
Arts, Culture & Heritage Ad Hoc Committee

Date

2018/02/20

Time

1:30 PM

Location

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

Members

John Kovac – Councillor Ward 4 (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

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Find it Online

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

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 - November 13, 2017

5. **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.

6. **MATTERS TO BE CONSIDERED**

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

6.1.1 Drafted Culture Master Plan Presentation

6.1.2 Culture Master Plan Draft Recommendations

7. **OTHER BUSINESS**

8. **DATE OF NEXT MEETING** - Monday, March 5, 2018 - 1:30 PM Committee Room A

9. **ADJOURNMENT**

City of Mississauga

Minutes



Arts, Culture & Heritage Ad Hoc Committee

Date

2017/11/13

Time

10:05 a.m.

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)
Mayor Bonnie Crombie
Councillor Chris Fonseca, Ward 3
Councillor Pat Saito, Ward 9
Annis Karpenko, Third Monday Collective/Visual Arts Mississauga - attending
Mike Douglas, Mississauga Arts Council
Douglas Hancock, Heritage Mississauga
Eileen Keown, Mississauga Symphony Orchestra - attending
Natalie Lue, Living Arts Centre
Kat Runnalls, Third Monday Collective/Small Arms Society
Jasmine Sawant, Third Monday Collective/Sampradaya Dance Creations

Members Absent

Councillor Ron Starr, Ward 6
Terry Bricel-Jenkins, Art Gallery of Mississauga

Staff Present

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

Find it online

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

1. **CALL TO ORDER** – 10:05 AM

2. **APPROVAL OF AGENDA**

Approved (Councillor Fonseca)

3. **DECLARATION OF CONFLICT OF INTEREST** – Nil.

4. **MINUTES OF PREVIOUS MEETING**

4.1. Arts, Culture & Heritage Ad Hoc Committee Minutes – September 11, 2017

Councillor Pat Saito noted concerns regarding the 2nd to last paragraph on page 3, noting Committee Members are not just carriers, but must provide significant input into the Culture Master Plan.

Mojan Jianfar, Culture, clarified that Committee Members had provided considerable input into the draft Culture Master Plan, and noted that the purpose of her response at that time, was to note that instead of the Culture Division dictating to Members their role, that the Members see themselves reflected in the recommendations of the Master Plan.

Councillor Saito asked that the minutes clarify the Committee Members roles and responsibilities, to reflect this nuance.

Approved, as amended (A. Campione)

5. **DEPUTATIONS**

5.1. Mike Douglas, Executive Director of the Mississauga Arts Council (MAC) provided an update regarding MAC's strategic priorities, direction and outcomes.

Mr. Douglas spoke to MAC's efforts of supporting individual artists by surveying the various membership sectors of the arts community, the MACArts Small Project Grants program, advocacy for artists through commissioned policy papers, and enhanced communications by engaging with media and community groups regarding video distribution.

Councillor Kovac, Chair, thanked Mr. Douglas for the success of the Boxes and Banners initiative.

Councillor Saito sought clarification over the number of members on MAC, and noted that the website does not accurately reflect the membership numbers, with Mr. Douglas responding that there are in fact, 400 to 500 members, with paid membership being given to approximately 60 groups, and 350 individuals.

In response to a question from Councillor Tovey, Mr. Douglas responded that MAC sent out Google surveys asking for priority interests from the 3 membership sectors (Visual

Arts, Music Arts and Arts Groups) and have used their recommendations to prioritize planning creative business seminars, marketing and networking sessions in 2018. Kat Runnals, Third Monday Collective/Small Arms Society noted that it would be helpful to have a printed version of the survey, and inquired whether the survey relates to the strategic plan. Mr. Douglas responded that the survey does relate back to the strategic plan and that the proposal to the Culture Division in the application for grants in 2018-2020 was shared with the board at length.

RECOMMENDATION

ACHC-0018-2017

That the update from Mike Douglas to the Arts, Culture & Heritage Ad Hoc Committee on November 13, 2017, with respect to the update regarding MAC's strategic priorities, direction and outcomes be received.

Received (Councillor Tovey)

6. PUBLIC QUESTION PERIOD

No members of the public requested to speak.

Annis Karpenko, Third Monday Collective/Visual Arts Mississauga asked that public question period be held until after Matters to be Considered. Councillor Tovey approved.

7. MATTERS CONSIDERED

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

Mojan Jianfar, Assistant Planner, provided an update regarding the process and timeline, spoke to the vision and mission, strategic priorities and recommendations of the draft Culture Master Plan. Ms. Jianfar noted that phase 3 is currently underway, with a public open house scheduled for November 30th.

