Agenda



Arts, Culture & Heritage Ad Hoc Committee

Date

2017/11/13

Time

10:00 AM

Location

Civic Centre, Committee Room A - Second Floor, 300 Civic Centre Drive, Mississauga, Ontario, L5B 3C1

Members

John Kovac – Councillor Ward 4 (Chair) Jim Tovey - Councillor Ward 1 (Vice-Chair)

Bonnie Crombie – Mayor

Chris Fonseca - Councillor Ward 3

Ron Starr - Councillor Ward 6

Pat Saito - Councillor Ward 9

Annis Karpenko - 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

Trish Sarnicki, Legislative Coordinator, Legislative Services (905) 615-3200 ext. 5426 trish.sarnicki@mississauga.ca

Find it Online

- 1. CALL TO ORDER
- 2. APPROVAL OF AGENDA
- 3. **DECLARATION OF CONFLICT OF INTEREST**
- 4. MINUTES OF PREVIOUS MEETING
- 4.1. Arts, Culture & Heritage Ad Hoc Committee Minutes September 11, 2017
- 5. **DEPUTATIONS**
- 5.1. Mike Douglas, Executive Director, Mississauga Arts Council (MAC) to provide an update regarding MAC's strategic priorities, direction and outcomes.
- 6. **PUBLIC QUESTION PERIOD** 15 Minute Limit (5 Minutes per Speaker)

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

Arts, Culture & Heritage Ad Hoc Committee may grant permission to a member of the public to ask a question of Arts, Culture & Heritage Ad Hoc Committee, with the following provisions:

- 1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
- 2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
- 3. The total speaking time shall be five (5) minutes maximum, per speaker.

7. MATTERS TO BE CONSIDERED

- 7.1. Arts, Culture & Heritage Ad Hoc Committee Culture Master Plan DRAFT
 - 7.1.1 Drafted Culture Master Plan Presentation
 - 7.1.2 Culture Master Plan Draft Recommendations New Items
 - 7.1.3 Culture Master Plan Draft Recommendations Combined
- 8. OTHER BUSINESS
- 9. **DATE OF NEXT MEETING** To be determined
- 10. **ADJOURNMENT**

City of Mississauga

Minutes



Arts, Culture & Heritage Ad Hoc Committee

Date

2017/09/11

Time

10:01 AM

Location

Civic Centre, Committee Room A - Second Floor, 300 Civic Centre Drive, Mississauga, Ontario, L5B 3C1

Members Present

Councillor John Kovac, Ward 4 (Chair)
Councillor Jim Tovey, Ward 1 (Vice-Chair)
Councillor Ron Starr, Ward 6
Annis Karpenko, Third Monday Collective/Visual Arts Mississauga
Mike Douglas, Mississauga Arts Council
Eileen Keown, Mississauga Symphony Orchestra
Natalie Lue, Living Arts Centre
Kat Runnalls, Third Monday Collective/Small Arms Society
Jasmine Sawant, Third Monday Collective/Sampradaya Dance Creations

Members Absent

Mayor Bonnie Crombie Councillor Chris Fonseca, Ward 3 Councillor Pat Saito, Ward 9 Douglas Hancock, Heritage Mississauga Mandy Salter, Art Gallery of Mississauga

Staff Present

Paul Damaso, Director, Culture Division
Mark Warrack, Manager, Culture Planning
Sonja Banic, Manager, Culture Operations
Mojan Jianfar, Assistant Planner & Project Lead
Karen Morden, Legislative Coordinator, Legislative Services
Trish Sarnicki, Legislative Coordinator, Legislative Services

Find it online

- 1. **CALL TO ORDER** 10:08 AM
- 2. **APPROVAL OF AGENDA**

Approved (K. Runnalls)

- 3. **DECLARATION OF CONFLICT OF INTEREST** Nil.
- 4. MINUTES OF PREVIOUS MEETING
- 4.1. Arts, Culture & Heritage Ad Hoc Committee Minutes June 20, 2017

Approved (J. Sawant)

- 5. **DEPUTATIONS**
- 5.1. Mike Douglas, Executive Director of the Mississauga Arts Council (MAC) provided a brief verbal update with respect to the workshop hosted by MAC over the summer.

Mr. Douglas noted that a workshop was hosted by MAC over the summer and informed the Committee that another would be held in the near future.

RECOMMENDATION

ACHC-0016-2017

That the update from Mike Douglas to the Arts, Culture & Heritage Ad Hoc Committee on September 11, 2017, with respect to the update on the workshop hosted by the Mississauga Arts Council over the summer be received.

Received (Councillor Tovey)

6. **PUBLIC QUESTION PERIOD**

No members of the public requested to speak.

7. MATTERS TO BE CONSIDERED

7.1 Arts, Culture & Heritage Ad Hoc Committee Culture Master Plan - DRAFT

Councillor Kovac spoke to working collectively as a Committee, and focusing on driving arts forward in the city.

Councillor Tovey asked Members to put aside their specific area of interest, and focus on moving the plan forward as a city.

Mojan Jianfar, Assistant Planner, Culture Division, provided a brief overview of the Draft Culture Master Plan and provided an explanation of the process and proposed timeline. Ms. Jianfar elaborated on the vision and mission of the Culture Master Plan and noted

five strategic priorities: first, to build an arts-friendly city; second, enhancing and improving cultural spaces and places; third, enhancing and growing leadership in the cultural sector; fourth, supporting an authentic cultural identity that is welcoming, inspiring and enriching; and lastly, sharing our story beyond our borders. Ms. Jianfar elaborated on each of these strategic priorities in terms of their objectives, recommendations, and the impact of those recommendations and action items.

Councillor Starr noted the confusion in defining the word culture, with Councillor Tovey inquiring whether the definition of culture includes sharing. Sonja Banic, Manager, Culture Operations, responded that there has been a discussion of having a glossary of terms, and noted that there will be a definition included in the Master Plan.

Eileen Keown, Mississauga Symphony Orchestra, inquired why the Committee is named "Arts, Culture and Heritage". Paul Damaso, Director, Culture Division, responded that even though culture compasses arts and heritage, without noting them specifically, people tended to omit them from the discussion around culture.

Kat Runnalls, Third Monday Collective/Small Arms Society, noted that Mississauga has a unique identity and inquired how this would be reflected in the definition of culture. Mr. Damaso responded that the challenge of defining culture is an ongoing process, noting that the definition should not be absolute, but instead flexible. Mr. Damaso further elucidated that the definition would encompass elements of the history and heritage of Mississauga's development as a city.

Ms. Runnals' inquired whether there has been a significant impact on corporate culture. Ms. Banic responded that her division has received incredible support from Council, the Leadership Team, as well as other departments. Councillor Tovey added that while bureaucratic issues have emerged at times, culture is beginning to infiltrate other departments and that over the past few years he has observed a positive attitude towards culture, as well as an increasingly inclusive environment.

Natalie Lue, Living Arts Centre, inquired as to how the Master Plan will include what has already been accomplished, and what the role of Committee Members is in the Master Plan. Ms. Jianfar responded that the accomplishments from 2009 until present year will be noted, and that the role of the Committee Members is to go back to their respective organizations and ask them to identify ways in which they can support the objectives in the Master Plan. Ms. Jianfar also noted that there was an open house planned for November 9, 2017, but that it would be moved to occur after the Committee's next meeting.

Jasmine Sawant, Third Monday Collective/Sampradaya Dance Creations, inquired as to the timeline with regard to the action items in the Culture Master Plan. Ms. Jianfar responded that there is a 10 year plan, and noted that there are short, medium and long-term plans as well. Ms. Banic added that the Culture Master Plan must be aligned to the City's budget process, timelines and budget recommendations. Mr. Damaso noted that there are action items that can be enacted now without requiring the endorsement of Council Members.

4

Annis Karpenko, Third Monday Collective/Visual Arts Mississauga, inquired whether it would be more beneficial to wait until the action items are completed and then give feedback, or if it would be more constructive to provide comments now. Councillor Tovey responded that comments are welcome at any stage, and that feedback that is provided now will ensure that everyone is on the same page.

Discussion amongst members pertained to lack of financially accessible spaces for gatherings, the difficulty of establishing concrete opportunities and actions to promote arts, culture and heritage, and the struggle in defining emerging artists. Mr. Damaso responded that it is important to create more financially accessible spaces, and that the plan is to educate others so that they can engage with organizations directly. Ms. Jianfar responded that the definition in use defines emerging artists not by age, but by experience.

