
Arts, Culture & Heritage Ad Hoc Committee

Date

2017/01/16

Time

1:30 PM

Location

Civic Centre, Hearing Room - Second Floor,
300 City Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

Members

John Kovac – Councillor Ward 4 (Chair)

Jim Tovey – Councillor Ward 1 (Vice-Chair)

Bonnie Crombie – Mayor (*ex officio*)

Chris Fonseca – Councillor Ward 3

Ron Starr – Councillor Ward 6

Pat Saito – Councillor Ward 9

Annis Campione – Third Monday Collective/Visual Arts Mississauga

Mike Douglas – Mississauga Arts Council

Douglas Hancock – Heritage Mississauga

Eileen Keown – Mississauga Symphony Orchestra

Natalie Lue – Living Arts Centre

Kat Runnalls – Third Monday Collective/Small Arms Society

Mandy Salter – Art Gallery of Mississauga

Jasmine Sawant – Third Monday Collective/Sampradaya Dance Creations

Contact

Karen Morden, Legislative Coordinator, Legislative Services
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Find it Online

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

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1. **CALL TO ORDER**
 2. **APPROVAL OF AGENDA**
 3. **DECLARATION OF CONFLICT OF INTEREST**
 4. **MINUTES OF PREVIOUS MEETING**
 - 4.1. Arts, Culture & Heritage Committee Minutes - December 5, 2016
 5. **DEPUTATIONS**
 - 5.1. Annis Campione, on behalf of the Third Monday Collective
 - 5.2. Item 7.1. Education Session - Culture Master Plan
 6. **PUBLIC QUESTION PERIOD**
(In accordance with Section 43 of the City of Mississauga Procedure By-law 0139-2013) Arts, Culture and Heritage Committee may grant permission to a person who is present at Arts, Culture and Heritage Committee and wishes to address the Committee on a matter on the Agenda. Persons addressing the Committee will ask their question; the time limit is 5 minutes for each question, as public question period total limit is 15 minutes.
 7. **MATTERS TO BE CONSIDERED**
 - 7.1. Culture Master Plan Education Session - Presentation and Supporting Documents
 - 7.2. Arts, Culture & Heritage Committee - Terms of Reference
 8. **INFORMATION ITEMS - Nil.**
 9. **OTHER BUSINESS**
 10. **DATE OF NEXT MEETING - April 2017 (Date to be determined)**
 11. **ADJOURNMENT**

City of Mississauga
Minutes



DRAFT

Arts, Culture & Heritage Steering Committee

Date

2016/12/05

Time

3:03 PM

Location

Civic Centre, Hearing Room - Second Floor,
300 City Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

Members Present

Bonnie Crombie, Mayor
Jim Tovey, Councillor - Ward 1 (Vice-Chair)
Chris Fonseca, Councillor - Ward 3
John Kovac, Councillor - Ward 4 (Chair)
Carolyn Parrish, Councillor - Ward 5
Ron Starr, Councillor - Ward 6
Nando Iannicca, Councillor - Ward 7
Matt Mahoney, Councillor - Ward 8
Pat Saito, Councillor - Ward 9
Sue McFadden, Councillor - Ward 10
George Carlson, Councillor - Ward 11

Staff Present

Paul Damaso, Director, Culture Division
Sonja Banic, Manager, Culture Operations
Mark Warrack, Manager, Culture and Heritage Planning
Mojan Jianfar, Assistant Planner, Culture and Heritage Planning
Stas Guzar, Assistant, Museum Operations
Michael Tunny, Cultural Planner, Culture Division
Diana Rusnov, Manager, Legislative Services & Deputy Clerk
Karen Morden, Legislative Coordinator, Legislative Services

Find it online

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

1. **CALL TO ORDER** - 3:03 PM

In the absence of a Chair, Karen Morden, Legislative Coordinator called the meeting to order at 3:03 PM and called for nominations for the Chair.

2. **APPOINTMENT OF THE CHAIR**

Councillor Parrish nominated Councillor Kovac to be appointed Chair, to which Councillor Fonseca seconded. No further nominations were received.

Recommendation

That Councillor John Kovac be appointed Chair of the Arts, Culture & Heritage Steering Committee for a term ending November 30, 2018, or until a successor is appointed.

Carried (Councillor Parrish)

Councillor Kovac took over as Chair and called for nominations for the Vice-Chair.

3. **APPOINTMENT OF THE VICE-CHAIR**

Councillor McFadden nominated Councillor Tovey to be appointed Vice-Chair, to which Councillor Fonseca seconded. No further nominations were received.

Recommendation

That Councillor Jim Tovey be appointed Vice-Chair of the Arts, Culture & Heritage Steering Committee for a term ending November 30, 2018, or until a successor is appointed.

Carried (Councillor McFadden)

4. **APPROVAL OF AGENDA**

Approved (Councillor Parrish)

5. **DECLARATION OF CONFLICT OF INTEREST** - Nil.

6. **MINUTES OF PREVIOUS MEETING** - Nil.

7. **DEPUTATIONS**

- 7.1. Paul Damaso, Director, Culture Division provided an overview of the Culture Division and the Culture Master Plan outlining the key outcomes and milestones of the Culture Division. Further, Mr. Damaso spoke to working with the arts community to develop the direction and vision of culture in the City of Mississauga and finding creative solutions to connect with other levels of government.

Recommendation

That the deputation by Paul Damaso, Director, Culture with respect to an overview of the Culture Division and Culture Master Plan, be received.

Received (Councillor Iannicca)

- 7.2. Item 9.1. Mojan Jianfar, Assistant Planner presented an overview of the Proposed Culture Master Plan Engagement Strategy.
Discussion on this item is recorded under Item 9.1.
- 7.3. Item 9.2. Mojan Jianfar, Assistant Planner to present the Draft Terms of Reference for the Arts, Culture & Heritage Steering Committee.
Discussion on this item is recorded under Item 9.2.

8. **PUBLIC QUESTION PERIOD**

Ron Duquette, arts community inquired whether there should be a representative of festivals on the Committee and was advised that Third Monday Arts Group was representative of the entire arts community.

Two other members of the public (names unknown) spoke regarding appointments of arts group representatives to the Committee.

9. **MATTERS CONSIDERED**9.1. Proposed Culture Master Plan Engagement Strategy

Mojan Jianfar, Assistant Planner provided an overview of the proposed Culture Master Plan Engagement Strategy and noted the following:

- Interest from the arts community to be involved;
- The four streams of engagement – targeted arts, culture and heritage focus groups, consultation with corporate and City departments;
- Engagement Strategy timelines and various modes of engagement;
- Infrastructure and creative spaces.

Ms. Jianfar provided an amended version of the Engagement Strategy timelines to the Members.

Recommendation

That the proposed Culture Master Plan Engagement Strategy presented by Mojan Jianfar, Assistant Planner, be approved, as amended.

Approved, as amended (Councillor Iannicca)

9.2. Draft Terms of Reference - Arts, Culture & Heritage Steering Committee

Mojan Jianfar, Assistant Planner spoke briefly to the draft Terms of Reference and requested guidance from the Members.

Discussion ensued amongst Members with respect to Councillor membership on the Committee, voting rights, the addition of stakeholder members from the arts community to the membership, and the identification of the stakeholder groups who would be requested to appoint a representative from amongst their memberships.

Councillor McFadden requested that Item 9.2. be tabled temporarily to deal first with Public Question Period.

At this time, the Committee took leave of the agenda and Public Question Period commenced. (Item 8.)

Upon resumption of Item 9.2., Members discussed Committee quorum and the ability to appoint a designate in the event that a Member is unable to attend a meeting, to which there was agreement.

The Vice-Chair suggested that staff meet with the Chair and Vice-Chair to review and complete the Terms of Reference and requested that Culture Division staff bring forth a work plan at the meeting.

Recommendation

That the Terms of Reference for the Arts, Culture & Heritage Steering Committee be amended as follows:

Membership

All members are subject to the Code of Conduct and Complaint Protocol for Local Boards.

[http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local Boards Code of Conduct.pdf](http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_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>

Voting Membership shall be comprised of:

- Five (5) Councillors and the Mayor as *ex officio*
- One (1) representative from Mississauga Arts Council
- One (1) representative from Mississauga Symphony
- One (1) representative from Living Arts Centre
- One (1) representative from Heritage Mississauga
- One (1) representative from Art Gallery Mississauga
- Three (3) representatives from Third Monday Arts Group

Identified stakeholder groups shall appoint a representative from amongst their memberships.

Quorum

1. Quorum of the Arts, Culture & Heritage Steering Committee shall be reached with the presence of a majority of the 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. A minimum of three (3) Council Members, or two (2) Council Members and the Mayor, is required to meet quorum.
3. Councillors are permitted to appoint a designate Councillor in their place if they are unable to attend the meeting.
4. Presence of the Mayor shall count towards quorum.
5. The issuance of an agenda for a meeting of this Committee will be considered as notice of that meeting.