Annis Karpenko, Third Monday Collective/Visual Arts Mississauga, inquired of when Committee members should provide feedback to staff, with Ms. Jianfar responding that the date will be emailed to members, but most likely the Friday of the 1st week of December.

Committee Members expressed concerns over the timing of the November 30th open house, noting that they had not been made aware of the impending date. Ms. Jianfar noted that the open house would take place in the Mississauga Valley Community Centre at 6:00 p.m. until 8:00 p.m., with Paul Damaso, Director, Culture Division, adding that the date is fluid as actions items are being fine-tuned.

Paul Mitcham, Commissioner, Community Services suggested a January open house date, with Marek Ruta, Chair, Carassauga, noting that mobile signs were already visible in the community with the November 30th date. Councillor Saito added that it would be beneficial to keep the open house date that has already been scheduled and have an additional open house scheduled for January, in a different part of the city.

The Committee agreed that the November 30th open house would remain, with another open house to be organized for January, with the date to be communicated by Culture Division staff to the Committee.

Councillor Tovey inquired regarding zoning and parking changes, with Ms. Jianfar responding that this speaks to the item of a cultural district, which would provide a unique opportunity to grow density of culture. Mr. Damaso explained that in determining the kinds of elements that will permit living and working spaces, this will require zoning changes. In response to further questions from Councillor Tovey, Paul Mitcham, Commissioner, Community Services noted that a further discussion of the scope of the cultural node policy would be taken offline to clarify the issue.

Councillor Saito inquired regarding the wording in the recommendations, noting that it does not include the concept of attracting creatives, with Mr. Damaso responding that the wording can be changed, specifically for the recommendations that speak to supporting artists, to include attracting creatives. Councillor Saito also noted that reference to the Toronto Tourism Board is missing under item 2.1.1.1, when speaking to defining and creating cultural districts, and mentioned a typo under item 2.1.2.4, noting it should read "Churchill Meadows."

Committee members remarked that the tone of the document could be changed to be more inclusive of the organizations, with Mr. Damaso responding that the tone can be changed to better reflect that the community is a driving force, with Ms. Jianfar adding that section 1.2.4.2 speaks to checking in with the community as part of the process. Mr. Damaso also addressed the presence of the Mississauga Arts Council in the document, noting that they were added due to their link to the City.

In response to questions from Committee members, Ms. Jianfar responded that the internal review process will be underway in phase 4, with the draft Culture Master Plan being presented to the Leadership Team in February 2018.

Natalie Lue, Living Arts Centre, commented on the strength of the 5 strategic priorities, and that the document has all of the appropriate components but noted that confusion stems from how the document is being presented and a misunderstanding as to who directs what, with Mr. Damaso responding that the context of the document originates with public consultation, but suggested that perhaps the tone of the document should be changed.

In response to questions from Councillor Fonseca, Mr. Damaso responded that budget implications are currently being determined, and that the future directions process will include how the Culture Master Plan is tied to the various other City strategies, noting that these strategies have broad public engagement opportunities. Ms. Jianfar added that as part of the future directions process feedback is shared with other consultants, resulting in the different strategies being connected. Further, Ms. Jianfar noted that Culture Division staff are also a part of the Dundas Connects project.

In response to questions from Committee Members, Mr. Mitcham commented that he

has observed input, involvement and engagement from everyone involved, and that perhaps a working group session would be beneficial, so that an open discussion can take place amongst Members. Mr. Mitcham noted that the intent was always to have community engagement in the document, but that because it is being shared now before it is included, that may be causing some confusion.

Annis Karpenko, Third Monday Collective/Visual Arts Mississauga commented that Mike Douglas, Mississauga Arts Council is hosting the Third Monday Collective meeting on November 20, 2017, noting that it may be useful for Members to have a discussion at that meeting.

Mr. Damaso noted that the intention for today's meeting is to receive feedback from the Members, as this document is fundamentally changing the direction of the culture sector in the City. Mr. Damaso added that the focus at this time is not necessarily specific projects and programs, but changing the context and structure.

Councillor Tovey thanked both Mr. Damaso and Ms. Jianfar, and spoke to the importance of stepping back from one's own particular group to focus on the direction for the City of Mississauga. Councillor Tovey noted that the document is broader than specific groups, and that while groups are valued for their contributions and how they fit into the plan, he reminded the Committee that the document is a 10 year strategy plan, and at this time, it is crucial to make certain that the City is heading in the right direction.

Councillor Kovac, Chair, thanked the entire Culture Division for their work on the Culture Master Plan to date.

Linda Thomas, member of the public, inquired whether the Plan is considered a living document, with Mr. Mitcham responding that he would not define it as a living document, but periodically updated, as it will be changed throughout time.

