residents?

Stuart Keeler | Nidhi Khanna | TCI
Diaspora and Heritage | Cultural Representation
September 26

Mark Warrack | Michael Tunney | TCI
Community Engagement: Thinking beyond Collaboration
Date TBD

Merri Ferguson | TCI
Education Engagement and Expanding Invention
Date TBD

Lindsay Doren – Stephanie Meeuwse
Youth Leadership views and Experiences
Brownie and Girl Guides
Date TBD

Stanislav Gusar – Kelly Kubik
MAC Limelight | Youth at the Museums
Date TBD

Jeremy Harvey, MOMAC & Becky Ryder, Friends of the Museums
Museum Building and Building Constituents
Dates TBD

Focus Groups

As distinct from brainstorming sessions, which are to generate many ideas, focus groups are meant to winnow down from a longer list of possibilities to arrive at a specific course of action (or a more targets (‘focused’) set of possibilities. For this project, the purpose of the Focus Group is to hear general thoughts, feelings, perceptions, ideas and experiences of the Museums. An open conversation with people in all walks of life and experiences to help us navigate questions such as: What is the role of the Museums in Mississauga? Did you know there are Heritage Museums in

Mississauga? What has been your experience of the Museums? What do you think can be improved in terms of programming and education? How does "Heritage" fit into your experience of Mississauga? What is the value of "heritage" as it is portrayed in Mississauga? All meetings will be held at the Central Library, 301 Burnhamthorpe Road West.

- | | |
|------------------------|------------------------------------|
| Tuesday, September 29 | - 6 pm to 8 pm |
| Wednesday September 30 | - 6 pm to 8 pm |
| Monday, October 5 | - 6 pm to 8 pm |
| Monday, October 26 | - 6 pm to 8 pm |
| Monday, November 2 | - 6 pm to 8 pm |
| Monday, November 9 | - 6 pm to 8 pm – MOMAC and Friends |

City of Mississauga
Project Charter

Museums & Heritage Planning Strategic Plan

Project Number: FA.49-692-14

Prepared by: Michael Tunney

Prepared on: March 20, 2015

Project Charter

Museums & Heritage Planning Strategic Plan

Project Number: FA.49-692-14

Prepared by: Michael Tunney

Prepared on: March 20, 2015

Project Charter Version Control History

Version #	Date	Description of Changes(s)	Changes(s) made by
3.0	August 18, 2014	Incorporated changes from Paula W. & Annemarie	Michael Tunney
4.0	August 28, 2014	Incorporated changes from Annemarie, Jeremy Harvey, Paul D.	Greg Magirescu
5.0	Sept. 11, 2014	Incorporated changes from Andrew W., Annemarie H., Paul D.	Michael Tunney
6.0	March 20, 2015	Revised project team, timelines and incorporated feedback from Stuart K., Mark W.	Michael Tunney

Important Note: For assistance on filling out a Project Charter refer to the [Project Charter Instruction Guide](#) on the PMSO website. It contains information that will guide you through completing this document.

Date	2015/03/17		
Project Lead	Stuart Keeler	Contact #	X2106
Business Title	Manager & Chief Curator, Museums		
	Paula Wubbenhorst	Contact #	x5385
	Senior Heritage Coordinator		
Project Controller	Paul Damaso	Contact #	x4814
Business Title	Acting Director, Culture Division		

Project Information

Project Purpose

A strategic plan is an essential document for managing the City's heritage planning and museum services. A strategic plan identifies the program and services required to remain relevant and competitive, and provides a strong form of communication for staff; and prioritizes the resources required to deliver the program and service effectively.

The purpose of the project is to develop an integrated issues-based strategic plan for the Museums of Mississauga and Heritage Planning units that will strengthen the ability for the City to conserve its history and heritage resources while delivering expert services. The Strategy aims to answer the following:

- Where are we now?
- Where do we want to go – what is our vision?
- How do we get there & how do we remain relevant?
- What resources do we need to get there?
- How will we know whether we got there?

In consideration of the different operational influences (i.e. legislation, policy, regulation, governance) facing the two units, the Strategy will include:

1. A shared vision, values and guiding principles for the Museums and Heritage Planning units; and
2. Separate, but mutually supportive mission statements, strategic goals and recommended actions.