Carried (Councillor Saito)

10. **INFORMATION ITEMS** - Nil.
11. **OTHER BUSINESS** – Nil.
12. **DATE OF NEXT MEETING** - To be determined.
13. **ADJOURNMENT** – 4:07 PM

Arts, Culture and Heritage Committee

Meeting #2

Presentation By:

Paul Damaso, Director of Culture ,
Mark Warrack, Manager, Culture Planning and
Mojan Jianfar, Project Lead

January 16 2017



Culture Master Plan (2009)

Paul Damaso,
Director of Culture



Culture Master Plan (2009)



Culture Master Plan (2009)

What is Culture?		
	Meaning	Channel
Values	Identity, customs, memories, stories, standards, beliefs	Celebrations, festivals, museums and heritage collections
Vibe	Buzz, the culture that pours out into the street	Shops, restaurants, cafés, clubs, historic & contemporary design, the public realm, commercial lived culture
Virtuosity	Expression of artistic excellence and appreciation of artistic merit	Music, drama, dance, visual art, craft, sculpture, design, screen culture and new media

Culture Master Plan (2009)

Guiding Principles

1. Create cities where people want to live
2. Celebrate multiculturalism and interculturalism
3. Attract and retain talent
4. Foster entrepreneurship and innovative businesses
5. Collaborate and build partnerships
6. Create an authentic and shared identity

Culture Master Plan (2009)

Strategic Directions

1. Strengthen arts, culture and heritage organizations
2. Encourage community celebrations and festivals
3. Strengthen cultural infrastructure
4. Build partnerships and increase collaboration
5. Strengthen the flow of information
6. Identify cultural nodes and create an artful public realm
7. Attract and support creative individuals

Culture Master Plan (2009)

- Please refer to agenda item for more details for full list of the 44 recommendations
 - 29 Completed
 - 5 In Progress
 - 10 Not Started

Supporting Strategies

Mark Warrack,
Manager, Culture Planning



Supporting Strategies

- Since 2014 we have completed a series of strategies, policy and studies
- Extensive community engagement for each strategy
- The purpose of these detailed documents is to support and be incorporated into the new Culture Master Plan
- These include:
 - Cultural Policy (2015)
 - Meadowvale Theatre Strategic Plan (2014)
 - Mississauga Celebration Square Strategy (2015)
 - Heritage Management Strategy (2016)
 - Creative Industries Strategy (2016)
 - Public Art Master Plan (2016)
 - Grants Review Study (2016)
 - Cultural Infrastructure Study (2016)

Culture Policy

- Adopted by Council in 2015
- Provides guiding principles and goals to protect, support and foster Culture in Mississauga.
- Provides clarity around decision making, resource allocation and the role of Culture within the City's Strategic Plan
- Provides clarity to the cultural community on the City's commitment to culture

Refer to the agenda item for detailed goals and strategies

Meadowvale Theatre Strategic Plan

- Guides the development of the Theatre as an inclusive and diverse place for growing and expanding the arts community in Mississauga.
- Optimize and expanding the space
- Create a high quality space that supports a range of art disciplines
- Offer new programs, becoming a talent incubator, fostering community partnerships, reflecting community diversity and ensuring affordability.

Refer to agenda item for a complete list of recommendations

Celebration Square Strategic Plan

- Outlines a vision for making the Square a premier venue for outdoor events in all seasons
- Creative expression and memorable experiences
- Provides state-of-the-art amenities
- Celebrate diversity, creating positive memories, sparking imagination and inspiring meaningful expression.

Refer to agenda item for a complete list of recommendations

Heritage Management Strategy

- Guides the future of Mississauga's Heritage Planning and Museums by developing a broader definition of heritage
- Enable residents to identify, protect, conserve and celebrate the collective cultural heritage through engagement, stories and thematic curation of programming and exhibits.

Refer to agenda item for a complete list of recommendations

Creative Industries Strategy

- Outlines recommendations to support Mississauga in positioning itself as an innovative creative city
- Promote the existing creative sector
- Encourage the development of a digital city
- Support and reduce barriers for screen-based media
- Build a live music scene
- Attract, retain and facilitate the development of the City's creative talent

Refer to agenda item for a complete list of recommendations

Public Art Master Plan

- Provides for a curatorial approach, focused on local contexts and communities distinct assets
- Guide the City's Public Art Program for both permanent and temporary public art

Refer to agenda item for a complete list of recommendations

Grants Review Study

- Outlines goals for diversifying and improving quality of cultural offerings
- Grow access and exposure to culture
- Support alternative service delivery and increase funding impact through supporting new festivals and organizations with new perspectives and programming

Refer to agenda item for a complete list of recommendations

Cultural Infrastructure Study

- Provides an understanding of the current use and future opportunities for creative spaces in Mississauga.
- Extensive research and data collection used to understand national trends with creative facilities and general recommendations about creative space needs

Refer to agenda item for a complete list of recommendations

Moving Forward

Mojan Jianfar,
Culture Planner, Project Lead



Overarching Themes:

Theme 1: Supporting the arts - how do we retain and develop arts and culture in Mississauga

Theme 2: Infrastructure and creative spaces - how do we maximise our current assets, develop partnerships to support infrastructure and creative spaces in Mississauga

Theme 3: Culture in the public realm – how can we use placemaking efforts to better connect culture in the public

Overarching Themes:

Theme 4: Collective cultural identity – how do we help to build a collective cultural identity, cultural communities, and provide opportunities for the public to engage with the collective identity

Theme 5: Attracting the arts – how do we support attracting new talent to Mississauga, either from within Mississauga, the GTA region or abroad

Theme 6: Diversity and accessibility – how can we expand and support diversity and accessibility, which encompasses diversity of programming and cultural diversity, as well as accessibility of a programming (cost/location/etc) and ability perspective (supporting different physical and mental abilities in accessing arts and culture)

What's next?

- These themes will be shared through our engagement efforts to identify additional opportunities and recommendations
- The feedback gathered will be shared with the ACH Committee to further develop the new Culture Master Plan

What's next?

- Upcoming meetings with the ACH Committee will be regarding:
 - The current context
 - Feedback gathered from focus groups and public engagement meetings
 - Seeking your input on possible recommendations, ideas and directions to move forward, based on feedback gathered

What's next?

Focus Group Meetings:

- Jan 12th 2017
- Feb 2nd 2017
- Feb 21st 2017
- March 4th 2017

Public Meetings:

- Feb 7th 2017
- Feb 22nd 2017 (online)
- March 4th 2017

ACH Meetings:

- Jan 2017
- April 2017
- June 2017
- September 2017
- October 2017

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

9	That additional heritage planning staff be retained to support a more proactive approach that can meet increasing demands on heritage planning functions.	Complete	
10	That additional financial resources and Museum staff be retained to support expanded programming efforts.	Complete	
11	That the scope of activity of the Heritage Advisory Committee be broadened to include a stronger role in heritage awareness and promotion and that it be provided with adequate levels of staff to support this role.	In Progress	In progress through the Heritage Management Plan and new Culture Master Plan
12	That the Culture Division facilitate a review of the roles and responsibilities of all heritage organizations and areas of collaboration with the library.	In Progress	In progress through the Heritage Management Plan and new Culture Master Plan
13	That the Culture Division take the lead in a study to develop a Celebrations and Festivals Strategy to identify and assess the ways that festivals and celebrations can contribute to the broad cultural development goals of the City, assess ways in which the City can provide non- funding support to festivals and celebrations.	In Progress	Festival Strategy Framework is in development
14	That the responsibilities for festivals and celebrations currently residing in Recreation and Parks be transferred to the Culture Division following the completion of the Celebrations and Festivals Strategy.	Not Started	Not started, will follow the Festival Strategy Framework
15	That the City of Mississauga develop a specific policy framework for cultural infrastructure by July 2010 and that no significant decisions be made about cultural facility development until policy framework is in place.	In Progress	Culture Infrastructure and Creative Spaces study is in progress
16	Given the City's current position with respect to declining capital reserves, that the priority for capital funding of cultural infrastructure within the funding allocated in the 2008 – 2017 Capital Program forecast be reviewed in 2010 with a view to determining an available amount for cultural infrastructure for the 2011 year through to the end of 2020.	Complete	
17	That cultural development in Mississauga be community driven and neighbourhood focused.	Complete	Ongoing through cultural planning and cultural community development initiatives

18	That the cultural infrastructure development capacity be created by the end of 2010.	Complete	Ongoing through cultural planning and cultural community development initiatives
19	That the City create expertise in cultural capital outreach and advocacy in the Culture Division to help generate, facilitate and support the multi-party approach that typifies the development of cultural facilities	Complete	Ongoing and integrated into the roles of Cultural Planners, Cultural Community Development and various staff within the Culture Division
20	That the Culture Division collaborate with Facilities and Property Management to ensure the creation of a specialized capacity for data collection and monitoring of cultural facilities and capital projects, and that the data be integrated with other City GIS initiatives.	Complete	
21	That a budget allocation in the order of \$100,000 be allocated for external resources for capacity building. A further allocation will be required to address the lack of communication related to cultural facility development and utilization. Communications vehicles such as interactive websites may be part of a larger communications strategy for the entire cultural sector. A budget allocation will be required.	Complete	
22	That a ten-year forecast for investment spending for the development of new cultural facilities be prepared for inclusion in the City's 2011 capital budget.	Complete	
23	That a ten-year forecast for investment spending to repair and adaptively reuse existing facilities be prepared by July 2010 for inclusion in the City's 2011 capital budget.	Complete	
24	That Mississauga commission an independent study to review the LAC and make recommendations about its future role within the context of the Culture Master Plan. This should be completed by the end of 2009.	Complete	
25	That a five year review of the Culture Master Plan be undertaken by the Culture Division beginning in 2014.	In Progress	Culture Division has completed several other studies and strategies since 2014 that will be the foundation for the new Culture Master Plan

26	That the City establish an interdepartmental culture team to support collaborative working relationships and provide advice on measures to effectively use cultural resources to achieve the City's strategic objectives.	Complete	Ongoing; culture staff representatives are included on interdepartmental project and special initiative teams across the City
27	That the name of the Office of Arts and Culture be changed to the Culture Division	Complete	
28	That the Culture Division reach into the community to develop a network of cultural partnerships and that it reports in the Cultural Report Card (see Recommendation #33) the number of cultural partnerships that have been created and how effective they are as participants in cultural policy development and decision-making.	Complete	
29	That the Culture Division facilitate a review of leadership roles and responsibilities in the arts sector in collaboration with the Mississauga Arts Council.	Not Started	Will be addressed within the scope of the Arts, Culture and Heritage Committee
30	That the Culture Division work with Geomatics and Information Technology to maintain and improve the cultural resource database (CRD) on an ongoing basis.	Complete	
31	That the Culture Division develop a business plan that identifies the resources required to implement and maintain the cultural database and mapping initiative including support for the Cultural Mapping Partnership, a regular cultural indicators report card, and the development of online maps (E-maps).	Complete	
32	That the Culture Division convene a Cultural Mapping Partnership as the vehicle for ongoing collaboration between all major stakeholders of the cultural database and mapping initiative, including data providers, data holders and application developers from city departments, the private and community sectors.	Complete	