Susan Ksiezopolski, member of the public, inquired what the process is for public engagement beyond June, with Mr. Damaso responding that public engagement will be reflected in the document as an action item.

RECOMMENDATION

ACHC-0019-2017

1. That the deputation and associated presentation by Mojan Jianfar, Assistant Planner, Culture Division to the Arts, Culture & Heritage Ad Hoc Committee, be received.
2. That the November 30, 2017 public meeting date be kept, and that staff from the Culture Division look into adding a second public engagement meeting date in January 2018.
3. That staff from the Culture Division report back to the Arts, Culture & Heritage Committee with regard to the various timelines surrounding the Culture Master Plan.

Received (E. Keown)

8. **OTHER BUSINESS**

Committee Members discussed changing the time of the Committee to start half an hour later, if possible, with the Legislative Coordinator noting the request.

Councillor Saito provided an update with regard to the hotel tax for tourism, noting its approval by Council and that Council members will be working with the arts community in determining where the focus will be, with implementation beginning in the middle of 2018. In response to a question from Linda Thomas, member of the public, Councillor Saito responded that in terms of the discovermississauga.ca website, it will have some input of funding, and noted that if there are any ideas from Committee members or the public, to please contact her office, or other members of Council.

Councillor Jim Tovey spoke to the Morphology Photography Exhibit that will take place on Sunday, January 14, 2018, from 2:00 p.m. to 5:00 pm at the Lakeview Water Treatment Plant. Councillor Tovey noted that the goal of the exhibit is to bring awareness to the project and highlight the importance of restoring wetlands in urban areas and invited Committee members to attend the Exhibit.

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

10. **ADJOURNMENT** – 11:42 AM (J. Sawant)

Draft Culture Master Plan

Feedback on Action Items
ACH Ad Hoc Committee
February 6th 2018



Agenda

1. Feedback received
2. Recommendation Table
3. Community's Role
4. Next steps

Feedback Received

- Feedback was received on Dec 15th 2017
- Organizations listed their names in the “Roles and Responsibilities” column
- Culture staff reviewed and incorporated the feedback to the recommendation table where appropriate
- The Culture Master Plan outlines a vision for arts, culture and heritage in Mississauga
- The recommendation table is based off all feedback received throughout our engagement process

Recommendation Table

- The recommendation table outlines actions that the City of Mississauga and Culture Division will undertake to move the Plan forward
- In some cases there is a role for cultural organizations to support an action item and enhance the vision

Recommendation Table

- “Roles and Responsibilities” means playing an active role in the development and implementation of an action item
- Where an organization is listed, means they have an active role to play in the implementation of the action item
- Where it is listed as “Consult with...” means that they will be consulted on the action item but may not play an active role in developing or implementing the item
- Where it is listed “Community Cultural Organizations”, may include a variety of arts, culture and heritage stakeholders

The Community's Role

- In addition to the recommendation table, there will be a section of the Culture Master Plan that outlines how arts, culture and heritage organizations and the community can support each priority area

Priority 1: Build an Arts-friendly City

The community's role:

- continue to highlight, showcase and create opportunities for creatives
- provide space and seek opportunities for collaboration
- identify ways to support creatives through small grant programs
- ensure that creatives are paid based on established industry fees
- provide innovative arts education programming and services
- expand artist residency programs
- support the growing and changing needs of their creative communities
- develop performance measures for their cultural activities and events

Priority 2: Enhance and Improve Cultural Spaces and Places

The community's role:

- ensure that their spaces are welcoming, open to all and inclusive
- identify interesting and flexible uses of their spaces
- develop partnerships with other cultural groups looking for access to space
- continue to provide feedback on how City-owned spaces can be used or enhanced for cultural and creative purposes
- continue to stay engaged through City engagement process to provide feedback at public meetings regarding future developments
- develop partnerships with private space owners to explore the use of their facilities for cultural purposes
- seek non-traditional spaces for creative and cultural activity
- self-organize to bring culture to Mississauga in unique and innovative ways such as through placemaking, tactical urbanism initiatives and pop ups

Priority 3: Expand and Grow Leadership in the Cultural Sector

The community's role:

- continue to identify new and alternative funding sources and ways to support the cultural community
- develop or continue to develop and offer educational, capacity building and networking opportunities for emerging and/or professional creatives
- provide a platform for artists and creatives to learn and grow
- provide opportunities for accessible and affordable programming and cultural services to the community
- partner with others to offer unique workshops to meet the needs of their members and the community
- conduct analysis of their programs, space and services to identify barriers faced by creatives and address improvements for those groups

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

The community's role:

- support projects that reflect the history, living heritage and cultural diversity of Mississauga
- continue to offer services that reflect the diversity of Mississauga and the needs of the community
- expand programming or support community groups to develop cultural activities outside of traditional spaces and times

Priority 5: Share Our Story Beyond Our Borders

The community's role:

- expand and develop high-quality cultural activities, events and exhibits that will attract larger and more diverse communities and visitors
- partner with other local organizations to create cultural packages to encourage increased cultural activities for residents and visits
- develop partnerships with other organizations across the GTHA and beyond
- continue working with traditional and non-traditional media outlets to share information about cultural activities
- self-organize to create shared and public calendars or platforms to broadcast their cultural events

Discussion

- “Carry out a city-wide program audit to identify programs and services currently being delivered by existing Arts, Culture & Heritage organizations.”