Members shared ideas as to how better to promote the Committee's vision, such as integrating arts, culture and heritage into each department in a measurable way, creating greater awareness among departments, rewarding involvement and participation within departments, sharing an informational handbook among departments, and creating an annual tradeshow. Mr. Damaso noted that these ideas do not necessarily need to be included in the master plan, but could be in a work plan so that they could be addressed more quickly. Additionally, Mr. Damaso commented that reaching out to Members of Council could be worthwhile in terms of opportunities for the Committee. Councillor Tovey remarked that a City of Mississauga Board of Tourism could be beneficial.

RECOMMENDATION

ACHC-0017-2017

That the deputation and associated presentation by Mojan Jianfar, Assistant Planner, Culture Division to the Arts, Culture & Heritage Ad Hoc Committee, be received.

Received (N. Lue)

8. **OTHER BUSINESS**

Members noted issues with using the grant application, as Excel and PDF files were not able to be uploaded, with staff responding that they would look into resolving this issue.

Mike Douglas, Mississauga Arts Council, and Annis Annis Karpenko, Third Monday Collective/Visual Arts Mississauga noted that the annual Art in the Park event at Riverwood would take place on Sunday, September 17, 2017.

9. **DATE OF NEXT MEETING** - To be determined

10. **ADJOURNMENT** – 11:39 AM

Drafted Culture Master Plan

Overview of Strategic Priorities, Objectives and Recommendations

ACH Ad Hoc Committee November 13 2017





Agenda

- 1. Process and timeline
- 2. Draft Culture Master Plan:
 - Vision and Mission
 - Strategic priorities
 - Recommendations
- 3. Discussion of recommendations

Process and Timeline







• Initial Engagement and Data Gathering

- Total engagement: approx. 1,400
 - Including engagement from the connected strategies
 - 7 public meetings Jan March
 - Online surveys
 - Twitter Chat
 - Host Your Own Toolkit
- ACH Committee meetings

Phase 2 (April – July)

Analysis , Research, and Further Engagement as Needed

- Reviewed and analyzed feedback received; Lined up priorities with connected Culture Strategies
- Benchmarked against external cultural strategies
- Internal engagement with Culture managers and team leads and First Nations engagement

7.1.1 - 7

Draft Document and Review Process

- Internal review of drafted recommendations with departmental LTs
- ACH Committee meeting September 11th; November 13th
- Draft presentation to LT on October 12th and Committees of Council in November; public open house November 30th
- Internal circulation for feedback throughout November

Phase 3 (Aug – Nov)

Finalization and Approval Process

- Incorporate all feedback and finalize document
- Presentation of final draft to Leadership Team in February
- ACH Committee in March
- Councillor one-on-ones in May
- Final draft to General Council in June

Phase 4 (Dec – June 2018)



Summary of Engagement

We received feedback for improvement in the following areas:

- Lines of Service
- Processes and internal support
- Awareness and communication
- Funding and support
- Infrastructure and creative spaces
- Equity and accessibility

Draft Culture Master Plan

Vision, Mission, Strategic Priorities, Objectives, Recommendations





Vision

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



Mission

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



Five Strategic Priorities

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

	Strategic Priority	Goal	No.	Recommendation
1	Build an arts-friendly city			
	1.1	Support and retain creatives in Mississauga by increasing and improving opportunities	1.1.1	Support creatives with producing and exhibiting their work
			1.1.2	Develop and enhance Mississauga's live music scene
			1.1.3	Develop a digital art, digital media and creative industry scene
			1.1.4	Identify legislative and policy improvements in order to keep creatives in Mississauga

	Strategic Priority	Goal	No.	Recommendation
1	Build an arts-friendly city			
	1.2	Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies	1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development
			1.2.2	Improve Culture Division's processes and procedures
			1.2.3	Coordinate City-wide processes and procedures
			1.2.4	Improve external communication and understanding of Culture services
			1.2.5	Improve internal awareness of arts, culture and heritage values and priorities

			iture iviast	er Plati - Drait
	Strategic Priority	Goal	No.	Recommendation
2	Enhance and improve cultural spaces and places			
	2.1	Improve City- owned cultural spaces and culture in the public realm	2.1.1	Focus cultural development and City services in distinct Cultural Districts
			2.1.2	Improve and develop City-owned cultural spaces
			2.1.3	Develop and optimize Culture's digital technology and infrastructure
			2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure
			2.1.5	Increase cultural use of City-owned spaces

	Strategic Priority	Goal	No.	Recommendation
2	Enhance and improve cultural spaces and places			
	2.2	Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development	2.2.1	Identify opportunities for City and/or private development of cultural infrastructure
			2.2.2	Collaborate with and create partnerships with land owners to support the development of cultural spaces and places
			2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces

				ster rian - Drait
	Strategic Priority	Goal	No.	Recommendation
3	Expand and grow leadership in the culture sector			
	3.1	Strengthen and expand the creative sector through sector sustainability and capacity development	3.1.1	Identify alternative funding opportunities
			3.1.2	Create opportunities for collaboration, partnership and learning in the sector
			3.1.3	Develop skill training and capacity development opportunities
			3.1.4	Invest in opportunities for future creatives to have an access point to the arts



		Cu	Iture Mas	ster Plan - Draft
	Strategic Priority	Goal	No.	Recommendation
3	Expand and grow leadership in the culture sector			
	3.2	Support emerging and marginalized creatives by removing barriers to access and participation	3.2.1	Identify barriers and address improvements for emerging and marginalized creatives
			3.2.2	Champion and promote opportunities for participation

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

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

Discussion of Recommendations

See Culture Master Plan Draft Recommendations – New Items





Discussion of Recommendations

- Discussion will be focused on *new items* (unshaded in table)
- Shaded items are from the previously mentioned connected strategies and have been approved at Council.

DRAFT CULTURE MASTER PLAN (new items)

REVISION: November 6 2017

LEGEND: White box: new item

Orange box: item approved

CPS = City Planning Strategies

EDO = Economic Development Office T&W = Transportation and Works

from a previous strategy

F&PM = Facilities and Property Management P&B = Planning and Building

Strateg	gic Direction						Act	ion Plan								
								F	toles and Responsib	ilities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
1	Build an arts-friendly city															
	1.1	Support and retain creatives in Mississauga by increasing and improving opportunities	1.1.1	Support creatives with producing and exhibiting their work	1.1.1.1	Mississauga Arts Council to develop a small grant program for individual artists, arts collectives and/or creative enterprises. Grants should be up to \$2,500 per grantee, for a total of \$50,000.		Grants		MAC		х		х		
	'		1.1.2	Develop and enhance Mississauga's live music scene	1.1.2.1	Introduce music education programming through our registered programs and ensure that live music is supported through the busking program.		Creative Industries Culture Programming				Х		х		
			1.1.3	Develop a digital art, digital media and creative industry scene												
			1.1.4	Identify legislative and policy improvements in order to keep creatives in Mississauga	1.1.4.1	Lead the development of a policy to ensure the City pays artists and creatives based on established industry fees and advocate that arts organizations do the same		Culture Planning	Legal Finance		х				х	
					1.1.4.2	Actively permit work/live spaces for creatives within appropriate Cultural Districts		Culture Planning	P&B CPS		х					х
	T		1						T							
	1.2	Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies.	1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development	1.2.1.1	Include Culture staff on project teams related to infrastructure, planning and policy discussions, to ensure that arts, culture and heritage are incorporated. Add the Director of Culture, or designate, to the Planning Partnership Panel.		Culture Planning Community Development Creative Industries	F&PM P&B T&W EDO		х					х
					1.2.1.2	Assign and report on the progress of Culture items within city-wide area plans		Culture Planning			Х					Х
					1.2.1.3	Implement a consistent and streamlined research and data collection methodology to improve performance measures for arts and culture		Culture-wide Culture Planning	EDO IT P&B CPS Recreation Library		х					х
			1.2.2	Improve Culture Division's processes and procedures												
			1.2.3	Coordinate City-wide processes and procedures	1.2.3.1	Work with Community Services Training and Standards to develop training modules for frontline Culture staff, as well as Recreation staff that support cultural events, programs and rentals.		Culture Programming Museums Celebration Square Meadowvale Theatre	Recreation		х			x		
					1.2.3.2	Leverage Community Services Volunteer Coordinator role in Recreation to streamline volunteer onboarding, training and support in a centralized manner.		Museums Meadowvale Theatre Celebration Square Culture Programming	Recreation			х			х	