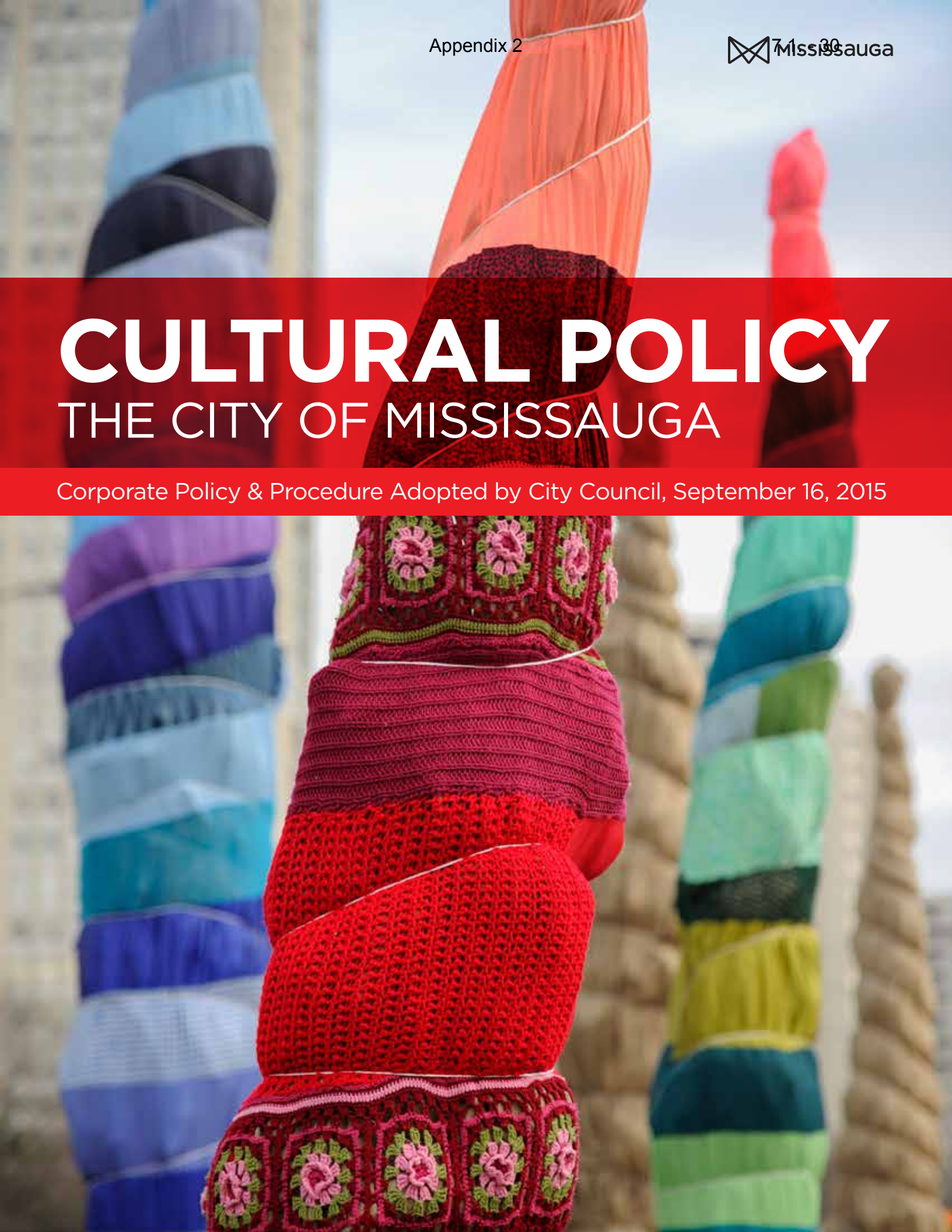
33	<p>(every year) beginning in 2010 on:</p> <ol style="list-style-type: none"> 1. the number and distribution by planning district of cultural facilities and spaces owned by the city, not for-profit and private sector. 2. the number of employees by cultural sector (e.g. creative core, cultural industries, creative services) 3. employment in CCES as percentage of total employment in Mississauga 4. the number of enterprises that are in the CCES as a percentage of total enterprises in Mississauga 5. the number of enterprises in creative core, cultural industries and creative services 6. revenue generated by the CCES as a percentage of City GDP 7. revenue leveraged from increased funding for cultural organizations and events 8. the number of cultural resources in each planning district / ward 9. the number of hours public cultural spaces and facilities are in use as a percentage of the time they are 	Complete	
34	<p>That the Culture Division convene a sub- working group of the Cultural Mapping Partnership, comprised of representatives of Geomatics, IT, Economic Development, Recreation and Parks and Policy Planning as required to facilitate the development of a cultural resource application for E-maps. The goal is to have a functioning application on the Mississauga website by 2010.</p>	Complete	
35	<p>That the Culture Division convene a working group to develop an interactive culture website that will be a central hub for cultural news and events, including a portal to the E- maps application for cultural resources.</p>	Complete	
36	<p>That the Culture Division select a cultural node as the site for a pilot project to test the use of planning tools, incentives, supports and partnerships to support cultural resources and activities in a specific community.</p>	Complete	
37	<p>That the Culture Division convene a pilot project advisory group with representatives from at least Park Planning, Planning and Building (Policy Planning, Zoning, Development and Design); Transportation and Works (Parking, Engineering and Works); Legal Services and the City Manager's Office and local representatives (BIA, Residents' Association, local elected official) to provide advice and support to the pilot project.</p>	Complete	

38	That the interdepartmental culture team receives a presentation on the parking strategy and subsequent area studies to understand the barriers to cultural development created by parking and how they can be addressed by more flexible parking strategies.	Not Started	Parking Strategy is currently in progress
39	That the interdepartmental culture team receives a presentation on a strategy for review of the sign by-law to determine if exemptions to enable postering within cultural nodes could be made and whether the process of acquiring a permit, when a permit is necessary, could be streamlined.	Not Started	Will be referred to the Special Event Advisory Team
40	That the Culture Division retain a Public Art coordinator to implement the Public Art Policy	Complete	
41	That the Culture Division work with City departments to create pilot project opportunities for artists from a wide range of disciplines to contribute to the design of public infrastructure projects from their onset (e.g. BRT, LRT, waterfront parks, Riverwood, roadways and intersections).	Complete	
42	That the Culture Division lead the project advisory group in looking at ways to use planning tools to secure affordable and accessible live/work space for artists and cultural organizations in Mississauga.	Not Started	
43	That the Culture Division work with MBEC to promote MBEC's services to the cultural community and explore adapting MBEC's business information and professional consultation services to the needs of artists and creative entrepreneurs.	Complete	
44	That the Culture Division work with the Mississauga Arts Council (MAC) to clarify roles and responsibilities with an emphasis on MAC providing services to individual artists and representing their concerns and issues to the Culture Division.	Not Started	Will be addressed within the scope of the Arts, Culture and Heritage Committee

CULTURAL POLICY

THE CITY OF MISSISSAUGA

Corporate Policy & Procedure Adopted by City Council, September 16, 2015



Goals	Strategies
<p>1. Vibrant Places</p> <p>The vibrancy of a place contributes to personal and community development and offers a sense of belonging for everyone from the audience member to the artist. By improving the Arts and Culture environment, the City is committed to enriching the spirits of its people by infusing the cultural sector into everyday life</p>	<ul style="list-style-type: none"> * Integrating Culture into urban planning *Offering new public art installations and their care over time *providing leadership for and stewardship of the Cultural Resources of Mississauga, including our Heritage assets *mapping Cultural Resources *placemaking (the planning, design, management and programming of public spaces) *monitoring and planning for appropriate cultural infrastructure
<p>2. Creative Communities</p> <p>Engagement in Arts and Culture contributes greatly to economic and social vigour by assisting in building mutual understanding and respect within a community, offering enriching experiences and adding to the overall cohesiveness of a community. The City is committed to improving access to, and opportunities for, participation in cultural activities for the benefit of the public</p>	<ul style="list-style-type: none"> *growing and maintaining existing Events and Festivals that enhance Arts and Culture in Mississauga *actively engaging in individuals and organizations using traditional and creative approaches to plan cultural infrastructure *increasing public awareness of the importance of Culture *improving access to cultural activities and opportunities
<p>3. Creative Talent</p> <p>Creative individuals drive change and are central to Arts and Culture development. The City is committed to supporting opportunities for creative talent development. An environment which allows for an open exchange of ideas, network building, innovation and risk is essential to the growth of creative talent in Mississauga</p>	<ul style="list-style-type: none"> *improving public access to information to promote cultural activities *developing a network of creative individuals and Cultural Resources *increasing support for new, Emerging and Professional Artists *exploring funding models and evaluation methods that deliver support and skills enhancement for artists and cultural organizations
<p>4. Creative Industries</p> <p>The creative economy, consisting of subsidized and profit driven ventures,</p>	<ul style="list-style-type: none"> *improving connections between subsidized and profit driven creative enterprises *offering guidance and support to Arts and Culture organizations *increasing affordability and sustainability of cultural spaces

contributes greatly to the well-being of the City by providing experiences, ideas, research and development to the sector. The City is committed to growing Creative Industries in order to realize these benefits by increasing the sustainability of the sector and improving the connections between participants in the creative economy

*supporting the development of physical and virtual creative clusters

5. Adaptability

By its very nature, the creative sector undergoes change and development through the creative process. The City should foster a sense of adaptability to react and support creative individuals, organizations and industries