Next Steps

Finalization and Approval Process

- Presentation of final draft to Leadership Team in February (Feb 22nd)
- Share Master Plan to ACH Committee in March (March 5th)
- Councillor one-on-one meetings in March
- Final draft to General Council in May (May 30th) for recommendation to Council for adoption

DRAFT CULTURE MASTER PLAN (including connected strategies)

REVISION: January 29 2018

LEGEND:	White box: new item	CPS = City Planning Strategies	EDO = Economic Development Office	T&W = Transportation and Works
	Orange box: item approved from a previous strategy	P&B = Planning and Building	F&PM = Facilities and Property Management	

Strategic Direction						Action Plan								
								Roles and Responsibilities			Timeframe			
	Strategic Priority	Goals	No.	Recommendations	No.	Implementation	Supporting Strategies	Culture Unit	City Division Partners	Other Organizations	In progress	Short (1-4 yrs)	Medium (5-7 yrs)	Long (8-10 yrs)
1	Build an arts-friendly city													
	1.1	Support, attract and retain creatives in Mississauga by increasing and improving opportunities.	1.1.1	Support creatives with producing and exhibiting their work.	1.1.1.1	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.				MAC		X		
				→ Previously Approved		Increase the funding for the Culture grants by \$1.50 spread over six years (2017 - 2022) to reach \$4.50 per capita grant spending by 2022.	Grant Study 1.1	Grants				X		
						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.23	Grants Public Art				X		
						Implement artists residency programs, including arts incubation and technical theatre training programs for artists.	Creative Industries Strategy No.5.3 Celebration Square Strategy No.3.4	Community Development Meadowvale Theatre Museum Public Art Creative Industries	Recreation Library	LAC AGM MSO Community Cultural Organizations		X		
						Partner with galleries and museums to bring exhibits to Celebration Square.	Mississauga Celebration Square Strategy No.2.17	Celebration Square		Community Cultural Organizations	X		X	
			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				X		
				→ Previously Approved		Add a Music and Festival staff resource to advise and develop the live events and music sector.	Creative Industries Strategy No.4.3	Creative Industries Celebration Square				X		
						Provide a platform to showcase Mississauga artists by including and promoting local artists and establishing a plug-and-play program for Celebration Square (such as busking, open mic nights and so on).	Mississauga Celebration Square Strategy No.2.13.1	Celebration Square Creative Industries		Community Cultural Organizations		X		
			1.1.3	Develop a digital art, digital media and creative industry scene.	1.1.3.1	Expand the Public Art Program to include Digital Public Art installations.		Public Art				X		
				→ Previously Approved		Culture Division will collaborate with artists, arts organizations and other arts partners to grow opportunities for digital-based arts programming.	Public Art Master Plan No.28	Public Art Celebration Square Meadowvale Theatre		Community Cultural Organizations	X			

					Celebration Square will continue to be a leading example in Mississauga of best practices for digital public art. Culture Division staff will explore further opportunities for digital art programming and partnerships.	Public Art Master Plan No.29	Public Art Celebration Square			X			
					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 No.30	Public Art Creative Industries			X			
					Maximize digital screens for programming by providing opportunities for artists to showcase their work on City-owned screens.	Mississauga Celebration Square Strategy No.2.4.1	Public Art Celebration Square	Recreation Library T&W - MiWay			X		
1.1.4		Identify legislative and policy improvements in order to keep creatives in Mississauga.		1.1.4.1	Lead the development of a City policy to ensure the City pays artists and creatives based on established industry fees and advocate that arts organizations do the same.		Culture Planning	Legal Finance	Consult with Community Cultural Organizations		X		
				1.1.4.2	Advocate for work/live spaces for creatives within appropriate Cultural Districts.		Culture Planning	P&B CPS	Community Cultural Organizations			X	
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.		Culture Planning Community Development Creative Industries	F&PM P&B T&W EDO IT		X	
						1.2.1.2	Assign and report on the progress of Culture items within city-wide area plans.		Culture Planning			X	
						1.2.1.3	Implement a consistent and streamlined research and data collection methodology to improve performance measures for Culture Division.		Culture-wide Culture Planning	EDO IT CPS Recreation Library		X	
				→ Previously Approved			Develop a culture where other City departments and agencies are active partners in heritage management.	Heritage Management Strategy No.26(6)	Heritage Planning Museums	City-wide		X	
					Ensure that policies encouraging and/or requiring public art and other relevant policies across the Corporation are current, relevant and revisited during the Official Plan review process.	Public Art Master Plan No.3	Culture Planning Public Art	CPS				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.2	Public Art				X		
				1.2.2	Improve Culture Division's processes and procedures.								
					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. 6(2)	Heritage Planning	CPS P&B	Consult with Heritage Mississauga Community Cultural Organizations	X			
					Develop a policy regarding archive collections management and revise collections policies once the thematic heritage project is complete.	Heritage Management Strategy No. 5(2)	Museums				X		