Strategic Direction							Action Plan									
	,						R	oles and Responsibil	ities		Timeframe			Budget		
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			1.2.4	Improve external communication and understanding of Culture services	1.2.4.1	Develop an <u>external</u> communications and marketing strategy to share value of arts and culture, build awareness and understanding of City/Culture services, programs, processes, procedures. Align culture marketing that supports and promotes cultural identity		Culture-wide Marketing	Communications IT		х			х		
					1.2.4.2	Integrate opportunities for public feedback and engagement to identify opportunities and ensure continuous improvement.		Community Development Marketing	IT		Х				х	
			1.2.5	Improve internal awareness of arts, culture and heritage values and priorities		Develop an <u>internal</u> communications strategy to share value of arts and culture, build awareness, align priorities and support collaboration and coordination efforts within Culture and across the City.		Culture-wide Marketing	Communications IT		х			х		
	Enhance and improve cultural spaces and places															
	2.1	Improve City-owned cultural spaces and culture in the public realm	2.1.1	Focus cultural development and City services in distinct Cultural Districts	2.1.1.1	Undertake a feasibility study to define and create Cultural Districts in unique areas across the city that will drive social, cultural and economic development.		Culture Planning Community Development Programming Public Art Celebration Square	F&PM CPS P&B T&W Recreation Library Parks IT EDO Legal	BIAs	х			х		
					2.1.1.2	Upgrade community centres and libraries within, near or around Cultural Districts to support creative activity and programming, such as improvements to lighting, audio visual equipment/hookups, wifi access, flooring and storage. Community Centres include Malton CC, Mississauga Valleys CC, Rivergrove CC, Carmen Corbasson CC, and Clarke Memorial Hall. Libraries include Malton CC, Streetsville Library, Central Library, Cooksville Library, Port Credit and Lakeview libraries.		Culture Planning Culture Programming	Recreation Library F&PM IT			x		х		
			2.1.2	Improve and develop City- owned cultural spaces		Implement redevelopment strategy for Meadowvale Theatre to improve lobby, exhibition/gallery, performance, rehearsal and programming space through upgrades to sound, lighting, audio, technical and digital equipment.		Meadowvale Theatre	F&PM IT		х			х		
						Undertake a space strategy to convert Clarke Memorial Hall into a multi- functional cultural hub to service projected population growth and development of the Port Credit Cultural District.		Culture Planning	Recreation Fire Services F&PM P&B				Х	х		
					2.1.2.3	Include cultural space requirements when upgrading, renovating, and reconstructing community centres and libraries, such as upgrades to activity studios, lobby spaces, rentable spaces with wifi access, sound and a/v equipment, flooring, storage, and utility sinks. Community Centres include South Common, Burnhamthorpe, Clarkson, Erin Meadows, and Meadowvale. Libraries include South Common, Clarkson, and Erin Meadows.			Recreation Library F&PM			x				
					2.1.2.4	Undertake a study to identify redevelopment opportunities of existing City-own sites into cultural spaces, such as Victory Hall, Meadowvale Village Hall, Port Credit Memorial Arena, and Church Hill Meadows (as the Ninth Line redevelops)						х		х		
					2.1.2.5	Culture Division will continue to support the development of the Central Library revitalization		Culture Planning	Library IT F&PM			х			х	
					2.1.2.6	Complete Phase 1 of the redevelopment of the Small Arms Building, including the programming room and bridge space.		Culture Planning Museums			х				х	
					2.1.2.7	Plan and complete phase 2 of the redevelopment of the Small Arms building into a cultural hub, in connection with the Lakeview Cultural Cooridor and development of the Lakeview Cultural District.		Culture Planning Museums	F&PM Parks P&B Recreation IT	Small Arms Society			X	X		

Strate	gic Direction				Action Plan											
								R	oles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
					2.1.2.8	Conduct a study to assess the expansion of the Living Arts Centre into a "cultural campus" to meet the needs of the Downtown Cultural District.		Culture Planning	F&PM Parks CPS P&B	LAC		х		х		
					2.1.2.9	Ensure alignment between the City's cultural priorities and the LAC's Master Plan and strategic direction.		Culture Planning		LAC		х				Х
					2.1.2.10	Identify vacant or underutilized City-owned heritage buildings, and develop an RFI/RFP process for cultural groups to assume management, operating and programming of these spaces for cultural use.		Community	F&PM Finance/Revenue P&B Recreation			х		Х		
					2.1.2.11	Undertake an analysis of the Corporate Art and Museums Collections Storage requirements.		Public Art Museums	F&PM		х			Х		
					2.1.2.12	Ensure that cultural and heritage facilities maintenance is adequate and specifically assigned within F&PM			F&PM		х			Х		
			2.1.3	Develop and optimize Culture's digital technology and infrastructure												
			2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure	2.1.4.1	Develop an annual strategy, including partnerships with post-secondary institutions, to support tactical urbanism, temporary pop up, and placemaking initiatives in outdoor spaces (such as parks and transit locations and structures) and under-used public spaces throughout the city.		Public Art Museums	Parks F&PM MiWay T&W P&B CPS	BIAs		х		х		
					2.1.4.2	Undertake a site masterplan and technical analysis based on the outcomes of the Outdoor Music Study		Culture Planning								
			2.1.5	Increase cultural use of City- owned spaces	2.1.5.1	Implement wifi capabilities into Clarke Memorial Hall to improve short term rental capabilities	•		Recreation F&PM IT		х			Х		
					2.1.5.2	Create a grant program to enable short term artist leases of underutilized Cityowned spaces such as Victory Hall, Lorne Park, Clarkson and Clarke Memorial Hall for 15, 30, 45 and 60 day periods.		Community Development	Parks Recreation Business Planning		х					х
					2.1.5.3	Expand discounted cultural rate to select facilities across the city.		Community Development	Recreation Business Planning		х					Х
	2.2	Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.	2.2.1	Identify opportunities for City and/or private development of cultural infrastructure	2.2.1.1	Ensure that Culture staff are key contributors to the development of a joint recreation, library and cultural facilities (Cooksville Community Hub) to ensure arts, culture and heritage priorities are incorporated. Refer to Vision Cooksville for further details.			P&D CPS T&W Recreation Library Parks F&PM				х	х		
•					2.2.1.2	Develop a market study to identify highest and best cultural uses for the Cultural District outlined in the Lakeview Master Plan as a precurser to pursuing private development opportunities.		Culture Planning Creative	Finance/Revenue							
					2213	Culture Division to work with Economic Development Office to develop a formal strategy (process and relationship) for business development and retention of post secondary institutions, galleries, film studios, production facilities and cultural hubs.		Creative Industry	EDO							
					~·~·	Identify opportunities for cultural infrastructure development within large-scale mixed-use developments.		Culture Planning	P&B							

Strate	gic Direction						Action Plan										
							R	oles and Responsibil	ities		Timeframe			Budget			
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A	
			2.2.2	Collaborate with and create partnerships with land owners to support the development of cultural spaces and places	2.2.2.1	Engage educational institutions and other private space owners to explore partnerships for programming and to offer after-hours access to facilties for creative use and production.		Meadowvale Theatre Community Development	EDO	MAC							
					2.2.2.2	Engage the business and development communities to incorporate temporary and long-term creative workspaces into new developments and use of empty retail or commercial spaces.		Culture Planning Community Development	EDO P&B	мас							
					2.2.2.3	Review current ground lease with the Peel Board of Education to determine permissible uses at the Meadowvale Theatre site		Meadowvale Theatre		Peel Board of Education							
				Provide enabling legislation and policy to encourage private development of cultural spaces	2.2.3.1	Identify policy and zoning changes to encourage the development of studio spaces in appropriate geographic areas such as Lakeview, City Centre, Port Credit and Malton.		Culture Planning Creative Industries	P&B CPS								
					2.2.3.2	Update official plan policies as needed to ensure arts, culture and heritage objectives are identified and supported such as ensuring public art, and culture plan requirements for large scape developments											
					2.2.3.3	Explore taxation opportunities to encourage and enable the development of temporary and/or permanent cultural spaces		Culture Planning Creative Industry	Finance/Revenue P&B								
					2.2.3.4	Evaluate and amend planning requirements (such as parking requirements or PIL) to encourage temporary or permanent cultural uses of vacant and/or underutilized properties and to make adaptive re-use of heritage properties more feasible.		Culture Planning	CPS P&B T&W								
					2.2.3.5	Explore potential use of Community Improvement Plans for cultural investment in specific areas in Mississauga. Work in collaboration with City Planning Strategies and Development and Design.											
3	Expand and grow leadership in the culture sector	Chronothon and avanad the			Ī	1			T		l						
	3.1	Strengthen and expand the creative sector through sector sustainability and capacity development	3.1.1	Identify alternative funding opportunities	3.1.1.1	Identify alternative funding tools and sources to support cultural development, including aligning a portion of the Hotel Tax to grow and attract cultural tourism events and attractions		Culture-wide	Finance/Revenue								
					3.1.1.3	Ensure that cultural investments are a priority for Section 37 negotiations within Cultural Districts.			P&B Finance/Revenue Community Services - Business Planning								
					3.1.1.4	Advocate for changes to the Development Charges Act to include cultural infrastructure as an approved category for funding		Culture Planning	CPS P&B Business Planning Finance/Revenue								
					3.1.1.5	Develop a program that partners with arts groups to actively solicit new funding sources through philanthropy, sponsorship and crowd-funding.				MAC							
					3.1.1.6	Develop a Percentage for Public Art Program to ensure that 0.5% percent of total gross project budgets from relevant City -owned capital projects (new builds and major developments) be set aside for the Public Art Program.		Public Art	T&W Parks Library Recreation F&PM								
					3.1.1.7	Planning and Building staff should regularly enforce the percentage for public art program as part of its planning approval process.			P&B								