Project Background

The Museums of Mississauga:

The Museums of Mississauga provide year-round public access to 11 buildings located across three sites: Bradley Museum (1830's), Benares Historic House (early 20th century), and the Leslie Log House (1826). Much of the Museum's work is guided by provincial Community Museums Standards. An important aspect of any museum is its collection. At present, 15,118 artifacts and 100,000 archaeological pieces form the collection. The artifacts are displayed on rotational basis throughout the museums, the Civic Centre and other City facilities. The Museums provide a range of curriculum-based educational and pre-registered programming, and other activities throughout the year including camps, adult historic cooking, and heritage themed events. The work of the Museums is guided by the Museums of Mississauga Advisory Committee, a Committee of Council, and receives support from the Friends of the Museums of Mississauga, a community based charitable foundation.

Heritage Planning:

The Heritage Planning section is responsible for administering the Ontario Heritage Act, which includes working to identify, protect and promote Mississauga's cultural heritage resources. Effort is largely directed towards the heritage designation process, including administering heritage permits and the Designated Heritage Property Grant program. The designation process involves evaluating the intrinsic value of proposed heritage properties and providing recommendations to the Heritage Advisory Committee and Council.

Project Objectives

The Strategic Plan will achieve the following objectives:

- Conduct an analysis to identify the current strengths and issues facing the Museums and Heritage Planning units;
- Confirm/review policy direction and methodology that impact the operation of the Museums and Heritage Planning units;
- Identify specific actions for the long-term growth and management of Mississauga's evolving cultural heritage;
- Conduct an analysis of how the Museums and Heritage Planning units work with key partners, the community, Council, committees and heritage groups, and provide recommendations to ensure that Mississauga's heritage is understood, celebrated and protected;
- Identify ways to clarify roles and responsibilities of (i) heritage organizations related to Mississauga and (ii) other service areas within the Corporation of the City of Mississauga, in terms of planning, outreach and education to the general public, City staff and Council, and establish role clarity where needed;
- Provide recommendations around capacity building to ensure that museums and heritage remain relevant;
- Provide recommendations that will inform operational and capital works plans and budgets;
- Engage stakeholders and the public at appropriate stages of the strategy in order to assess public awareness and perception of heritage resources in Mississauga;
- Ensure that a public facing, programming/marketing lens is applied as part of the visioning and outcomes components of the process; and
- Build capacity and remain relevant

The areas of interest impacting each unit that will be explored through the plan include:

Museums	<ul style="list-style-type: none"> ▪ Evaluate how the Museums can better reflect and capture the cultural and social heritage of Mississauga - past, present and future – through programming, collections and service delivery; ▪ Provide recommendations on how the Museums can best grow and retain audiences by utilizing current assets, while building community demand for a future purpose built museum or related museum experience; ▪ Strengthen the volunteer base and engage the community; and ▪ Evaluate current human and financial resource allocation in order to maximize operational and programming effectiveness.
Heritage Planning	<ul style="list-style-type: none"> ▪ Provide role clarity on how other internal service areas integrate with Heritage Planning; ▪ Determine how Heritage Planning can position themselves as being proactive rather than reactive in their service delivery; ▪ Determine future directions around the Cultural Landscape Inventory; ▪ Determine future directions for identifying and protecting property through designation under Part IV and Part V of the Ontario Heritage Act; ▪ Provide recommendations for an operational framework around non-substantive vs. substantive alterations; ▪ Ensure that F&PM has a long-term maintenance plan for the preservation and adaptive reuse of buildings; and ▪ Outline a role and process for archaeological resources.

Project Classification

Strategic Priority	Advance on our strategic vision
Strategic Pillar	Belong & COnnect
Service Area	Arts and Culture
Master Plan	Culture Master Plan (2009) - Strategic Directions: <ul style="list-style-type: none"> ▪ Strengthen Arts, Culture and Heritage Organizations <ul style="list-style-type: none"> ○ <i>Realign Institutional and Administrative Arrangements to Support a Broader Vision of Heritage in Mississauga</i> ▪ Strengthen Cultural Infrastructure <ul style="list-style-type: none"> ○ #17 – That cultural development in Mississauga be community driven and neighbourhood focused.
Other Plans	Strategic Plan: Connect, Strategic Goal 4: “Celebrate our Community – to promote our past, take pride in our diversity, get excited about the future, and celebrate our uniqueness and innovation through art and culture”

Business Plan	Culture Division 2015 Business Plan
Business Case	Related to BR598 – Artifact Collection Services
Budget Request #	
Other Tracking #'s	FA.49.692-14