*promotion of inclusiveness

*fostering interest and involvement by making it easy for creativity to develop

*being proactive and reactive to a growing cultural sector

*supporting intercultural activities

Meadowdale Theatre Strategic Plan

2014-2019



Goals	Actions
<p>1.1: Diversify the range of programming offered at the theatre to appeal to a wide range of audiences and achieve better utilization of timeslots</p>	<p>1.1 <u>1.1.1</u> Offer performing art programs outside of the traditional “show” timeslots (e.g. lunch and after school/work concerts, seniors and children programming, etc.) <u>1.1.2</u> Increase the number of dramatic works, comedy, original works, and annual festival programming presented at the theatre <u>1.1.3</u> Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate <u>1.1.4</u> Explore opportunities for providing performing arts programs currently offered at other City facilities at Meadowvale Theatre <u>1.1.5</u> Develop and implement a series of “creative dialogues” to discuss performing art trends and creative programming ideas that could be implemented at the theatre</p>
<p>1.2: Determine permissible uses around the theatre property</p>	<p>1.2 <u>1.2.1</u> Review current ground lease with the Peel Board of Education to determine permissible uses on the property <u>1.2.2</u> Foster programming collaborations with the Peel Board of Education around the theatre premises owned by the school board</p>
<p>1.3: Improve the theatre’s interior and exterior functionality</p>	<p>1.3 <u>1.3.1</u> Develop an occupancy plan to support permissible expansion that achieves short, medium and long term goals regarding tenancy and users <u>1.3.2</u> Evaluate the occupancy plan to determine feasibility and set priorities <u>1.3.3</u> Initiate a planning and designing process to implement Action 1.3.1</p>
<p>2.1: Build a reputation for innovative learning and professional skill development</p>	<p>2.1 <u>2.1.1</u> Establish arts incubation, artist-in-residence and technical theatre training programs for artists <u>2.1.2</u> Develop a set of operating guidelines for arts incubation, artist in residence and technical training programs <u>2.1.3</u> Conduct regular workshops and learning opportunities that appeal to the broader public, residents and visitors</p>
<p>2.2: Establish a good balance between professional artistry and community presentations</p>	<p>2.2 <u>2.2.1</u> Create a short-term operating guide to ensure that the space is used for both professional and community presentation <u>2.2.2</u> Develop a long-term operating guide based on the outcomes of the occupancy plan (Goal 1.3)</p>

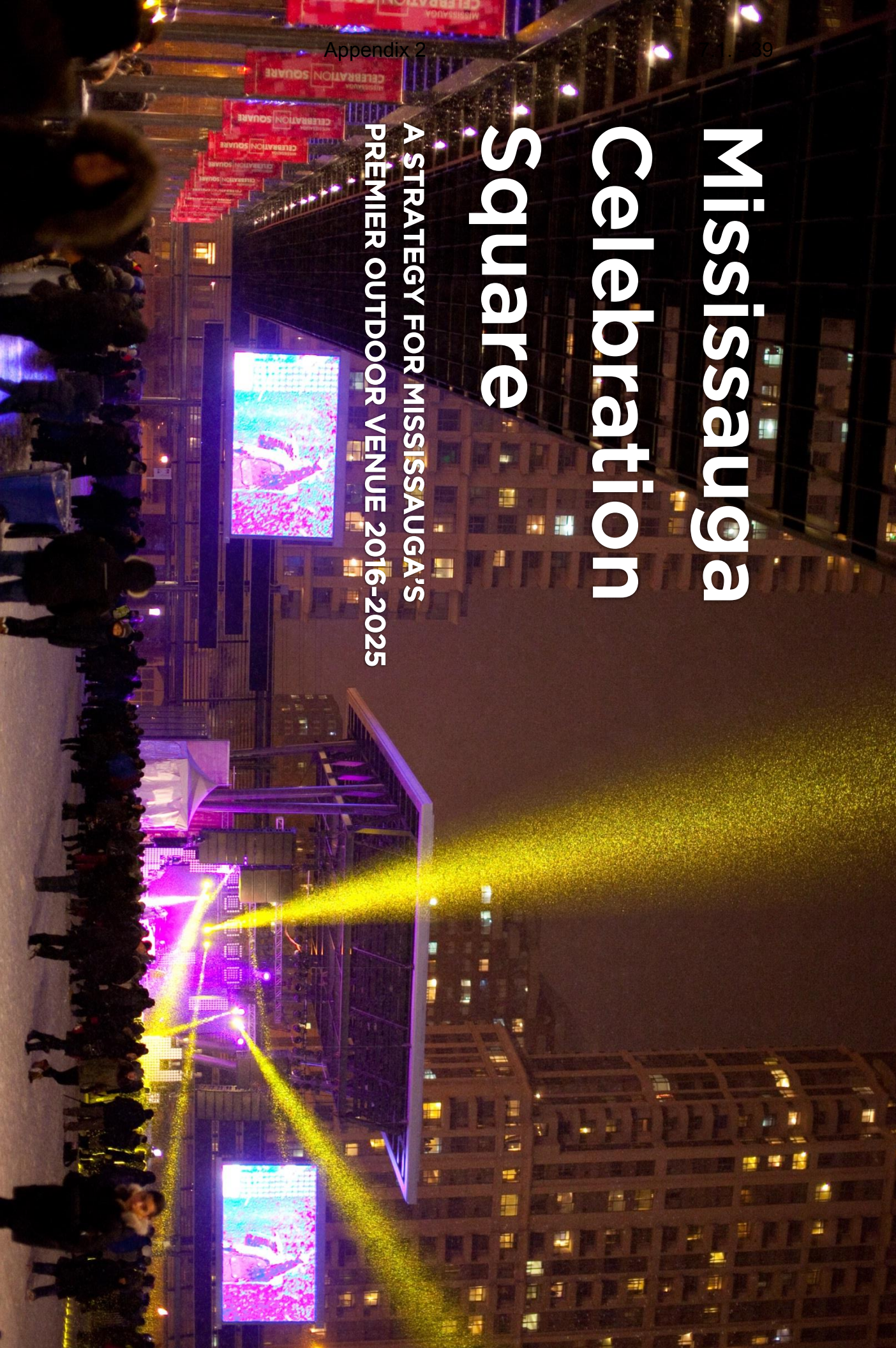
<p>3.1: Build on the Theatre's well- acknowledged quality customer service</p>	<p>3.1 <u>3.1.1</u> Formalize a customer service guideline that outlines staffs roles and responsibilities in continuing to deliver excellent customer service at the Theatre, which is informed by the City's customer services standards <u>3.1.2</u> Continuously provide ongoing training and support to all staff to ensure that customer service and other accompanying standards are satisfied</p>
<p>3.2: Enhance the user experience by improving ticket purchasing platforms</p>	<p>3.2 <u>3.2.1</u> Address current gaps in the ticketing system which impact customer service (i.e. calendar of events, promotional codes, à la carte selection, etc.) <u>3.2.2</u> Revise and update booking guidelines and criteria to improve customer experience <u>3.2.2</u> Establish an ongoing formal consultation with the City's IT and web development staff to ensure that the increasingly changing technological requirements of the theatre are assessed and supported</p>
<p>3.3: Develop and sustain a range of service delivery partnerships to boost theatre programs and opportunities</p>	<p>3.3 <u>3.3.1</u> Pursue joint-programming opportunities based on the occupancy plan <u>3.3.2</u> Pursue joint-programming opportunities with community development as the primary outcome (e.g. seniors, schools, festivals, etc.) <u>3.3.3</u> Adopt an affiliation policy to support resident theatre troupes <u>3.3.4</u> Adopt an alternate service delivery model that support broader community groups and organizations</p>
<p>3.4: Solicit regular feedback from theatre users, clients and residents to improve services and engage stakeholders</p>	<p>3.4 <u>3.4.1</u> Conduct regular online surveys to obtain feedback from a range of theatre stakeholders and patrons <u>3.4.2</u> Establish a formal evaluation and reporting mechanism to understand the progress made on the 5-year Strategic Plan</p>
<p>4.1: Increase audience attendance by improving marketing and promotions efforts</p>	<p>4.1 <u>4.1.1</u> Develop a communications strategy that includes marketing and promotions opportunities, digital engagement, social media, traditional media and incentive packages that attract new audiences <u>4.1.2</u> Establish an evaluation mechanism to measure the effectiveness of marketing and promotions efforts</p>
<p>4.2: Explore rebranding the Theatre under a different name to showcase its enhanced operations</p>	<p>4.2 <u>4.2.1</u> Assess the relevance, implications and consequently the implementation process of renaming/rebranding Meadowvale Theatre to showcase its multipurpose performing arts centre mandate <u>4.2.2</u> If renaming or rebranding is implemented, develop a communications plan that supports the new name/brand</p>

4.2.3 Explore naming opportunities for some interior sections of the theatre, which in turn is a revenue generating opportunity

<p>5.1: Develop revenue generating strategies to ensure the theatre is financially sustainable both in the short and long-term</p>	<p>5.1 <u>5.1.1</u> Develop a short-term revenue strategy that considers improved revenue sources from ticketing, non-ticketed programming, rentals, sponsorships and commercial activities <u>5.1.2</u> Develop a 4-year financial plan that provides information on earned revenue targets, financial projections, theatre capacity, constraints and fiscal pressures</p>
<p>5.2: Maintain a competitive pricing scheme that is affordable to patrons and sustainable to the theatre</p>	<p>5.2 <u>5.2.1</u> Develop a competitive pricing strategy that is informed by benchmarks from other comparable municipal theatres and market demands <u>5.2.2</u> Review existing fee rental structure to ensure rates are competitive for local arts organizations, theatre groups, conferences, meetings and workshops</p>
<p>5.3: Establish financial measures and determine timelines to implement all the actions in this study</p>	<p>5.3 <u>5.3.1</u> Complete the financial measures and targets in section 5.1 of this document based on the recommendations from the financial analysis work that Business Planning is currently undertaking for the theatre <u>5.3.2</u> Establish timelines for each of the actions in the document</p>

Mississauga Celebration Square

A STRATEGY FOR MISSISSAUGA'S
PREMIER OUTDOOR VENUE 2016-2025



Strategic Direction**Actions****Customer Service**

1.1 Improve local transit connections and service for visitors

1.1.1 Work with MiWay to improve post event service (i.e. express bus to subway)

1.1.2 Work with MiWay to review current stops servicing MCS and create additional stops or rename existing stops if required

1.1.3 Request Region of Peel to create a designated TransHelp stop at MCS

1.2 Ensure that operating hours reflect the needs of the community

1.2.1 Explore the feasibility of amending the City's Parks by-law to permit extending public access beyond 11:00 pm and skating beyond 10:00 pm.