Strateg	ic Direction						Ac	tion Plan								
								F	Roles and Responsibil	ities		Timefram	e		Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			3.1.2	Create opportunities for collaboration, partnership and learning in the sector	3.1.2.1	•	Creative Industries Strategy No.	Culture-wide Creative Industry Marketing Community Development		MAC Arts Organizations						
					3.1.2.2	Culture Division to create a formal network with post secondary institutions to continually learn and share best practices, including establishing the Mississauga Creative Industry Advisory Forum	Creative Industries Strategy No.	Culture-wide		Sheridan Humber-Guelph UTM OCAD Ryerson York						
					3.1.2.3	Develop a network for performing artists in Mississauga and opportunities for collaboration between the Living Arts Centre and Meadowvale Theatre		Meadowvale Theatre Community Development		LAC - lead						
			3.1.3	Develop skill training and capacity development opportunities	3.1.3.1	Develop a leadership and knowledge exchange program for selected community affiliated groups and pillar organizations to tour, network and share information with neighbouring groups and organizations.		Culture-wide Community Development								
					3.1.3.2	Develop a strategy for becoming an incubator by hosting skill training workshops, mentorship and capacity building opportunities for the creative community based on needs of membership including technical production, digital arts, installations, exhibitions, etc.		Theatre Celebration Square Creative	MBEC	MAC						
					3.1.3.3	Conduct regular workshops and learning opportunities that appeal to the broader public, residents and visitors.		Meadowvale Theatre								
			3.1.4	Invest in opportunities for future creatives to have an access point to the arts.	3.1.4.1	Expand Culture-run programming in an affordable, accessible manner in areas where there are gaps within the community.		Community Development ProgrammingM useums Celebration Square Meadowvale Theatre				х		x		
						Culture Division will continue to provide introductory and entry level classes where gaps exist and collaborate and/or partner with cultural organizations to ensure that opportunities exist for all skill levels.		Culture Programming								
					3.1.4.3	Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate		Meadowvale Theatre								
					3.1.4.4	Foster programming collaborations with the Peel Board of Education around the Meadowvale Theatre premises owned by the school board.		Meadowvale Theatre		Peel Board of Education						
	3.2	Support emerging and marginalized creatives by removing barriers to access and participation	3.2.1	Identify barriers and address improvements for emerging and marginalized creatives		Conduct a gap analysis to identify and address improvements to existing services and spaces, and identify creative opportunities for accessible programming.		Community Development Programming Culture Planning	DIAC ; AAC							
						Undertake a study of youth and young adults priorities and desires in arts, culture and heritage, to support and create a platform for emerging creatives in Mississauga.		Culture-wide Community Development Programming	Recreation Library							
					3.2.1.3	Initiate a series of roundtable discussions with relevant cultural organizations to explore ideas to better support and enable diverse creatives to create, display and produce their work.		Culture Planning Culture-wide	Communications							
					3.2.1.4	Implement diversity, accessibility and inclusion training for all Culture Staff and arts/culture/heritage City Committees.		Culture-wide	HR							

Strate	gic Direction						Ac	tion Plan								
								F	toles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
					3.2.1.5	Expand the City's Financial Assistance Program (Active Assist) to include admission to paid arts performances in City-operated facilities.		Community Development Museums Meadowvale Theatre Culture Programming	Recreation Business Planning							
			3.2.2	Champion and promote opportunities for participation	3.2.2.1	Annually promote and showcase non-traditional art forms to encourage and build cultural competency and understanding through Museums Exhibits, Celebration Square, Theatre productions.		Museums Celebration Square Meadowvale Theatre Creative Industry								
					3.2.2.2	Increase opportunities to showcase and highlight local creatives, centring those who have been traditionally under-represented through City-run programs, events and festivals.		Celebration Square Meadowvale Theatre Museums Creative Industry								
					3.2.2.3	MAC to work alongside community partners to develop a 'Welcome Newcomer Artist' program to help introduce artists to opportunities and mentorship.		Community Development		MAC						
4	Support an authentic cultural identity that is welcoming, inspiring and a enriching															
	4.1	Celebrate local history, lived heritage and the distinctive character of neighbourhoods	4.1.1	Build relationships, enhance understanding and showcase our history and lived heritage	4.1.1.1	Culture staff will build relationships, learn more about and enhance visibility of Indigenous culture and history by engaging the Indigenous community directly, as well as support training and education opportunities for Culture staff. Culture to collaborate with City Planning Services.		Culture-wide	CPS City-wide	Indigenous Community Partners						
					4.1.1.2	Culture Division will support projects that acknowledge, interpret and reinterpret Mississauga's heritage, indigenous history, and cultural diversity and intersectionality. Through new aquisitions, commissions, projects and programming, Culture Division will reflect the complexity and contested nature of our city's history		Grants Community Development Meadowvale Theatre Celebration Square Museums								
						Improve information sharing about local history, lived heritage and cultural attributes within neighbourhoods, through wayfinding, street naming, infrastructure projects, marketing and communications.		Marketing Community Development Heritage Museums	T&W Creative Communications							
			4.1.2	Support activities that are aligned to our unique cultural identity		Update the grant criteria to target grant investments into festivals and initiatives that are innovative and promote our cultural identity, celebrate the natural environment and our suburban/urban context.		Grants Creative Industry Community Development								
		ı				Develop a coordinated community development effort with Recreation, Parks & Forestry, and Library Services to engage residents in celebrating the distinctive character of their neighbourhoods.		Community Development Marketing	Library Parks Communications							
			4.1.3	Facilitate resident and visitor cultural experiences that are welcoming, inspiring and enriching	4.1.3.1	Offer performing art programs outside of the traditional "show" timeslots (e.g. lunch and after school/work concerts, senior and children programming, etc.)		Meadowvale Theatre								