1.2.3	Coordinate City-wide processes and procedures.		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.14	Public Art				X		
			Revise and update heritage planning processes with all relevant governmental policies and industry standards.	Heritage Management Strategy No.7(2)	Heritage Planning	City-wide			X		
			Create an archaeological master plan.	Heritage Management Strategy No.9(2)	Heritage Planning Museums	City-wide	Consult with Heritage Mississauga		X		
			Review Culture's Grant program every four years starting in 2020.	Grant Study 1.3	Grants		Consult with Community Cultural Organizations	X			
			Create and adopt heritage management Guiding Statement of Principles, endorsing "living heritage" orientation.	Heritage Management Strategy No.1(1)	Heritage Planning Museums		Heritage Mississauga		X		
	→ Previously Approved	1.2.3.1	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			X		
			Develop a strategy to balance passive and active uses of Celebration Square to ensure operational capacity is sustainable.	Mississauga Celebration Square Strategy No.1.3.5	Celebration Square	Parks Recreation Library			X		
			Explore the feasibility of amending the City's Parks bylaw to permit extended public access to Celebration Square beyond 11:00pm and skating beyond 10:00pm.	Mississauga Celebration Square Strategy No.1.2.1	Culture Planning Celebration Square	Parks			X		
			Streamline the heritage property review process through delegated authority and a technical circulation process.	Heritage Management Strategy No.27(6)	Heritage Planning Culture Planning	P&B T&W Parks Planning			X		
			Remove barriers to location shooting in Mississauga by aligning policies with Toronto and, in particular, relaxing the requirement for approval from 80% of affected residents in the case of more than two Film Permits being issued in the same year.	Creative Industries Strategy No.3.1	Culture Planning Creative Industries	T&W P&B			X		

	2.1.2.4	Ensure that Culture is involved in City redevelopment opportunities or new-build capital projects to ensure that cultural space requirements are included when upgrading, renovating and reconstructing community centres and libraries, such as upgrades to activity studios, lobby spaces, rentable spaces with Wi-Fi access, sound and A/V equipment, flooring, storage, ventilation and utility sinks. Community Centres include South Common, Burnhamthorpe, Clarkson, Erin Meadows, Meadowvale, Malton CC, Mississauga Valleys CC, Rivergrove CC, Carmen Corbasson CC and Clarke Memorial Hall. Libraries include South Common, Clarkson, Erin Meadows, Malton CC, Streetsville Library, Central Library, Cooksville Library, Port Credit and Lakeview.		Culture Planning Culture Programming	F&PM Recreation Library	Consult with Community Cultural Organizations			X	
	2.1.2.5	Complete Phase 1 of the redevelopment of the Small Arms Inspection Building, including the programming room and bridge space.		Culture Planning Museums		Small Arms Society		X		
	2.1.2.6	Plan and complete phase 2 of the redevelopment of the Small Arms Inspection building into a cultural hub, in connection with the Lakeview Cultural Cooridor and development of the Lakeview Cultural District.		Culture Planning Museums Creative Industries	F&PM Parks P&B Recreation IT	Small Arms Society				X
	2.1.2.7	Conduct a study to assess the future needs of the Living Arts Centre into a "cultural campus" to meet the needs of the Downtown Cultural District, including quality museum exhibition and storage space.		Culture Planning	F&PM Parks CPS P&B	Living Arts Centre			X	
	2.1.2.8	Ensure alignment between the City's cultural priorities and the LAC's Master Plan and strategic direction.		Culture Planning		Living Arts Centre		X		
	2.1.2.9	Identify vacant or underutilized City-owned heritage buildings, and develop an RFI/RFP process for cultural groups to assume management, operating and programming of these spaces for cultural use.		Culture Planning Community Development	F&PM Finance/Revenue P&B Recreation Parks T&W Legal	Consult with Community Cultural Organizations		X		
	2.1.2.10	Undertake an analysis of the Corporate Art and Museums Collections storage requirements.		Public Art Museums	F&PM			X		
	2.1.2.11	Ensure that cultural and heritage facilities maintenance is specifically assigned within F&PM.			F&PM			X		
→ Previously Approved		Create an asset management strategy for better management, use and interpretation of existing City-owned heritage properties.	Heritage Management Strategy No.10(2)	Heritage Planning	Parks F&PM	Consult with Heritage Mississauga		X		
		Work with Central Library to maximize the use of Noel Ryan Auditorium.	Mississauga Celebration Square Strategy No.2.4.3	Celebration Square Culture Planning	Library IT F&PM			X		
		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.3.4	Creative Industries			X			
		Maintain Mississauga Celebration Square in a state of good repair and continue to invest in upgrades to ensure it remains a premium facility.	Mississauga Celebration Square Strategy No.4.2	Celebration Square			X			
		Identify ways to reanimate, modernize and more effectively use heritage spaces, as well as provide programming at city-wide and off site locations.	Heritage Management Strategy No. 13(2)	Museums		Heritage Mississauga	X			