Project Milestones

Project Start Date	2015/01/01
Target Completion/Close Date	2016/01/31
Other Known or anticipated dates	<ul style="list-style-type: none"> ▪ Project Research Planning & Identification of Stakeholder Scope (August – November 2014) ▪ Prepare & Facilitate Procurement Process (November 2014 – February 2015) ▪ Identify Budget Implications & Alignment with Business Plan (November 2014 – February 2015) ▪ Stakeholder & Community Engagement (May-June 2015) ▪ Strategic Direction Analysis (July-August 2015) ▪ Draft Strategic Plan (September 2015) ▪ Draft Strategic Actions (September 2015) ▪ Project Completion (Dec. 2015-January 2016) ▪ Presentation to General Committee / Council (Feb. 2016)

Project Financial Information

	Capital	Current	Contributions/Recoveries	Total
Budget Number(s)				
Budget Amount(s)	\$80,000			\$80,000
Total				\$80,000
Additional Financial Information (if applicable)				

Project Scope

Included in Scope	<p>Specifically, the scope of the project includes:</p> <ol style="list-style-type: none"> 1) A situational analysis of the current key policies, assets, governance models, constraints and business operations of the Museums and Heritage Planning units. 2) Ongoing Engagement with internal and external stakeholders such as staff, political leaders, community
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	<p>groups, heritage organizations, Committees of Council, outside subject matter experts, thought leaders and the general public.</p> <ol style="list-style-type: none"> 3) A review of best practices and trend analysis of museums and heritage planning units, as well as creative, innovative other organizations which might not be directly linked to museums and heritage but which illustrate opportunities for innovation within the museum and heritage sectors. 4) A review of City of Mississauga projects, policies and plans that could impact the future of the museums, heritage assets and services. 5) An examination of current and potential partnership opportunities, programming ideas and other strategic ways to optimize the Museums and City-owned heritage properties. 6) The heritage assets and services reviewed within the plan will generally be limited to those within the City of Mississauga's boundaries; however the assets and resources of adjacent municipalities / regions will be considered as part of a situational and market analysis. 7) Research potential funding partnership opportunities, business relationships and new governance model
<p>Project Methodology, Approach and Process:</p>	<p>This project will be completed under the following process:</p> <ul style="list-style-type: none"> ▪ Project Research Planning & Identification of Stakeholder Scope (<i>August – November 2014</i>): Developing key project documents supporting the project. We will conduct best practices research and review key internal documents that will provide a detailed understanding of the business and operational requirements relating to the Museums and Heritage Planning. We will determine the scope of the stakeholders and the final makeup and responsibilities of the Steering Group. ▪ Prepare & Facilitate Procurement Process (<i>November 2014-February 2015</i>): ▪ Identify Budget Implications & Alignment with Business Plan (<i>November 2014-February 2015</i>): Conduct review of the business plan related to Museums and Heritage Planning and ensure alignment with plans for short and long term capital expenditures.

	<ul style="list-style-type: none"> ▪ Stakeholder & Community Engagement (<i>May-June 2015</i>): Conducting a series of engagement tactics throughout the project to connect with stakeholders including HAC, MOMAC, Friends of the Museums of Mississauga Board of Directors, heritage property owners, older adults, youth, artists, cultural and heritage organizations, diverse community groups, residents, subject matter experts and staff. The engagement will incorporate traditional engagement methods such as focus groups, public meetings and interviews, and digital engagement using online surveys and social media platforms. The Steering Group will help guide the process and provide feedback at project milestones. ▪ Strategic Direction Analysis (<i>July-August 2015</i>): Analyzing and summarizing various information, data and feedback obtained through ongoing community engagement and other sources. The analysis will be used to create thematic findings that will advance the strategic elements of the strategy. ▪ Draft Strategic Plan (<i>September 2015</i>): Creating a draft of the strategic plan that will contain evidence-based vision, mission, guiding principles, strategic directions and goals based on key findings. ▪ Draft Strategic Actions (<i>September 2015</i>): Incorporating feedback from the Steering Committee, Steering Group on the draft plan and developing key actions and performance measures. Reviewing the draft with key stakeholders for feedback. ▪ Project Completion (<i>December 2015-January 2016</i>): Obtaining endorsement from MOMAC and HAC and implementing final feedback. ▪ Presentation to General Committee / Council (<i>February 2016</i>): Staff will finalize the strategic plan based on feedback and present to Council for final approval. Implementing public communication strategy.
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<p>This project is complete when the following exists</p>	<p>Project Deliverables:</p> <p>The Museum & Heritage Planning Strategic Plan will be considered complete when a final document is approved that contains the following elements:</p> <ul style="list-style-type: none"> ▪ Understanding of various strategic and operational issues currently impacting the Museums and Heritage Planning units, both positively and negatively ▪ Understanding of best practices from other similar museums and heritage planning departments based on research ▪ Documented engagement feedback from staff, heritage and culture stakeholders, and residents that inform study directions ▪ A shared 5-year vision statement that encompasses the Museums and Heritage Planning ▪ Values & Guiding Principles ▪ A clear set of short and long term goals and actions for the Museums and Heritage Planning units ▪ Performance measures and evaluation matrix <p>Audience Development Programming Service Delivery Resources Heritage Planning (Physical Assets)</p>
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Project Priorities (Overall)