				Roles and Responsibil	•••						
				toles and Responsibil	ities		Timeframe			Budget	
No.	Implementation	Previously Approved	Culture Unit	,	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
•				•							
iral 5.1.1.1	Expand digital programming, including flim and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming.		Square Creative	Library IT Communications							
5.1.1.2	Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga.		Square Meadowvale Theatre Museums Creative								
ons ts 5.1.2.1	Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders.		Grants								
5.1.2.2	Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square and Meadowvale Theatre).			Recreation Communications	LAC						
ıre 5.1.3.1	Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga.		Creative	Recreation Communications							
ral											
5.1.5.1	Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Missisauga as a cultural destination and festival site for cultural producers.	>	Creative Industry	Communications							
atu a	5.1.2.1 5.1.2.2 ature 5.1.3.1 nd 5.1.5.1	Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders. Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square and Meadowvale Theatre). Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga. Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Missisauga as a cultural destination and	Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. 8.1.1.2 Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. 8.1.2.1 Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders. 8.1.2.2 Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square and Meadowvale Theatre). 8.1.3.1 Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga. 8.1.3.1 Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Mississauga as a cultural destination and festival size for exitution services.	Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint Creative Industry Celebration Square Creative Industry Celebration Square Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. Creative Industry Litions 5.1.2.1 Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders. Since 5.1.2.2 Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Square and Meadowvale Theatre). Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga. Creative Industry Marketing Creative Industry Marketing Creative Industry Mississauga and proactively promote Missisauga as a cultural destination and Industry Industry Mississauga and proactively promote Missisauga as a cultural destination and	Itural 5.1.1.1 Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. **Theatre** **Museums** **Creative** Industry** **Industry** Celebration Square Meadowvale Theatre Museums of Mississauga. **Industry** **Industry** **Creative** Industry* **Industry** **Creative** Industry* **Industry** **Creative** Industry* **Creative** Industry* **Creative** Industry* **Creative** Industry* **Celebration Square** **Creative** Industry* **Creati	Itural Same Same	tural 5.1.1.1 Expand digital programming, including film and music, at Celebration Square and Central library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. Celebration Square Intractive Meadowvale Theatre, Small Arms Building and the Museums of Mississauga. Creative Industry Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders. Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square Creative Industry Communications LAC Celebration Square Creative Recreation Communications LAC Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga. Marketing Creative Industry Marketing Creative Industry	State Stat	Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. S.1.1.1	Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. Salation Square Library Creative Tr Industry Communications Celebration Square Library Communications Celebration Square Celebration Square Meadowvale Theatre Museums Creative Tr Industry Communications Celebration Square Meadowvale Theatre Museums Creative Theatre Museums Creative Theatre Museums Creative Theatre Museums Creative Theatre Theatre Museums Creative Theatre T	Expand digital programming, including film and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming. S.1.1.1 Solution Square Celebration Square City screens in Canada to build promotion, awareness and develop joint Celebration Square Communications Celebration Square Celebration Celebration

DRAFT CULTURE MASTER PLAN (including connected strategies)

REVISION: November 6 2017

LEGEND: White box: new item

Orange box: item approved from a previous strategy

CPS = City Planning Strategies

EDO = Economic Development Office T&W = Transportation and Works

F&PM = Facilities and Property Management P&B = Planning and Building

Strateg	ic Direction						Ac	tion Plan								
									Roles and Responsib	oilities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
1	Build an arts-friendly city															
	1.1	Support and retain creatives in Mississauga by increasing and improving opportunities	1.1.1	Support creatives with producing and exhibiting their work	1.1.1.1	Mississauga Arts Council to develop a small grant program for individual artists, arts collectives and/or creative enterprises. Grants should be up to \$2,500 per grantee, for a total of \$50,000.		Grants		MAC		Х		х		
•				→ Previously Approved		Increase the funding for the Culture grants by \$1.50 over six years (2017 - 2022)	Grant Study	Grants			Х			Х		
						Culture Division should explore granting opportunities for public art projects that support not-for-profit and/or charitable community arts organizations, groups and collectives.	Public Art Master Plan No.	Grants Public Art			Х			Х		
						Implement an artists residency programs across the Culture Division, including arts incubation and technical theatre training programs for artists.	Creative Industries Strategy No. Celebration Square Strategy No.	Community Development Meadowvale Theatre Museum Public Art Creative Industries	Recreation Library		х			х		
						Partner with galleries and museums to bring exhibits to Celebration Square	Mississauga Celebration Square Strategy No.	Celebration Square				Х			Х	
			1.1.2	Develop and enhance Mississauga's live music scene	1.1.2.1	Introduce music education programming through our registered programs and ensure that live music is supported through the busking program.		Creative Industries Culture Programming				х		х		
				→ Previously Approved		Add a Music and Festival Officer to advise and develop the live events and music sector	Creative Industries Strategy No.	Creative Industries Celebration Square			х			х		
						Provide a platform to showcase Mississauga artists by including and promoting local artists and establishing a plug-and-play program for Celebration Square.	Mississauga Celebration Square Strategy No.	Celebration Square Creative Industries				х			х	

Strateg	gic Direction				Action Plan Roles and Responsibilities											
										ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			1.1.3	Develop a digital art, digital media and creative industry scene												
				→ Previously Approved		Culture Division will collaborate with artists, arts organizations and other arts partners in order to grow opportunities for digital based arts programming.	Public Art Master Plan No.	Public Art Creative Industries Celebration Square Meadowvale Theatre Culture Grants		MAC Community arts organizations	х				Х	
						Celebration Square will continue to be a leader in the City of Mississauga with respect to best practices for digital public art. Culture Division staff will explore further opportunities for digital art programming and partnerships.	Public Art Master Plan No.	Public Art Celebration Square				х		Х		
						Culture Division will employ the use of existing and emerging technology to commission interesting digital art projects on existing screens, project art content on built infrastructure and/or commission artists as part of an interactive digital feature. The Culture Division should commission local and internationally significant artists to develop art content for digital real estate available throughout Mississauga.	Public Art Master Plan Nø.	Public Art Creative Industries				х		х		
						Maximize digital screens for programming by providing opportunities for artists to showcase their work artworks on City-owned screens.	Mississauga Celebration Square Strategy No.	Public Art Celebration	Recreation Library T&W - MiWay		х				Х	
			1.1.4	Identify legislative and policy improvements in order to keep creatives in Mississauga	1.1.4.1	Lead the development of a policy to ensure the City pays artists and creatives based on established industry fees and advocate that arts organizations do the same		Culture Planning	Legal Finance		х				х	
					1.1.4.2	Actively permit work/live spaces for creatives within appropriate Cultural Districts		Culture Planning	P&B CPS		х					Х
								Cartare Framing	0.0							
	1.2	Remove barriers to support arts, culture and heritage by improving internal processes, procedures and policies.	1.2.1	Ensure arts, culture and heritage objectives are incorporated into City projects, strategies and policy development	1.2.1.1	Include Culture staff on project teams related to infrastructure, planning and policy discussions, to ensure that arts, culture and heritage are incorporated. Add the Director of Culture, or designate, to the Planning Partnership Panel.			F&PM P&B T&W EDO IT		х					х
					1.2.1.2	Assign and report on the progress of Culture items within city-wide area plans		Culture Planning			х					Х
					1.2.1.3	Implement a consistent and streamlined research and data collection methodology to improve performance measures for arts and culture		Culture-wide Culture Planning	EDO IT P&B CPS Recreation Library		х					х
				→ Previously Approved		Develop a culture wherein other City departments and agencies are active partners in heritage management	Heritage Management Strategy No.	Heritage Planning Museums			х					х
						Ensure that policies encouraging and/or requiring public art and other relevant policies across the Corporation are keep current, relevant and revisited during the Official Plan review process.	Public Art Master Plan No.	Culture Planning	CPS			х				х
						Culture Division will 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	Public Art Master Plan No.	Culture Planning	CPS P&B T&W F&PM		х					x
						Five identified Public Art Zones (Existing Infrastructure, Heritage Sites, Pedestrian Zones, Major Transit Hubs and Corridors, Waterfront) should be adopted in the Corporate Policy and Procedure 05-02-07-City Acquired Public Art and other relevant documents and guidelines, as priority public art areas	Public Art Master Plan No.	Public Art			х					х

Strategic	Direction						Ac	tion Plan								
								ı	Roles and Responsib	ilities		Timeframe			Budget	
Sti	rategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			1.2.2	Improve Culture Division's processes and procedures												
				→ Previously Approved		Undertake a review and study of the City's Cultural Landscape Inventory to update and align with current legislation, policy and heritage planning processes.	Heritage Management Strategy No.	Heritage Planning	CPS P&B		Х			Х		
						Develop a policy regarding archive collections management and revise collections policies once the thematic heritage project is complete.	Heritage Management Strategy No.	Museums				х			х	
						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.	Public Art Master Plan No.					х			х	
							Heritage Management	Public Art Heritage								
							Strategy No.	Planning Heritage				Х				Х
						Create an archaeological master plan	Heritage Management Strategy No.	Planning Museums				Х		Х		
						Review Culture Grant program every four years starting in 2020	Grant Study	Grants				Х				Х
						Create and adopt heritage management Guiding Statement of Principles, endorsing "living heritage" orientation	Heritage Management Strategy No.	Heritage Planning Museums				Х				х
			1.2.3	Coordinate City-wide processes and procedures	1.2.3.1	Work with Community Services Training and Standards to develop training modules for frontline Culture staff, as well as Recreation staff that support cultural events, programs and rentals.		Culture Programming Museums Celebration Square Meadowvale Theatre	Recreation		х			х		
					1.2.3.2	Leverage Community Services Volunteer Coordinator role in Recreation to streamline volunteer onboarding, training and support in a centralized manner.		Museums Meadowvale Theatre Celebration Square Culture Programming	Recreation			х			х	
				→ Previously Approved		ensure operational canacity is sustainable	Mississauga Celebration Square Strategy No.	Celebration Square	Parks Recreation Library		х					х
						Streamline the heritage property review process through delegated authority and a technical circulation process	Heritage Management Strategy No.	Heritage Planning Culture Planning	CPS P&B T&W Parks Planning		х				х	
						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	Creative Industries Strategy No.	Culture Planning Creative Industries	T&W P&B		х				х	
						Explore the feasibility of amending the City's Parks by-law to permit extending public access to Celebration Square beyond 11:00pm and skating beyond	Mississauga Celebration Square Strategy No.	Culture Planning Celebration Square	Parks		х					х