			Develop opportunities for permanent and temporary public art that align with the Public Art Master Plan: a) Encourage the commission of temporary and permanent public artworks using new technologies, materials and formats b) Site temporary art in the Jubilee Garden c) Incorporate functional public art program in the Square to provide seating, shade, fountains, play equipment and so on d) Enhance Celebration Square's winter experience programming	Mississauga Celebration Square Strategy No.3.2	Celebration Square Public Art			X			
2.1.3	Develop and optimize Culture's digital technology and infrastructure.										
→ Previously Approved			Use digital technologies more effectively at individual heritiage sites and on the City of Mississauga website. Make City heritage projects available to all through various platforms.	Heritage Management Strategy No.14(3)	Museums	IT	Heritage Mississauga	X			
			Implement multi-platform technologies to facilitate interactive audience participation.	Mississauga Celebration Square Strategy No.2.8	Public Art Celebration Square				X		
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.		Culture Planning Public Art Museums Community Development	Parks F&PM MiWay T&W P&B CPS	BIAs Post-Secondary Institutions Community Cultural Organizations			X	
		2.1.4.2	Initiate discussion with potential organizers for small (<1,000 attendees) and medium (1,000-10,000 attendees) outdoor live music festivals and events using portable and temporary infrastructure to test market demand for ticketed events. Develop relationships with promoters and programming partners and build Mississauga’s live music sector. Priority sites include Park Not Yet Named-P-358 (Small Arms Inspection Building/Arsenal Lands), Totoredaca Park and Mississauga Sportzone Event Pad.		Culture Planning Creative Industries	Parks	Consult with Community Cultural Organizations		X		
		2.1.4.3	Culture Staff to work with Parks & Forestry and Parks Planning to develop a master plan for the future park identified for event space within Inspiration Lakeview that includes the integration of either a permanent amphitheatre, pavilion or infrastructure to support temporary staging for a limited number of annual medium to large (3,000-10,000+ attendees) commercial and community based outdoor live music festivals and events. The master plan shall include the necessary feasibility and technical studies, operational business plan and identification of live music promoters, commercial partners and operators.		Culture Planning Creative Industries	Parks	Consult with Community Cultural Organizations			X	
→ Previously Approved			Create a Mississauga StoryMaker Space and/or temporary pop-up spaces for story gathering and dialogue.	Heritage Management Strategy No.18(4)	Museums Community Development	Library	Heritage Mississauga			X	
			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.25	Public Art	T&W - MiWay	Metrolinx	X			
			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.	Public Art Master Plan No. 50	Public Art	T&W T&W - MiWay	Metrolinx	X			

2.1.5	Increase cultural use of City-owned spaces	2.1.5.1	Create a grant program to enable short term artist leases of underutilized City-owned spaces 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 Realty				X	
		2.1.5.2	Expand discounted cultural rate to select underutilized City-facilities.		Community Development	Recreation Business Planning		X			
	→ Previously Approved		Work with MiWay to improve post event service (e.g., express bus to subway) to cultural events and festivals across the city.	Mississauga Celebration Square Strategy No.1.1	Culture-wide	T&W - MiWay				X	
			Work with MiWay to review current stops servicing Mississauga Celebration Square, Meadowvale Theatre, the Museums of Mississauga and other significant cultural locations. Create additional stops, announce significant cultural stops or rename existing stops.	Mississauga Celebration Square Strategy No.1.1	Celebration Square Meadowvale Theatre Museums	T&W - MiWay				X	
			Partner and collaborate with cultural organizations and the community to establish greater community use of museums and heritage facilities through guest curators, exhibitors, programming and so on.	Heritage Management Strategy No. 17(3)	Museums Community Development		Community Cultural Organizations	X			