	Time/Schedule	Cost	Scope
Highest Priority			X
Medium Priority		X	
Lowest Priority	X		

Dependencies external to this project

List related and/or linked projects	"Check" applicable impact			Description of Dependency:
	Time	Cost	Scope	
Cultural Infrastructure Plan & Policy	X		X	Recommendations for the development of new or existing infrastructure will align with the infrastructure policy.

High Level Risk Management Items

Category	Risk	Risk Level (L,M,H)	Strategy to address
Business Operations	Potential strategic plan recommendation impacts on specific City divisions	Medium	Impacts on Culture Division will be considered as part of the regular Business Planning process
Human Resources	Strategic planning recommendations could have potential human resources impacts within Culture Division	Low	Potential human resources impact will be considered as part of the regular Culture Division Business Planning process
Financial	Strategic planning recommendations could have potential financial impacts	Low	Financial impacts will be considered as part of the regular Culture Division Business Planning process
Physical Assets	Strategic planning recommendations for the alteration or development of facilities would have financial impacts.	Low	Changes to physical assets will be considered as part of the regular Culture Division Business Planning process in consultation with the necessary stakeholders
Public Profile	Expectations of the public, stakeholder and staff	Medium	Ongoing clarification of project intention and purpose
Other (Political)	New Council	Medium	Continuous dialogues with responsible councillor(s) and through Corporate Reports to Council and Committees
	HAC & MOMAC Support		

Project Roles and Responsibilities

Project Lead (Mandatory)

Responsible for day-to-day organization and communication of activities required to plan, execute, monitor & control, and close the project.

Stuart Keeler & Paula Wubbenhorst

Project Controller (Mandatory)

Accountable for project progress and outcomes.

Paul Damaso

Identify the following groups (Project Steering Committee, Business Liaison, Core Working Team, Extended Working Team and Stakeholders) based on the requirements of your project. Use the Potential Staff Involvement Checklist to identify what division(s) and/or section(s) you will need to include in your project.

Project Steering Committee/Project Decision Makers (Optional)

Provide direction, approval and oversight.

Name/Business Title	Representing
Paul Damaso, Acting Director	Overall project engagement liaison with Councillors, LT, ExLT & ExCSLT
Manager, Culture Operations	Strategic oversights relating to culture operations
Mark Warrack, Manager, Heritage & Cultural Planning	Strategic oversights relating to heritage planning

Core Working Team (Optional)

Responsible for completing work assigned by the Project Lead.

Name/Business Title	Representing/Contributing
Stuart Keeler	Manager & Chief Curator, Museums
Paula Wubbenhorst	Senior Heritage Coordinator
	Cultural Planner
Michael Tunney	Assistant Cultural Planner
	Heritage Coordinator
Andrew Douglas	Grants Officer
Stephanie Meeuwse	Supervisor, Museum Collections and Exhibits
Merri Ferguson	Supervisor, Museum Education Program

Extended Working Team (Optional)

Responsible for providing specific knowledge or services to the project on a limited basis.

Name/Business Title	Representing/Contributing
Stephanie Myhal	Supervisor, Cultural Programs
Kelly Kubik	Supervisor, Museums Community Programs

Marnie Mandel	Museum's Collection Outreach Coordinator
Meaghan Popadynetz	Administrative Assistant
Lisa Abbott	Supervisor, Events & Promotions
TBD	PT Museum Interpreters

Stakeholder Identification

Groups affected by the project, excluding those listed above.