Strategic Direction								tion Plan								
								F	toles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
•			1.2.4	Improve external communication and understanding of Culture services	1.2.4.1	Develop an <u>external</u> communications and marketing strategy to share value of arts and culture, build awareness and understanding of City/Culture services, programs, processes, procedures. Align culture marketing that supports and promotes cultural identity		Culture-wide Marketing	Communications IT		х			х		
					1.2.4.2	Integrate opportunities for public feedback and engagement to identify opportunities and ensure continuous improvement.		Community Development Marketing	ІТ		х				х	
			1.2.5	Improve internal awareness of arts, culture and heritage values and priorities	1.2.5.1	Develop an <u>internal</u> communications strategy to share value of arts and culture, build awareness, align priorities and support collaboration and coordination efforts within Culture and across the City.		Culture-wide Marketing	Communications IT		х			Х		
7	Enhance and improve cultural spaces															
	2.1	Improve City-owned cultural spaces and culture in the public realm	2.1.1	Focus cultural development and City services in distinct Cultural Districts	2.1.1.1	Undertake a feasibility study to define and create Cultural Districts in unique areas across the city that will drive social, cultural and economic development.		Culture Planning Community Development Programming Public Art Celebration Square	F&PM CPS P&B T&W Recreation Library Parks IT EDO Legal	BIAs	х			х		
					2.1.1.2	Upgrade community centres and libraries within, near or around Cultural Districts to support creative activity and programming, such as improvements to lighting, audio visual equipment/hookups, wifi access, flooring and storage. Community Centres include Malton CC, Mississauga Valleys CC, Rivergrove CC, Carmen Corbasson CC, and Clarke Memorial Hall. Libraries include Malton CC, Streetsville Library, Central Library, Cooksville Library, Port Credit and Lakeview libraries.		Culture Planning Culture Programming	Recreation Library F&PM IT			х		х		
				→ Previously Approved			Creative Industries Strategy No.	Culture Planning Creative Industries								
						Support the establishment of Creative Industry hubs with appropriate facilities in creative nodes - offices for small businesses, co-working space for freelancers, meeting rooms, broadband and a café	Creative Industries Strategy No.	Creative Industry Culture Planning								
			2.1.2	Improve and develop City- owned cultural spaces	2.1.2.1	Implement redevelopment strategy for Meadowvale Theatre to improve lobby, exhibition/gallery, performance, rehearsal and programming space through upgrades to sound, lighting, audio, technical and digital equipment.		Meadowvale Theatre	F&PM IT		х			х		
					2.1.2.2	Undertake a space strategy to convert Clarke Memorial Hall into a multi- functional cultural hub to service projected population growth and development of the Port Credit Cultural District.		Culture Planning	Recreation Fire Services F&PM P&B				х	х		
					2.1.2.3	Include cultural space requirements when upgrading, renovating, and reconstructing community centres and libraries, such as upgrades to activity studios, lobby spaces, rentable spaces with wifi access, sound and a/v equipment, flooring, storage, and utility sinks. Community Centres include South Common, Burnhamthorpe, Clarkson, Erin Meadows, and Meadowvale. Libraries include South Common, Clarkson, and Erin Meadows.		Culture Planning Culture Programming	Recreation Library F&PM			x				
					2.1.2.4	Undertake a study to identify redevelopment opportunities of existing City-own sites into cultural spaces, such as Victory Hall, Meadowvale Village Hall, Port Credit Memorial Arena, and Church Hill Meadows (as the Ninth Line redevelops)		Culture Planning	Recreation F&PM			х		х		

Strateg	ic Direction						Ac	tion Plan								
								R	oles and Responsibil	ties		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
					2.1.2.5	Culture Division will continue to support the development of the Central Library revitalization		Culture Planning	Library IT F&PM			х			х	
					2.1.2.6	Complete Phase 1 of the redevelopment of the Small Arms Building, including the programming room and bridge space.		Culture Planning Museums			х				х	
						Plan and complete phase 2 of the redevelopment of the Small Arms building into a cultural hub, in connection with the Lakeview Cultural Cooridor and development of the Lakeview Cultural District.		Culture Planning Museums Creative	F&PM Parks P&B Recreation IT	Small Arms Society			х	х		
					2.1.2.8	Conduct a study to assess the expansion of the Living Arts Centre into a "cultural campus" to meet the needs of the Downtown Cultural District.			F&PM Parks CPS P&B	LAC		х		х		
					2.1.2.9	Ensure alignment between the City's cultural priorities and the LAC's Master Plan and strategic direction.		Culture Planning	F&PM	LAC		Х				х
					2.1.2.10	Identify vacant or underutilized City-owned heritage buildings, and develop an RFI/RFP process for cultural groups to assume management, operating and programming of these spaces for cultural use.		Community	Finance/Revenue P&B Recreation			Х		х		
					2.1.2.11	Undertake an analysis of the Corporate Art and Museums Collections Storage requirements.		Public Art Museums	F&PM		х			х		
					2.1.2.12	Ensure that cultural and heritage facilities maintenance is adequate and specifically assigned within F&PM			F&PM		х			Х		
				→ Previously Approved		Create an asset management strategy for better management, utilization and interpretation of existing City-owned heritage properties	Heritage Management Strategy No.		Parks F&PM			Х		х		
						Work with Central Library to maximize the use of Noel Ryan Auditorium	Mississauga Celebration Square Strategy No.	Celebration Square Culture Planning	Library IT F&PM			х		х		
						Explore partnership opportunities to expand available studio space in the City including the retention of space currently used for studio production and promote use of unused warehouses to meet sector capacity needs	Creative Industries Strategy No.	Creative Industry								
						and business partners (maintain MCS in a state of good repair by identifying		Celebration Square								
						and provide programming at city-wide and off site locations	Heritage Management Strategy No.	Museums								
						h) Site temporary art in the Jubilee Garden	Mississauga Celebration Square									
						c) Incorporate functional public art program in the Square to provide seating, shade, fountains, play equipment, etc. d) Enhance Celebration Square's winter experience programming		Celebration Square Public Art								

Strate	gic Direction						Ac	tion Plan								
								R	oles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved		City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	_	New	Existing	N/A
-			2.1.3	Develop and optimize Culture's digital technology and infrastructure												
			-	→ Previously Approved		Use digital technologies more effectively at individual hertiage sites and on the City of Mississauga website. Make City heritage projects available to all through various platforms.	Heritage Management Strategy No.	Museums	ІТ							
						la) Publicize ultra high cheed broadband installation in Mississauga	Creative Industries Strategy No.	Creative Industry Culture Planning	IT P&B							
							Mississauga Celebration Square Strategy No.	Celebration Square								
			2.1.4	Enhance culture in the public realm through temporary and/or permanent cultural infrastructure	2.1.4.1	Develop an annual strategy, including partnerships with post-secondary institutions, to support tactical urbanism, temporary pop up, and placemaking initiatives in outdoor spaces (such as parks and transit locations and structures) and under-used public spaces throughout the city.			Parks F&PM MiWay T&W P&B CPS	BIAs		х		x		
					2.1.4.2	Undertake a site masterplan and technical analysis based on the outcomes of the Outdoor Music Study		Culture Planning	Parks							
				→ Previously Approved		Create a Mississauga StoryMaker Space and/or temporary pop-up spaces for story gathering and dialogue	Heritage Management Strategy No.	Museums Community Development	Library			х		х		
						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.	Public Art Master Plan No.	Public Art	T&W - MiWay	Metrolinx	х				х	
						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 conencted and cohesive aesthetic but not limiting the uniqueness of each individual site.	Public Art Master Plan No. 50									
			2.1.5	Increase cultural use of City- owned spaces	2.1.5.1	Implement wifi capabilities into Clarke Memorial Hall to improve short term rental capabilities			Recreation F&PM IT		х			Х		
					2.1.5.2	Create a grant program to enable short term artist leases of underutilized Cityowned spaces such as Victory Hall, Lorne Park, Clarkson and Clarke Memorial Hall for 15, 30, 45 and 60 day periods.		Development	Parks Recreation Business Planning		х					х
					2.1.5.3	Expand discounted cultural rate to select facilities across the city.		Community Development	Recreation Business Planning		х					Х
				→ Previously Approved			Mississauga Celebration Square Strategy No.	Culture-wide								
						-	Celebration Square Strategy No.	Celebration Square Meadowvale Theatre Museums	T&W - MiWay							
						Request Region of Peel to create a designated TransHelp stop at MCS	Mississauga Celebration Square Strategy No.									
						Enhance visitor experiences in heritage venues, through programming	Heritage Management Strategy No.	Museums Community Development								
						Partner and collaborate with cultural organizations and the community to establish greater community use of museums and heritage facilities, through guest curators, exhibitors, programming, etc.	Heritage Management Strategy No.	Museums Community Development				х			х	