	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 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					X
					2.2.1.2	Develop a market study to identify highest and best cultural uses for the Cultural District outlined in the Lakeview Master Plan as a precursor to pursuing private development opportunities.		Culture Planning Creative Industries	Finance/Revenue F&PM P&B Parks					X
					2.2.1.3	Culture Division to work with Economic Development Office to develop a process and relationship for business development and retention of post secondary institutions, galleries, film studios, production facilities and cultural hubs.		Creative Industries	EDO			X		
					2.2.1.4	Advocate for and encourage cultural infrastructure development within large-scale mixed-use developments.		Culture Planning	EDO		X			
				→ Previously Approved		Evaluate 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.3.2/6.3	Culture Planning Creative Industries		Post-Secondary Institutions			X	
						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 (e.g., construction sites, underpasses, underused/unused buildings), as deemed safe and appropriate.	Public Art Master Plan No.32	Public Art			X			
						City of Mississauga should explore opportunities for a mural program on public property.	Public Art Master Plan No.31	Public Art	Recreation Parks				X	
	2.2.2	Collaborate and create partnerships with land owners to support the development of cultural spaces and places.		2.2.2.1		Culture Division and cultural organizations to engage educational institutions and other private space owners to explore partnerships for programming and after-hours access to facilities for creative use and production.		Meadowvale Theatre Community Development	EDO	Community Cultural Organizations	X			
				2.2.2.2		Culture Division and cultural organizations to engage the business and development communities to incorporate temporary and long-term creative workspaces into new developments and use of empty retail or commercial spaces.		Culture Planning Community Development	EDO P&B	Community Cultural Organizations	X			

				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		X			
				→ Previously Approved		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.	Public Art Master Plan No.24	Public Art		Community Cultural Organizations	X			
						Culture Division to investigate sponsorship opportunities in partnership with other public and private corporations in order to fund future public art projects.	Public Art Master Plan No.22	Public Art		X				
						Develop Public Private Partnerships to encourage creative industry spaces: a) develop partnerships with supporting public agencies and key private firms b) pursue federal infrastructure monies for capital intensive projects	Creative Industries Strategy No.7.1/7.2/7.3	Culture Planning Creative Industries	EDO			X		
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			X		
				2.2.3.2	Update official plan policies as needed to ensure arts, culture and heritage objectives are identified and supported such as ensuring public art and culture plan requirements for large scape developments.		Culture Planning	CPS				X		
				2.2.3.3	Explore taxation opportunities to encourage and enable the development of temporary and/or permanent cultural spaces.		Planning Creative Industry	Finance/Revenue P&B		X				
				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				X		
				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.		Culture Planning	CPS P&B				X		
				→ Previously Approved		Consider a greater range of incentives for heritage property preservation and conservation (including landuse, zoning, financial and taxation).	Heritage Management Strategy No.11(2)	Heritage Planning	P&B CPS			X		
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.	3.1.1.1	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		X			
					3.1.1.2	Encourage cultural investments are a priority for Section 37 negotiations within Cultural Districts.		Culture Planning	P&B Finance/Revenue Community Services - Business Planning		X			
					3.1.1.3	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	Community Cultural Organizations			X	
					3.1.1.4	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			X		
					3.1.1.5	Planning and Building staff should regularly enforce the percentage for public art program as part of its planning approval process.			P&B			X		

3.1.2	Create opportunities for collaboration, partnership and learning in the sector.	3.1.2.1	Create formal sector networking opportunities to address sector specific challenges, encourage collaboration and partnerships.	Creative Industries Strategy No.2.1	Culture-wide Creative Industry Marketing Community Development		LAC AGM VAM Heritage Mississauga MSO MAC Community Cultural Organizations	X			
		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.2.2			Post Secondary Institutions Community Cultural Organizations		X		
		3.1.2.3	Develop a network for performing artists in Mississauga and opportunities for collaboration between the Living Arts Centre and Meadowvale Theatre.		Culture-wide Meadowvale Theatre Community Development		Living Arts Centre - lead		X		
3.1.3	Develop skill training and capacity development opportunities.	3.1.3.1	Develop a leadership and knowledge exchange program for selected community groups and organizations to tour, network and share information with neighbouring groups and organizations.		Culture-wide Community Development					X	
		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 and so on) and learning opportunities that appeal to the broader public, residents and visitors.	Creative Industries Strategy No.5.3	Meadowvale Theatre Celebration Square Creative Industry Community Development	MBEC Library	Community Cultural Organizations		X		
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 ProgrammingMuseums Celebration Square Meadowvale Theatre			X			
		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			X			
		3.1.4.3	Develop non-traditional educational programming to coincide with and enhance the overall theatre experience wherever appropriate.		Meadowvale Theatre			X			
		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	X			
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.	3.2.1.1	Conduct a gap analysis to identify and address improvements to existing Culture-services and Culture-spaces, and identify creative opportunities for accessible programming.	Community Development Programming Culture Planning	DIAC AAC		X		
				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		X		