1.3 Provide a safe, secure and accessible public space

1.3.1 Work with Corporate Security to address safety concerns within dark accessible areas (i.e. Jubilee Garden, Ice Rink), utilizing CPTED methods where feasible

1.3.2 Review 3rd party security requirements for rental clients

1.3.3 Continually work with Risk Assessment to identify and mitigate threats

1.3.4 Work with Municipal Parking to ensure that adequate accessible parking is provided in municipal lots and garages during major events on the Square
1.3.5 Develop a strategy for managing the use of multiple recreational users (i.e. soccer, skateboarding, etc.)

1.3.6 Develop protocol to ensure that suitable accessible viewing areas are provided during City and community organized festivals and events

1.3.7 Ensure that festivals, programs, activities, communications and promotions meet AODA accessibility requirements

1.4 Develop engagement opportunities to obtain feedback from residents, visitors and clients

1.4.1 Implement new 311 public inquiry system

1.5 Develop a volunteer Ambassador Program

Programming

2.1 Produce the premier Canada Day celebration in the GTA

2.1.1 Develop sponsorship and granting package to support celebration

2.1.2 Develop and implement an event program that elevates the programming and production quality of the celebration to correspond with Canada's 150th anniversary

2.2 Grow the status of Light up the Square (winter lighting event) to become the premier civic event of its kind in the GTA

2.2.1 Develop and implement an event program that elevates the programming and production quality of the festival

2.2.2 Develop sponsorship and granting package to support the festival

2.3 Expand calendar of annual civic events

2.3.1 Develop criteria for exemption from booking policy 05.03.03 (Outdoor Events in Civic District) to permit paid admission events on the square

2.3.2 Attract a technology based event that utilizes the assets of the Square

2.3.3 Host an annual outdoor theatre production at the Square

2.3.4 Explore the feasibility of hosting sporting events on the lower square (i.e. OHL hockey tournament) that are appropriate for the space and have a significant tourism appeal

2.3.5 Attract a new signature fall event

2.4 Maximize programming use of current MCS facilities and infrastructure

2.4.1 Maximize digital screens for programming

2.4.2 Develop approach for attracting clients to use the amphitheatre

2.4.3 Work with Central Library to maximize the use of Noel Ryan Auditorium & Glass Pavilion as bookable spaces

2.5 Provide programs that reflect an intercultural audience

2.5.1 Broadcast music that reflects an intercultural audience

2.6 Collaborate with the Central Library to host and/or align with literary, visual and digital arts based initiatives on the square

2.7 Leverage broadcasting opportunities of international events to activate the square (i.e. World Cup, Olympics)

2.8 Implement multi-platform technologies to facilitate interactive audience participation	2.8.1 Develop mobile applications for the Square to facilitate audience participation
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2.9 Serve as the outdoor event hub for major provincial, national and international events that the City of Mississauga hosts (i.e. Pan Am, Ont. Summer Games)	2.9.1 Support internal clients that are producing major City wide events that take place on the square
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2.10 Develop a new signature winter event	2.10.1 Develop and implement an event program that elevates the programming and production quality of the celebration 2.10.2 Develop sponsorship and granting package to support celebration
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2.11 Grow signature events through the incorporation of spectacle theatre(i.e. Cirque du Soleil, Zero Gravity Circus, etc.)

2.12 Establish a weekly art night to promote various artistic mediums

2.13 Promote Mississauga's live music scene on the square	2.13.1 Establish a plug-and-play program for the square 2.13.2 Play music and videos on the square promoting local bands
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2.14 Work with P&B to ensure that applicable zoning by-laws permit existing and planned programming

2.15 Establish a place making program to encourage self-directed creative exploration (i.e. instruments, games, reading room, learning opportunities)	2.15.1 Develop a summer lunch time program
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2.16 Expand outdoor market programs (i.e. farmers, antique market, etc.)	2.16.1 Attract market organizers to host their events on the square
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2.17 Partner with galleries and museums to exhibit on the square	
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2.18 Work with Central Library to enhance the outdoor reading room	
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2.19 Enhance food and beverage options	2.19.1 Undertake feasibility study
	2.19.2 Maximize temporary vendors (food & beverage) to animate the square

2.20 Facilitate atmospheric programming (i.e. live painting, performance, busking, etc.)	
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Capacity Building

3.1 Support the growth of existing community festivals with the potential to attract tourists	3.1.1 Create a framework for community delivered events to ensure quality through an open and accessible selection process
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3.2 Develop opportunities for permanent and temporary public art that align with the Public Art Master Plan	3.2.1 Encourage the commission of temporary and permanent public artworks using new technologies, materials and formats
	3.2.2 Site temporary art in the Jubilee Garden

3.2.3 Incorporate functional public art program in the square to provide seating, shade, fountains, play equipment, etc.

3.3 Promote MCS as a location for film and television productions

3.4 Implement an artist/cultural worker in residency program (i.e. Public Art, Noel Ryan Auditorium, lighting, screens, amphitheatre, etc.)

3.5 Facilitate ways for audiences within Mississauga and beyond to experience programming remotely through television broadcasting and internet streaming

Facility Management

4.1 Provide a safe environment for freedom of expression and peaceful assembly 4.1.1 Develop protocol policy for community driven awareness campaigns

4.2 Maintain MCS as an attractive venue for both the local community, sponsors and business partners 4.2.1 Maintain MCS in a state of good repair by identifying required facility and infrastructure improvements

4.3 Facilitate charitable requests 4.3.1 Develop a process to facilitate requests by charitable organizations to establish a temporary presence on the square

4.4 Develop an asset management strategy

Planning

5.1 Commit to being a leader in “green” initiatives and promote MCS as a green events destination	5.1.1 Implement Celebration Square Waste Management Plan (2015 LEAN Project) 5.1.2 Set waste diversion targets for City and Community organized festivals
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5.2 Continuously improve signage to increase awareness of public parking, washrooms, accessible viewing areas, etc.	5.2.1 Improve navigational signage on nearby streets 5.2.2 Improve navigational signage on provincial highways 5.2.3 Undertake a design strategy to review site navigation and ensure accessibility for all
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Marketing and Promotions

6.1 Develop relationships with downtown destinations and stakeholders	6.1.1 Coordinate promotion and marketing initiatives with adjacent destinations (i.e. Sheridan, LAC, YMCA, Central Library, AGM, Square One, etc.)
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6.2 Continue leading in social media and communications

6.3 Increase public awareness of MCS’ role within Mississauga, the GTA and beyond by ensuring clear communications	6.3.1 Invest in market research to provide relevant, actionable data for marketing, programming, sponsorship and granting activities
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Heritage Management Strategy

FINAL REPORT

May 2016

Prepared by

TCI Management Consultants

with

**Letourneau Heritage Consulting Inc.
Commonwealth Resource Management
Reich + Petch**

Goal	Rationale	Recommendations
1. Establish Strategic Foundations for Integrated Heritage Management	a) Create holistic vision, missions, goals, mandates and strategies for museums and heritage planning	1) Create and adopt heritage management Guiding Statement of Principles, endorsing a “living heritage” orientation 2) Adopt unified Mission and Vision Statements for Heritage Planning and Museums 3) Develop Thematic Heritage Outline for Mississauga (THOM) 4) Introduce a temporary suspension on acquisitions (aside from critical artifacts and opportunities that meet the Director’s approval) until the THOM is articulated
2. Protect Mississauga's Heritage	a) Assure Mississauga’s built and intangible heritage resources are recognized and protected for current and future generations b) Ensure compliance with heritage legislation c) Involve notions of living heritage in the dialogue and planning of heritage	5) Revise museum collections policies once the THOM has been developed and adopted 6) Revise the Cultural Landscape Inventory and applicable policies 7) Revise and update heritage planning processes with all relevant governmental policies and industry standards 8) Develop policy regarding archive management 9) Create an archaeological master plan 10) Create an asset management strategy for better management, utilization and interpretation of existing City-owned heritage properties 11) Consider a greater range of incentives for heritage property preservation and conservation
3. Interpret – Gather, Share and Tell the Stories of Mississauga	a) Locate, gather and share the stories that comprise Mississauga's heritage and should be told to residents and visitors in engaging and meaningful ways b) Telling the stories of	12) Expand the museum function beyond the current house museums 13) Identify ways to reanimate and more effectively use spaces and provide programming at the historic house museums and off site 14) Utilize digital technologies more effectively – at individual heritage sites and on the City of Mississauga website – and make City heritage projects available to all through various platforms 15) Develop an Interpretive Strategy consistent with the THOM 16) Enhance visitor experiences in heritage venues

Mississauga will build civic engagement with the community, create pride of place and help make better-informed citizens with a sense of inclusion and belonging

17) Develop more heritage tour experiences and programs through cross-cultural and strategic planning with City departments and partners

4. Involve All Communities

a) Mississauga's entire diverse community should be engaged in identifying and relating the stories that express the collective heritage of the City

18) Create a Mississauga StoryMaker Space and/or temporary pop-up spaces for story gathering and dialogue

19) Establish creative opportunities for greater community use of museums and heritage facilities