Strate	gic Direction						Ac	tion Plan								
								F	toles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
	2.2	Enable the development of new cultural spaces and places by encouraging private/entrepreneur investments and partnership development.		Identify opportunities for City and/or private development of cultural infrastructure	2.2.1.1	Ensure that Culture staff are key contributors to the development of a joint recreation, library and cultural facilities (Cooksville Community Hub) to ensure arts, culture and heritage priorities are incorporated. Refer to Vision Cooksville for further details.		Culture Planning	P&D CPS T&W Recreation Library Parks F&PM				х	х		
•					2.2.1.2	Develop a market study to identify highest and best cultural uses for the Cultural District outlined in the Lakeview Master Plan as a precurser to pursuing private development opportunities.			Finance/Revenue F&PM P&B Parks							
					2.2.1.3	Culture Division to work with Economic Development Office to develop a formal strategy (process and relationship) for business development and retention of post secondary institutions, galleries, film studios, production facilities and cultural hubs.		Creative Industry	EDO							
					2.2.1.4	Identify opportunities for cultural infrastructure development within large-scale mixed-use developments.		Culture Planning	P&B							
				→ Previously Approved		Evaluated the potential for an Incubator for Interactive Digital Media or more broadly based digital media (IDM and IT), in partnership with academic institutions and industry players and/or alongside creative hubs.	Creative Industries Strategy No.									
						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.	Public Art Master Plan No.									
						City of Mississauga should explore opportunities for a mural program on public property.	Public Art Master Plan No.	Public Art	Recreation Parks							
			2.2.2	Collaborate with and create partnerships with land owners to support the development of cultural spaces and places	2.2.2.1	Engage educational institutions and other private space owners to explore partnerships for programming and to offer after-hours access to facilities for creative use and production.		Meadowvale Theatre Community Development	EDO	MAC						
					2.2.2.2	Engage the business and development communities to incorporate temporary and long-term creative workspaces into new developments and use of empty retail or commercial spaces.		Culture Planning Community Development	EDO P&B	MAC						
					2.2.2.3	Review current ground lease with the Peel Board of Education to determine permissible uses at the Meadowvale Theatre site		Meadowvale Theatre		Peel Board of Education						
				→ Previously Approved			Public Art Master Plan No.									
							Public Art Master Plan No.									
						la) develon nartnershins with sunnorting nublic agencies and key private tirms	Creative Industries Strategy No.									

Strateg	ic Direction						Ac	tion Plan								
								R	Roles and Responsibil	ities		Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			2.2.3	Provide enabling legislation and policy to encourage private development of cultural spaces	2.2.3.1	Identify policy and zoning changes to encourage the development of studio spaces in appropriate geographic areas such as Lakeview, City Centre, Port Credit and Malton.		Culture Planning Creative Industries	P&B CPS							
					2.2.3.2	Update official plan policies as needed to ensure arts, culture and heritage objectives are identified and supported such as ensuring public art, and culture plan requirements for large scape developments										
					2.2.3.3	Explore taxation opportunities to encourage and enable the development of temporary and/or permanent cultural spaces		Culture Planning Creative Industry	Finance/Revenue P&B							
					2.2.3.4	Evaluate and amend planning requirements (such as parking requirements or PIL) to encourage temporary or permanent cultural uses of vacant and/or underutilized properties and to make adaptive re-use of heritage properties more feasible.		Culture Planning	CPS P&B T&W							
					2.2.3.5	Explore potential use of Community Improvement Plans for cultural investment in specific areas in Mississauga. Work in collaboration with City Planning Strategies and Development and Design.										
				→ Previously Approved		Consider a greater range of incentives for heritage property preservation and conservation (including landuse, zoning, financial and taxation)	Heritage Management Strategy No.	Heritage Planning	P&B CPS							
	Expand and grow leadership in the culture sector	Secretary 1										I			Г	
	3.1	Strengthen and expand the creative sector through sector sustainability and capacity development	3.1.1	Identify alternative funding opportunities	3.1.1.1	Identify alternative funding tools and sources to support cultural development, including aligning a portion of the Hotel Tax to grow and attract cultural tourism events and attractions		Culture-wide	Finance/Revenue							
					3.1.1.3	Ensure that cultural investments are a priority for Section 37 negotiations within Cultural Districts.		Culture Planning	P&B Finance/Revenue Community Services - Business Planning							
					3.1.1.4	Advocate for changes to the Development Charges Act to include cultural infrastructure as an approved category for funding		Culture Planning	CPS P&B Business Planning Finance/Revenue							
					3.1.1.5	Develop a program that partners with arts groups to actively solicit new funding sources through philanthropy, sponsorship and crowd-funding.				MAC						
					3.1.1.6	Develop a Percentage for Public Art Program to ensure that 0.5% percent of total gross project budgets from relevant City -owned capital projects (new builds and major developments) be set aside for the Public Art Program.		Public Art	T&W Parks Library Recreation F&PM							
				1	3.1.1.7	Planning and Building staff should regularly enforce the percentage for public art program as part of its planning approval process.		Culture-wide	P&B							
			3.1.2	Create opportunities for collaboration, partnership and learning in the sector	3.1.2.1	= 11	Creative Industries Strategy No.	Creative Industry Marketing Community Development		MAC Arts Organizations						
					3.1.2.2	Culture Division to create a formal network with post secondary institutions to continually learn and share best practices, including establishing the Mississauga Creative Industry Advisory Forum	Creative Industries Strategy No.	Culture-wide		Sheridan Humber-Guelph UTM OCAD Ryerson York						
					3.1.2.3	Develop a network for performing artists in Mississauga and opportunities for collaboration between the Living Arts Centre and Meadowvale Theatre		Meadowvale Theatre Community Development		LAC - lead						