4.1	Celebrate local history, living heritage and the distinctive character of neighbourhoods.	4.1.1	Build relationships, enhance understanding and showcase our history and living heritage.	4.1.1.1	Culture staff will build relationships, learn more about and enhance visibility of Indigenous culture and history by engaging the Indigenous community directly, as well as support training and education opportunities for Culture staff. Culture to collaborate with City Planning Services.		Culture-wide	CPS City-wide	Indigenous Community Partners	X				
				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 acquisitions, commissions, projects and programming, the Culture Division will reflect the complexity and contested nature of our city's history. Culture Division will encourage community cultural organizations to do the same.		Grants Community Development Meadowvale Theatre Celebration Square Museums		Community Cultural Organizations	X				
						4.1.1.3	Improve information sharing about local history, living heritage and cultural attributes within neighbourhoods (such as through wayfinding, street naming, infrastructure projects, marketing and communications).		Marketing Community Development Heritage Museums	T&W Communications	Heritage Mississauga		X	
		4.1.2	Support activities that are aligned to our unique cultural identity.	4.1.2.1	Update the grant criteria to target grant investments into festivals and initiatives that are innovative, as well as promote our cultural identity, celebrate the natural environment and our suburban/urban context.		Grants Creative Industry Community Development				X			
				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		X				
		→ Previously Approved			Culture Division to implement outcomes from Story of M's thematic heritage outline for Mississauga and develop annual programming themes that promote and support cultural identity, represent the diverse history, cultures and stories of past and present and connect to the living, natural, environmental and lived heritage. Culture Division will encourage public art on heritage sites that are thematic, temporary, interactive, immersive and digital.	Public Art Master Plan No.34 Heritage Management Strategy No. 3(1)	Marketing Heritage Museums Celebration Square Meadowvale Theatre				X			
		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., senior and children programming, and so on).		Meadowvale Theatre				X			
		→ Previously Approved			Expand the museum function beyond the current house museums.	Heritage Management Strategy No.12(3)	Museums				X			
					Expanding resident and visitor experiences through placemaking and atmospheric programming, outdoor markets, live music busking and self-directed creative exploration.	Mississauga Celebration Square No.2.20					X			

	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		X			
					5.1.1.2	Raise our profile through events, major initiatives and premium cultural experiences at Mississauga Celebration Square, Meadowvale Theatre, Small Arms Inspection Building and the Museums of Mississauga. Culture Division will encourage community cultural organizations to do the same throughout the city.		Celebration Square Meadowvale Theatre Museums Creative Industry		LAC VAM AGM MSO Heritage Mississauga Community Cultural Organizations		X		
			5.1.2	Support cultural organizations in growing signature events.	5.1.2.1	Have clear objectives within the Grant Program to grow and develop signature events and initiatives that draw attention beyond our borders.		Grants		Consult with Community Cultural Organizations		X		
					5.1.2.2	Ensure better collaboration between festival/event facilities and major cultural and entertainment providers (such as LAC, Hersey Centre, Mississauga Celebration Square and Meadowvale Theatre) on marketing, promotion and packaging of events and activities to drive tourism efforts.		Theatre Celebration Square Marketing Museums	Recreation Communications	Living Arts Centre Tourism Toronto		X		
			→ Previously Approved			Support growth of existing community festivals with the potential to attract tourists.	Mississauga Celebration Square No.3.1				X			
			5.1.3	Attract new cultural signature events to Mississauga.	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			X		
			5.1.4	Increase and expand cultural tourism efforts.										
			→ Previously Approved			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.23(5)	Culture-wide	Recreation EDO Communications City-wide	Consult with Heritage Mississauga		X		
			5.1.5	Develop a marketing and promotional campaign.	5.1.5.1	Build a PR campaign and marketing strategy that highlights the creative scene in Mississauga and proactively promote Missisauga as a cultural destination and festival site for cultural producers.		Marketing Creative Industry Culture-wide	Communications			X		
			→ Previously Approved			Increase public awareness of Mississauga Celebration Square's role within Mississauga, the GTHA and beyond by ensuring clear communications.	Mississauga Celebration Square No.6.3	Celebration Square Creative Industry				X		
						Promote Mississauga's Creative Industries sector and reputation through profile raising and marketing activity.	Creative Industry Strategy No. 1.1	Creative Industry Marketing				X		