20) Enhance accessibility at all public heritage venues

21) Create innovative storytelling incentives

b) These stories should be distributed throughout the municipality

22) Adopt a partnership and outreach program to engage local communities and other partners

5. Promote Awareness and Understanding of Heritage Initiatives

a) Opportunities to engage in learning about the unique and compelling stories of Mississauga should be promoted to residents and visitors, thus building enthusiasm for heritage initiatives

23) Align heritage interpretation with City's tourism promotion efforts (heritage tourism)

24) Develop a comprehensive communications strategy

6. Integrate Heritage Management Throughout the City

a) Heritage management (which comprises protection, conservation and interpretation) is an integrated process and the City organization's objectives should be to deliver this service efficiently and effectively

25) Retain the current structure of the Heritage Planning and Museums units as is within the Culture Division of the Community Services Department

26) Develop a culture wherein other City departments and agencies are active partners in heritage management

27) Streamline the heritage property review process through delegated authority and a technical circulation process

28) Undertake a workforce planning review to align staff resources with this strategy

29) Encourage alignment of Heritage Mississauga's activities as potential partner in this strategy

30) Encourage annual joint meetings between the Heritage Advisory Committee (HAC) and the Museums of Mississauga Advisory Committee (MOMAC) and ensure their mandates align with this strategy

31) Align the role of the Friends of the Museum (FOM) with this strategy

Mississauga Creative Industries Strategy

A Report for the
Culture Division of the City of Mississauga

by Peter Miller,

with

Caroline Parkinson,
David Keeble,
and Michelle McIver

February 18th, 2016

Goals	Recommendations
<p>To align with and support the City's goal of being the "preferred location for innovative, creative and knowledge-based businesses and emerging industries".</p>	<p>Position Mississauga as an innovative creative city, a "digital" city</p> <ul style="list-style-type: none"> * Promote Mississauga's Creative Industries sector and reputation through select general and specific profile raising and marketing activity. * Encourage the development of high-speed, high bandwidth broadband networks to meet the industry's current and future needs; * Encourage the development of high-speed, high bandwidth broadband networks to meet the industry's current and future needs; <ol style="list-style-type: none"> a. Publicize ultra high-speed broadband installation in Mississauga. b. Prioritise ultra-high-speed connections to cluster or hub sites chosen for, or currently attracting, creative industries.
<p>To provide the City with guidance and expertise from Mississauga Creative Industry leaders in the ongoing execution of the City's Creative Industries strategy.</p>	<p>Establish a Mississauga Creative Industries Advisory Forum (MCIAF)</p> <ul style="list-style-type: none"> * Provide the City with guidance and expertise from Mississauga Creative Industry leaders in the ongoing execution of the City's Creative Industries strategy. * Comprised of eight to twelve members including Council representation, Chief Executives or senior managers of respected CI businesses that have a connection to Mississauga; leaders of creative trade bodies, Deans of the CI departments of UTM and Sheridan College and Senior Staff representatives of the Culture Division and EDO.
<p>To maintain activity and enhance growth in high profile, high potential cultural industry sectors.</p>	<p>Target Sector-Specific Measures for Screen-based Media</p> <ul style="list-style-type: none"> * Promote and remove barriers to location shooting in Mississauga, by aligning policies with Toronto, and in particular, relaxing the requirement for approval of 80% of affected residents in the case of more than two Film Permits being issued in the same year * Consider the development of an incubator for Interactive Digital Media, or more broadly based digital media (IDM and IT), in order to promote this sector's growth and strength in the City. * Establish a facility based Creative Hub or hubs in a location or locations connected to current grassroots activity * Consider approaches to expanding available studio space in the City and included creative arrangements to encourage the retention of space currently used for studio production and promote use of unused warehouses to meet sector capacity needs
<p>To enhance growth in high potential CI sectors.</p>	<p>Target Sector-Specific Measures for Live Music</p> <ul style="list-style-type: none"> * Recognize live music as a key factor in growing CIs and in the retention of young talent in the Creative and other industries that the City is seeking to grow. * Help to build live music scene from ground up, with advice, co-ordination, promotion and indirect assistance to venues, promoters and festivals. * Add music and festival officers to advise and develop the live events and music sector

To increase the success of creative in Mississauga, and thereby increase the City's attractiveness to creatives in key sectors.

Facilitate the development of the City's creative talent

- * Creation of a "Creative Network" to support talent in a localized manner, and encourage identification with a Mississauga creative industry community.
- * Celebration of local achievements in the form of an annual gathering, with awards or recognition of local excellence, in order to promote local talent and skills.
- * Promote skills training available in Mississauga, and consider surveying creative and cultural sector skills needs.

Industry specific creative clusters attract specialised talent and skill in sub sector disciplines, achieving a concentration of ability and knowledge leading to innovation, market leadership and economic wealth.

Develop industry specific creative clusters

- * Encourage and promote the development of creative industries in select/appropriate geographic areas (nodes). For example, Lakeview and City Centre for IDM, Port Credit and Streetsville for music and CI's generally, and the Airport for warehouses and studio space.
- * Support the establishment of Creative Industry hubs with appropriate facilities in creative nodes – offices for small businesses, co-working space for freelancers, meetings rooms, broadband and a café.
- * Evaluate the potential for an Incubator (per Rec 3) in partnership with academic institutions and industry players and/or alongside creative hubs

Develop Public Private Partnerships to build creative industry spaces

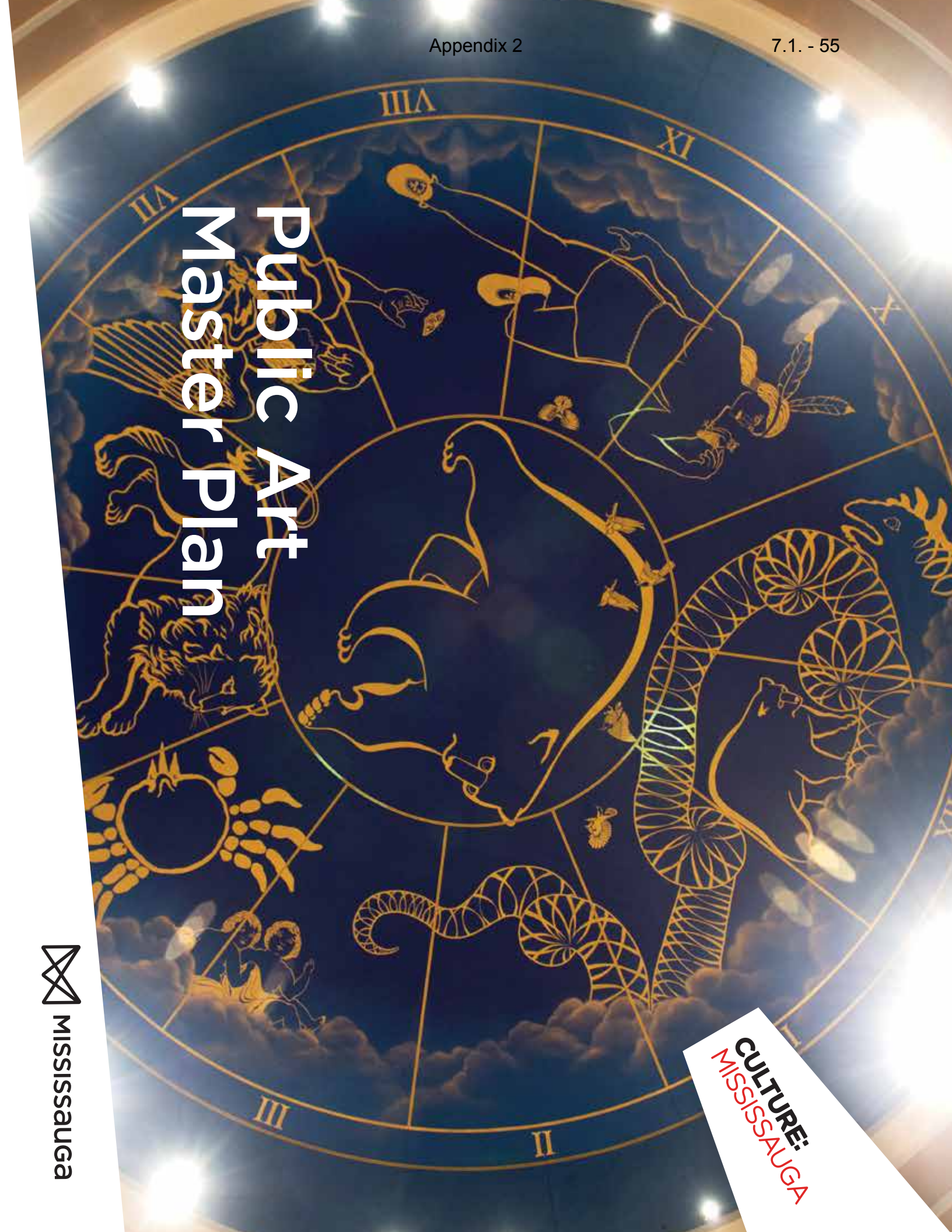
- * Develop partnerships with supporting public agencies and key private firms.
- * Pursue federal infrastructure monies for capital intensive projects.
- * Consider expanding studio space, including exploring the feasibility of soundproofing warehouses near the airport