Strategic Direction		Α	ction Plan								
				Roles and Responsibi	lities		Timeframe			Budget	
Strategic Priority Goals No. Recommendations	No.	Implementation Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	_	New	Existing	N/A
Develop skill training at 3.1.3 capacity development	3.1.3.1	Develop a leadership and knowledge exchange program for selected community affiliated groups and pillar organizations to tour, network and share information	Culture-wide Community								
opportunities		with neighbouring groups and organizations.	Development								
	3.1.3.2	Develop a strategy for becoming an incubator by hosting skill training workshops, mentorship and capacity building opportunities for the creative community based on needs of membership including technical production, digital arts, installations, exhibitions, etc.	Theatre Celebration Square Creative	МВЕС	MAC						
	3.1.3.3	Conduct regular workshops and learning opportunities that appeal to the broader	Meadowvale Theatre								
Invest in opportunities and access point to the arts	n 3.1.4.1	Expand Culture-run programming in an affordable, accessible manner in areas where there are gaps within the community.	Community Development ProgrammingM useums Celebration Square Meadowvale Theatre				х		х		
	3.1.4.2	Culture Division will continue to provide introductory and entry level classes where gaps exist and collaborate and/or partner with cultural organizations to ensure that opportunities exist for all skill levels.	Culture Programming								
	3.1.4.3	Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate	Meadowvale Theatre								
	3.1.4.4	Foster programming collaborations with the Peel Board of Education around the Meadowvale Theatre premises owned by the school board.	Meadowvale Theatre		Peel Board of Education						
				1	1	_		1			
Support emerging and marginalized creatives by removing barriers to access and participation Support emerging and Identify barriers and add improvements for emerging and participation	ng 3.2.1.1	Conduct a gap analysis to identify and address improvements to existing services and spaces, and identify creative opportunities for accessible programming.	Community Development Programming Culture Planning	DIAC g AAC							
	3.2.1.2	Undertake a study of youth and young adults priorities and desires in arts, culture and heritage, to support and create a platform for emerging creatives in Mississauga.	Culture-wide Community Development Programming	Recreation Library							
	3.2.1.3	Initiate a series of roundtable discussions with relevant cultural organizations to explore ideas to better support and enable diverse creatives to create, display and produce their work.	Culture Planning Culture-wide	G Communications							
	3.2.1.4	Implement diversity, accessibility and inclusion training for all Culture Staff and arts/culture/heritage City Committees.	Culture-wide	HR							
	3.2.1.5	Expand the City's Financial Assistance Program (Active Assist) to include admission to paid arts performances in City-operated facilities.	Community Development Museums Meadowvale Theatre Culture	Recreation Business Planning							
→ Previously Approved		Culture Division will consider public art mentorship opportunities for emerging artists and collaborate with other city programs, educational and arts-based institutions, community organizations and other private initiatives	Public Art Community Development								
		Provide a safe environment for freedom of expression and peaceful assembly - develop protocol policy for community driven awareness campaigns Mississauga Celebration Square Strategy No.									

Strate	Strategic Direction					Action Plan										
									Roles and Responsibilities			Timeframe			Budget	
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	7	Other Organizations	Short [(1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			3.2.2	Champion and promote opportunities for participation	3.2.2.1	Annually promote and showcase non-traditional art forms to encourage and build cultural competency and understanding through Museums Exhibits, Celebration Square, Theatre productions.		Museums Celebration Square Meadowvale Theatre Creative Industry								
						Increase opportunities to showcase and highlight local creatives, centring those who have been traditionally under-represented through City-run programs, events and festivals.		Celebration Square Meadowvale Theatre Museums Creative Industry								
					3.2.2.3	MAC to work alongside community partners to develop a 'Welcome Newcomer Artist' program to help introduce artists to opportunities and mentorship.		Community Development		MAC						
				→ Previously Approved		Broadcast music that reflects an intercultural audience	Mississauga Celebration Square No.	Creative Industry Celebration Square								
							Mississauga Celebration Square No.	Celebration Square								
						City of Mississauga will support a public art program that seeks to embrace audience engagement as well as interaction, and is diverse and accessible to all ages, abilities, ethnic groups and socio-economic backgrounds.	Public Art Master Plan No.	Public Art Community Development								
4	Support an authentic cultural identity that is welcoming, inspiring and a enriching															
	4.1	Celebrate local history, lived heritage and the distinctive character of neighbourhoods	4.1.1	Build relationships, enhance understanding and showcase our history and lived heritage	4.1.1.1	Culture staff will build relationships, learn more about and enhance visibility of Indigenous culture and history by engaging the Indigenous community directly, as well as support training and education opportunities for Culture staff. Culture to collaborate with City Planning Services.		Culture-wide	CPS City-wide	Indigenous Community Partners						
					4.1.1.2	Culture Division will support projects that acknowledge, interpret and reinterpret Mississauga's heritage, indigenous history, and cultural diversity and intersectionality. Through new aquisitions, commissions, projects and programming, Culture Division will reflect the complexity and contested nature of our city's history		Grants Community Development Meadowvale Theatre Celebration Square Museums								
					4.1.1.3	Improve information sharing about local history, lived heritage and cultural attributes within neighbourhoods, through wayfinding, street naming, infrastructure projects, marketing and communications.		Marketing Community Development Heritage Museums	T&W Creative Communications							

Strate	gic Direction						Ac	tion Plan								
						F	Roles and Responsibil	ies Timeframe			Budget					
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A
			4.1.2	Support activities that are aligned to our unique cultural identity	4.1.2.1	Update the grant criteria to target grant investments into festivals and initiatives that are innovative and promote our cultural identity, celebrate the natural environment and our suburban/urban context.		Grants Creative Industry Community Development								
					4.1.2.2	Develop a coordinated community development effort with Recreation, Parks & Forestry, and Library Services to engage residents in celebrating the distinctive character of their neighbourhoods.		Community Development Marketing	Library Parks Communications							
				→ Previously Approved		and support cultural identity and represent the diverse history, cultures and	Public Art Master Plan No. Heritage Management Strategy No.	Marketing Heritage Museums Celebration Square Meadowvale Theatre								
			4.1.3	Facilitate resident and visitor cultural experiences that are welcoming, inspiring and enriching	4.1.3.1	Offer performing art programs outside of the traditional "show" timeslots (e.g. lunch and after school/work concerts, senior and children programming, etc.)		Meadowvale Theatre								
				→ Previously Approved		I Evnand the museum function beyond the current house museums	Heritage Management Strategy No.	Museums								
	Share our story beyond our					and any assistance of the decrease of the control o	Mississauga Celebration Square No.									
	borders															
	5.1	Establish a positive cultural identity by creating premium cultural experiences and proactively promoting Mississauga's culture scene	5.1.1	Expand City-organized cultural experiences	5.1.1.1	Expand digital programming, including flim and music, at Celebration Square and Central Library to showcase artists from across Canada and partner with other City screens in Canada to build promotion, awareness and develop joint programming.		Celebration Square Creative Industry	Library IT Communications							
		Wississaugu 3 curture seene	ı		5.1.1.2	Raise our profile through events, major initiatives and premium cultural experiences at Celebration Square, Meadowvale Theatre, Small Arms Building and the Museums of Mississauga.		Celebration Square Meadowvale Theatre Museums Creative Industry								
I				→ Previously Approved		Commit to being a leader in "green" initiatives and promote MCS as a green events destination	Mississauga Celebration Square No.	Celebration Square Meadowvale Theatre Museums								
						Leverage broadcasting opportunities of international events to activate Celebration Square (i.e., World Cup, Olympics)	Mississauga Celebration Square No.	Celebration Square								
						Expand seasonal programming that elevates programming and production quality including Light Up the Square and a new signature winter event	Mississauga Celebration Square No.	Celebration Square Creative Industry								
						Grow signature events through the incorporation of spectable theatre (i.e. Cirque du Soleil, Zero Gravity Circus, etc.)	Mississauga Celebration Square No.	Celebration Square Meadowvale Theatre								
						Develop relationships with downtown destinations and stakeholders	Mississauga Celebration Square No.	Celebration Square Creative Industry								

Strategic Direction		Action Plan											
					Roles and Responsibilities			Timeframe			Budget		
Strategic Priority Goals No. Recommendations	No.	Implementation	Previously Approved	Culture Unit	City Division Partners	Other Organizations	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)	New	Existing	N/A	
5.1.2 Support cultural org in growing signature		Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders.		Grants									
	5.1.2.2	Ensure better collaboration and integration between festivals/events and major cultural and and entertainment providers (LAC, Hersey Centre, Celebration Square and Meadowvale Theatre).		Celebration Square	Recreation Communications	LAC							
→ Previously Appr	/ed	Support growth of existing community festivals with the potential to attract tourists	Mississauga Celebration Square No.										
5.1.3 Attract new cultural events to Missis	ignature 5.1.3.1	Create a cultural attractions funds to incentivize large scale festivals and major cultural events to locate to Mississauga.		Celebration Square Creative Industry	Recreation Communications								
5.1.4 Increase and expan tourism effo													
→ Previously Appr	ved	Align cultural efforts and heritage interpretation (heritage tourism) with the City of Mississauga's Tourism Master Plan and tourism promotion efforts	Heritage Management Strategy No.	Culture-wide	Recreation EDO Communications City-wide								
5.1.5 Develop a market promotional can	5.1.5.1	Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Missisauga as a cultural destination and festival site for cultural producers.		Marketing Creative Industry Culture-wide	Communications								
→ Previously Appr	ved	Increase public awareness of MCS' role within Mississauga, the GTA and beyond by ensuring clear communications		Celebration Square Creative Industry									
		Promote Mississauga's Creative Industries sector and reputation through select general and specific profile raising and marketing activity	Creative Industry Strategy No.	Creative Industry Marketing									