Internal Stakeholder(s): (e.g. Business Units)

Facilities & Property Management
Communications
Arts & History Department, Central Library Mississauga Library (Canadiana Room) - SG
Parks & Forestry
P&B - Development & Design P&B - Strategic Initiatives (Ruth Marland)

Committee(s): (e.g. Committees of Council and Committees of LT)

Heritage Advisory Committee (HAC) - SG
Museums of Mississauga Advisory Committee (MOMAC) - SG
Mississauga Youth Advisory Committee (MYAC)

External Stakeholder(s)

Aboriginal Organizations <ul style="list-style-type: none"> ▪ Mississaugas of the New Credit First Nation ▪ Peel Aboriginal Network ▪ Six Nations of the Grand River 	Educational Organizations <ul style="list-style-type: none"> ▪ Dufferin-Peel Catholic District School Board ▪ Peel District School Board ▪ Sheridan College ▪ University of Toronto Mississauga
Community Groups / Residents' Associations <ul style="list-style-type: none"> ▪ MIRANET ▪ Streetsville Horticultural Society ▪ TBD 	Economic and Business Development Organizations <ul style="list-style-type: none"> ▪ Toronto West Tourism ▪ BIAs (PC, Streetsville, Malton, Clarkson) ▪ Mississauga Board of Trade (MBOT)

Culture & Heritage Organizations

- Heritage Mississauga -SG
- Friends of the Museums of Mississauga - SG
- Peel Art Gallery, Museum + Archives - SG
- Art Gallery of Mississauga - SG
- Mississauga Arts Council
- Streetsville Historical Society
- Mississauga South Historical Society
- Ontario Genealogical Society – Halton-Peel Branch
- Mississauga Sports Council & Hall of Fame
- Blackwood Gallery, UTM
- Visual Arts Mississauga
- Friends of the Britannia Schoolhouse
- GTAA (Exhibitions Curator)

Background Documents

Common to Museums & Heritage Planning

- Mississauga Culture Master Plan
- City of Mississauga Strategic Plan
- City of Mississauga Public Art Master Plan
- Culture Division 2013-2016 Business Plan
- City of Mississauga Official Plan

Specific to Museums

- Museum Collections Policy
- Arts & Culture Festival Strategy (Draft)
- City of Mississauga Downtown 21 Master Plan
- Museum Artifact Collection Storage Feasibility Study
- Previous Museum Surveys & Prizm Analysis
- Standards for Community Museums, Ministry of Tourism, Culture and Sports
- Canadian Museum Association Ethical Guidelines

Specific to Heritage Planning

- Meadowvale Village HCD Plan
- Old Port Credit Village HCD Plan
- Cultural Landscape Inventory
- Heritage Property Permit Bylaw
- Heritage Property Grant Bylaw
- Ontario Heritage Act
- Provincial Policy Statement, Cultural Heritage & Archeology
- Ontario Heritage Toolkit
- Parks Canada's Standards & Guidelines for the Conservation of Historic Places in Canada
- City of Mississauga Natural Heritage and Urban Forest Strategy (2014)

Signatures

I verify that by signing this project charter, I have read and understand my roles & responsibilities with regard to:

- The goals and objectives of this project, and that they are aligned with the City's business planning documents (strategic plan, master plans, business cases, etc.)
- The boundaries for this project. I will contribute my part to successfully bring this project to completion
- Clarifying with the appropriate staff if there is something unclear with this Charter

Steering Committee members/Project Decision Makers

All members identified in the above 'Steering Committee/Project Decision Makers' table must sign below:

Name	Title	Date	Signature
Paul Damaso Project Controller	Acting Director, Culture Division		
Mark Warrack	Manager, Cultural & Heritage Planning		
Sonja Banic	Manager, Culture Operations		

Core Working Team

All members identified in the above 'Core Working Team' table must sign below:

Name	Title	Date	Signature
Stuart Keeler Project Lead	Manager & Chief Curator, Museums		
Paula Wubbenhorst Project Lead	Senior Heritage Coordinator		
Michael Tunney	Assistant Cultural Planner		
Andrew Douglas	Grants Officer		
Stephanie Meeuwse	Museum Collections Coordinator		
Merri Ferguson	Supervisor, Museum Education Program		
	Cultural Planner		
	Heritage Coordinator		