Public Art Master Plan



MISSISSAUGA

CULTURE:
MISSISSAUGA



No. Recommendations

1.	Recommendations 1 through 25 (under Section 4.1 of the PAMP) be incorporated in the review and refresh of Corporate Policy and Procedure 05-02-07-City Acquired Art.
2.	Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, and Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Art and other relevant documents and guidelines, as priority public art areas.
3.	Policies across the Corporation encouraging and/or requiring public art should be kept current, relevant and revisited at the next opportunity of a Mississauga Official Plan review. These policies should be referenced and considered in all other planning documents and urban design guidelines that concern the public realm.
4.	Future public art projects should be considered as opportunities for animating the public realm, in particular through the incorporation of colour and scale.
5.	City of Mississauga should continue to increase and build the cultural consciousness of Mississauga residents by exploring partnerships with the arts community, through art and community festivals, education, public engagement and community-based public art, and/or other relevant and appropriate opportunities.
6.	City of Mississauga should support a public art program that seeks to embrace audience engagement as well as interaction, and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.
7.	Culture Division should maintain an artist registry for those who are qualified to respond to permanent and temporary public art calls. This registry should ensure public art opportunities for local, international, emerging, and established artists.
8.	Culture Division should continue to align public art programming with industry best practices.
9.	Culture Division should continue to commission local, national and internationally renowned artists as part of the Public Art Program.
10.	Culture Division should consider public art mentorship opportunities for emerging artists and collaborate with other City programs, educational and art-based institutions, community organizations and other private initiatives.
11.	Culture Division should continue to work with relevant City Departments in implementing formal processes and procedures that ensure public art is considered at the beginning of the planning and capital improvement process.
12.	Culture Division should explore public art opportunities within all Community Nodes and public spaces as identified in the City of Mississauga Official Plan.
13.	Public Art Working Group (PAWG) should be formed and investigate human resources available to carry out or assist in carrying out the PAMP recommendations.
14.	City of Mississauga should develop a strategy for the acquisition of new Corporate Art, including donations, and find a suitable permanent location for artwork currently in storage. Until this strategy is developed, it is recommended that a moratorium be placed on the purchase of art and the acceptance of donations intended for the City of Mississauga's Corporate Art Collection. This moratorium will exclude City initiated and/or City managed projects through the Public Art Program, as well as donations for the City's Corporate Art Collection that are deemed in the best interest of the City of Mississauga by the Director, Culture Division.
15.	Culture Division should archive and catalogue existing and future public art projects and initiatives for the continual public consumption, via a digital platform such as but not limited to online web, digital screens or digital applications.
16.	Culture Division should continue to explore the use of and support for pop-up, temporary, functional and integrated public art, including but not limited to tactical urbanism, street art, hoarding art, streetscaping, street banners, light posts, benches, and digital platforms.
17.	City of Mississauga should investigate the feasibility of a dedicated budget to fund temporary and functional public art projects in parks and open spaces; both of which make ideal settings for creating an outdoor gallery and showcasing artworks for a limited period of time.

18.	City of Mississauga should research, benchmark and analyze viable options for alternate sources of public art funding. As well as work with Planning and Building Department staff to regularly encourage the percentage for public art program as part of its planning approval process.
19.	City of Mississauga should establish a separate Public Art Reserve Fund in order for the Public Art Program to adequately fund and track the maintenance, preservation and conservation of the corporation's art collection. The annual maintenance budget previously approved by Council for public art should be transferred to and administered via the Public Art Reserve Fund in perpetuity. The Public Art Reserve Fund should also be structured to receive cash contributions from public and private sectors and operated in accordance with City of Mississauga financial policies.
20.	All City-owned art acquired by the Corporation through purchase, commission, and/or donation should be insured under the City's insurance policy.
21.	Culture Division should continue to explore opportunities to leverage funds and resources for future public art projects, through funding opportunities available from all City Departments. The Culture Division should continue to monitor the development of City planning initiatives and formally request that a portion of project budgets be put towards the City's Public Art Program.
22.	Culture Division to investigate sponsorship opportunities in partnership with other public and private corporations in order to fund future public art projects.
23.	Culture Division should explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.
24.	Culture Division should continue to collaborate with public and private partners to identify opportunities for joint initiatives, to leverage additional capital funds, and to ensure the technical feasibility of new public art projects. These partnerships could include higher institutions of learning and creative industries.
25.	Culture Division should continue to develop relationships with Metrolinx and MiWay to identify opportunities at Major Transit Hubs, including but not limited to, temporary and permanent public art.
26.	City of Mississauga should continue to initiate partnerships with the private sector in the development of public art on privately owned and publicly accessible lands as part of the site plan review process. Temporary and permanent installations should be explored, including but not limited to; functional and integrated public art, sculpture, hoarding art, and interactive installations.
27.	Culture Division continue to acquire permanent public art for planned infrastructure projects and the built environment.
28.	Culture Division should continue and encourage further collaboration with artists, arts organizations and other arts partners in order to grow opportunities for digital based arts programming (i.e. Art on the Big Screens Program intended for the outdoor LED screens at Celebration Square as well as other available digital infrastructure).
29.	Celebration Square should continue to be a leader in the City of Mississauga with respect to best practices for digital public art. Culture Division staff should explore further opportunities for digital art programming and partnerships.
30.	Culture Division should employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.
31.	City of Mississauga should explore opportunities for a mural program on public property.
32.	Culture Division should explore and advocate for temporary public art opportunities on existing and proposed infrastructure as well as on transitory, underused and unsightly places (i.e. construction sites, underpasses, underused/unused buildings), as deemed safe and appropriate.
33.	Culture Division should explore public art opportunities that connect to the living, natural, environmental and cultural heritage of Mississauga, including the past, present and future of Mississauga's diverse communities.
34.	Culture Division should encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital. Public art in this Zone should focus on creative and innovative ways to engage the public with the use of museum and heritage sites, that allow for contemporary interactions with and interpretations of heritage.

35.	Public art opportunities on Heritage sites should align with the Museum and Heritage Planning Strategic Plan, focusing on thematic history to identify ways to re-animate and more effectively use these spaces.
36.	All proposals for public art at heritage sites are required to obtain heritage clearance as well as heritage permits. These public art projects are to be produced in accordance with applicable best practices, relevant City by-laws and provincial legislation. Public Art Program staff should work closely with Heritage Planning and Museums staff, the Heritage Advisory Committee, as well as cultural groups and individuals as required, to ensure that public art at heritage sites follows appropriate protocol.
37.	Culture Division should commission and encourage public art that explores and better represents the diverse history, cultures and stories of past and present Mississauga First Nations and Indigenous communities.
38.	Provision of public art in Mississauga's major pedestrian zones should continually be considered and encouraged wherever possible during the evaluation of development proposals.
39.	All public art in pedestrian zones should complement the character and streetscape design of the area and be supportive of the City's Urban Design Guidelines and Local Area Plans.
40.	Public art within Pedestrian Zones should provide aesthetic as well as functional and interactive features, including but not limited to, the incorporation of public art in street furniture, lighting, streetscaping, utility boxes, wayfinding etc. Public art within Pedestrian Zones should function to connect communities and cultures together by animating streetscapes and public spaces.
41.	Culture Division should work closely with Communications and Transportation and Works Divisions to implement a Downtown Street Banner Program in accordance with Corporate Policy and Procedure- 06-02-06- Banners and existing budget.
42.	Corporate Policy and Procedure 06-02-06-Banners, is managed and operated by the Traffic Management Section of the Transportation and Works Department and is to remain as such.
43.	Along with the priority public art zones, a continuous bike route with wayfinding and cultural resting points should be considered in future planning and implementation of the City's Cycling Master Plan. This path should be informed by the PAMP, and presents the opportunity to launch in conjunction with existing biking and pedestrian events.
44.	Culture Division, working alongside other divisions, should explore the possibility of developing a wayfinding and branding program, which allows for various public art elements.
45.	City of Mississauga should support and encourage experimental and dynamic art in parks that is designed for public interaction and immersion. Public art within the Waterfront area should incorporate functional elements that encourage and promote active living, inviting the audience to interact and play with the public art works.
46.	Public art within the Waterfront Zone should build upon the natural and environmental heritage and incorporate a storytelling element that reflects the First Nations and Indigenous communities.
47.	The Public Art Program should commission artists to create temporary and permanent artwork to connect residents and visitors with the natural environment. Artists should explore the interrelationship between culture and nature by creating art pieces that foster civic engagement and promote dialogue.
48.	To help support the Council endorsed Mississauga Celebration Square Strategic Plan, Public Art Program staff should encourage and support opportunities for temporary and digital public art to enhance the Square's winter experience programming.
49.	As Major Transit Hubs and Corridors continue to evolve, public art should be integrated along these priority areas. Public art should encourage and assist in the creation of cultural corridors and nodes, elevate the passenger experience and reinforce wayfinding at a civic scale.
50.	Public art should be incorporated into wayfinding, signage and sound walls in Major Transit Hubs and along Transit Corridors. Wayfinding, signage and branding public art works should be coordinated along different Hubs to create a connected and cohesive aesthetic but not limiting the uniqueness of each individual site.
51.	Public art in Transit Hubs and Corridors should be functional, integrated and interactive, including but not limited to temporary installations, vinyl wraps, digital works, streetscape elements and performance art
52.	City of Mississauga should continue to collaborate with Metrolinx and encourage the inclusion of integrated public art throughout the existing GO Stations in Mississauga. Each station could be contracted to a different artist, who may work through a process of community consultation and engagement to realize the concepts behind the artwork

53.	City of Mississauga's Public Art Program should be closely involved in the HLRT project in order to plan and implement public art opportunities in the public realm that respond to and incorporate local context, community input and historical significance.
54.	Future higher order transit systems proposed along Dundas Street and Lakeshore Road should also be considered as candidates for permanent and temporary public art components.

2016 Culture Grants Review Study

Arts & Culture and Cultural Festivals & Celebrations Grant Programs

GOAL	RECOMMENDATION
Improving Quality	<p>Increase the funding for the Culture grants by \$1.50 over six years. Base CFC recommendations and funding allocations on a merit-based evaluation of the applications.</p> <p>Re-develop the Peer Assessment process</p> <ol style="list-style-type: none"> a. Committee Members will be chosen by Council out of a list of potential assessor's vetted through Culture Division staff. b. The committee will consist of two subject matter experts and one community member with a background in community support or business. c. Peer assessors will be chosen for 3-4 year terms d. Peer assessors cannot have any Conflicts of Interest related to any of the organizations applying for funding. e. Grants Officer will facilitate grant assessment meetings. f. Peer assessors will commit to meeting once a year for 1- 3 days and reviewing all material prior to assessment meetings. g. Assessors will be encouraged to participate in cultural activities throughout the year. h. An executive summary of each organization along with the comments and scoring sheets from peer assessment panel will be provided to Council (prior to the Corporate Report being submitted for approval by Council) to ensure Council is aware of each organization and the rationale for approval of grant funding amounts. <p>Review Culture Grant program every four years starting in 2020.</p>
Diversifying Cultural Offerings	<p>Mandatory information sessions for any organization / festival that has not received funding from the City of Mississauga for two years or more.</p> <p>Implement a three level funding system with unique requirements for each level for both the Arts & Culture and CFC grant programs</p> <p>Revise the maximum percentages for the Arts & Culture grant program to 50% for organizations receiving funding from levels 1 and 2.</p> <p>Increase the maximum percentages for the CFC grant program to 30% of upcoming budget.</p> <p>Limit all Level 1 Arts & Culture and CFC applicants at \$15,000.</p> <p>Limit all Level 2 Arts & Culture and CFC applicants at \$120,000.</p> <p>Implement three-year Service Agreements for level 3 arts and culture organizations.</p>

Growing Accessibility

Merge the Project and Capital grant into one program, separate it from Arts & Culture Operating funding and reduce the restrictions so more organizations can apply:

- a. Organizations or collectives operating as not-for-profits with a legal identity
- b. Project must take place exclusively in Mississauga
- c. An organization / collective can only apply for one project grant a year
- d. Maximum available funding of \$5,000 or 50%, whichever is less
- e. Cannot apply for funding more than two years in a row
- f. Projects must take place within the calendar year
- g. Should organizations partner on a project with multiple components they could be each eligible for a grant.

Align grant program criteria to Culture Division Strategic priorities.

Diversifying Cultural Offerings

Targeted Outreach

Recommendation

New or expanded facilities for community artists and organizations	Based on an analysis of existing spaces, address a shortage of dedicated artist studios, dance, rehearsal, multipurpose space, and education space. Leverage existing infrastructure within the downtown “Cultural Corridor” (Sheridan, LAC, AGM, Celebration Square, Central Library) to meet unmet demand for affordable creative space.
Develop additional outdoor sites for live music, festivals and events.	Identify additional parks and outdoor venues across Mississauga where permanent infrastructure (i.e. water, electricity) can be provided to support cultural programming that fosters the development of local musical talent and creative industry development.
New or expanded art gallery	Focus efforts on establishing the art gallery as a high traffic location and a visible cultural destination to passerby.
Support the development of creative production facilities	Supported by the Creative Industries Strategy, create or facilitate the creation of large facilities that support production functions for local and regional groups from both the non-profit arts and commercial entertainment sectors (<i>i.e. set/costume/prop construction, repair and storage facilities; museum conservation shops; equipment distribution; or post-production facilities for the film and television industry</i>).
Integrate arts in community centres	Improve access to existing spaces in schools and community centres, and add arts components to future community facilities. Identify and support opportunities for cultural infrastructure and community hubs within mixed-use developments (e.g. Artscape Daniels Spectrum, Weston Hub, etc.).
Digital Media Labs/Incubators	Create, integrate or repurposes spaces to bring artists and new technologies together (i.e. Central Library, Small Arms Inspection Building, etc.). Facilitate partnerships between the creative core, creative industries, post-secondary institutions, municipal government, private businesses, and other stakeholders.

Terms of Reference for Arts, Culture & Heritage Committee

Background

In 2009, the Culture Master Plan was adopted as a framework for arts and culture to contribute to achieving the City's vision for building a vibrant, healthy and sustainable city. The Plan recognized the important role of art and culture and how culture contributes to a healthy, sustainable, socially and economically viable community. The Culture Master Plan (2009 – 2014) was basis of the 2005 Arts Review Task Force report that recommended, among other things, the need to develop an overall strategy for the arts.

It is now time to review this document and develop a new Culture Master Plan for the next ten years (2017 – 2027). The new Culture Master Plan (2017 – 2027) will evaluate, measure and share the successes and challenges of the existing Culture Master Plan (2009 - 2014), and will support a collective vision, mission, goals and guiding principles that will continue to push arts and culture forward in the City of Mississauga. The new Plan will incorporate recommendations from recent strategies such as:

- Culture Policy (2015)
- Public Art Master Plan (2016)
- Creative Industries Strategy (2016)
- Heritage Management Strategy (2016)
- Meadowvale Theatre Strategic Plan (2014)
- Infrastructure and Creative Spaces Study (2016)
- Grants Review (2016)
- Celebration Square Strategic Plan (2015)
- And other applicable guiding documents such as the Ontario Culture Strategy, MyMalton, Vision Cooksville, Environics Culture Market Segmentation and Positioning Report, Inspiration Lakeview, Inspiration Port Credit, Downtown 21 Master Plan, and Dundas Connects.

Mandate

The Arts, Culture & Heritage Ad Hoc Committee will provide feedback and guidance to City of Mississauga Culture staff, informing and contributing to direction and priorities for the new Culture Master Plan.

The Committee shall be project-specific and related to the Culture Master Plan. The Steering Committee shall be dissolved upon adoption of the Culture Master Plan by Council, or until Council deems the Committee no longer necessary.

Notwithstanding recent strategies and applicable guiding documents, as mentioned above, that will inform the new Culture Master Plan (2017 – 2027), the Ad Hoc Committee will provide feedback and guidance on the following:

- Identify opportunities to support and attract arts and culture, and preserve heritage in Mississauga, particularly focusing on identifying varied, new, and sustainable funding and revenue sources to better support arts and culture.
- Identify opportunities to address issues of diversity, inclusion and accessibility, including but not limited to issues of affordability.
- Identify and define our collective role in creating partnerships required to build our cultural infrastructure and spaces.
- Support the Mississauga Arts Council in identifying and defining a role that is compatible to the work of the Culture Division and the City's cultural priorities.
- Help to define the relationship as well as developing a clear understanding of the role of arts, culture and heritage organisations in relation to the City of Mississauga.

Objectives/Goals

The Arts, Culture & Heritage Ad Hoc Committee shall provide leadership on setting direction for arts, culture and heritage in the City of Mississauga. The new Culture Master Plan will be informed by public feedback, and the Arts, Culture & Heritage Ad Hoc Committee is to reinforce the importance of arts, culture and heritage in Mississauga and the City's strategic direction and Master Plans. The Arts, Culture & Heritage Ad Hoc Committee shall provide feedback and guidance, identifying options and the best way forward, that will influence and be the basis of the new Culture Master Plan.

Work Plan

The Arts, Culture and Heritage Ad Hoc Committee will provide feedback and guidance based on Culture Staff deputations regarding three critical areas:

1. Supporting and attracting the arts
2. Infrastructure, creative spaces and the public realm
3. Identity, diversity and accessibility

Definitions

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

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

Heritage means social, cultural and ethnic elements which produce a layering of Culture from the past and into the future. Cultural Heritage Resources are structures, sites, environments, artifacts and traditions that are of cultural, historical, architectural or archaeological value, significance or interest.

For a comprehensive list of definitions please refer to the Cultural Policy (2015) http://www7.mississauga.ca/documents/culture/main/culture_policy_web.pdf

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Arts, Culture & Heritage Ad Hoc Committee shall meet approximately six (6) times throughout spring and summer 2017, as determined by the Committee.

The proposed schedule of meetings is as follows:

- Meeting #1: Inaugural meeting (December 5, 2016)
- Meeting #2: Education Session (January 2017)
- Meeting #3 (April 2017)
- Meeting #4 (June 2017)
- Meeting #5 (September 2017)
- Meeting #6 (October 2017)

At each meeting Culture Division staff will present information gathered from public engagement, for further discussion, input and feedback from the Steering Committee.

Membership

All members are subject to the Code of Conduct and Complaint Protocol for Local Boards.

http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_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>

Voting Membership shall be comprised of:

- Five (5) Councillors and the Mayor as *ex officio*
- One (1) representative from Mississauga Arts Council
- One (1) representative from Mississauga Symphony
- One (1) representative from Living Arts Centre
- One (1) representative from Heritage Mississauga
- One (1) representative from Art Gallery Mississauga
- Three (3) representatives from Third Monday Collective

Identified stakeholder groups shall appoint a representative from their membership. Third Monday Collective shall not appoint a representative from a group already appointed to the Committee (Mississauga Arts Council, Mississauga Symphony, Living Arts Centre, Heritage Mississauga, and Art Gallery Mississauga).

Role of Chair

The Chair of the Committee will be appointed at the first meeting of the Committee.

The role of the Chair is to:

1. Preside at the meetings of Arts, Culture & Heritage Ad Hoc Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Arts, Culture & Heritage Ad Hoc Committee to encourage that its activities remain focused on its mandate as a Steering Committee of Council.
3. Review agenda items with the Committee Coordinator and appropriate staff from the Culture Division.
4. Recognize each Member's contribution to the Committee's work.
5. Liaise with the identified staff in the Culture Division on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of Arts, Culture & Heritage Ad Hoc Committee is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to the Culture Master Plan update.
4. Notify the Committee Coordinator if they are unable to attend Arts, Culture & Heritage Ad Hoc Committee meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Arts, Culture & Heritage Ad Hoc Committee shall be reached with the presence of a majority of the 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. A minimum of two (2) Members of Council is required to meet quorum.
3. Councillors are permitted to appoint a designate Councillor in their place if they are unable to attend the meeting.
4. Presence of the Mayor shall count toward quorum.
5. Appointed Stakeholder Members may appoint a designate in their place if they are unable to attend the meeting.
6. The issuance of an agenda for a meeting of this Committee will be considered as notice of that meeting.