



# **Future Directions**

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# **Culture Plan**

2024 Draft Report

**We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.**

**As a municipality, the City of Mississauga is actively working towards Reconciliation by confronting our past and our present, providing space for Indigenous Peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous Peoples.**

# Acknowledgements

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- Alvin Tedjo, Ward 2
- Chris Fonseca, Ward 3
- John Kovac, Ward 4
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We would like to thank all residents, visitors, partners, community groups and organizations that participated by providing input through our surveys and various engagement events. We truly appreciate your time and input. We would also like to thank City of Mississauga staff who contributed directly and indirectly to the completion of this plan. This plan would not have been possible without your assistance.



# Commissioner's Message



Since adopting the City's first Culture Plan in 2009, the Community Services department has been focused on enriching the lives of residents and visitors through high quality arts, culture and heritage experiences, and creating opportunities for creative expression and thinking.

Most people will recognize our role in operating venues like the Living Arts Centre, Celebration Square, the Small Arms Inspection Building, Museums and Paramount Fine Foods Centre. We are also key to supporting industry development in film, television and music, supporting arts, culture and heritage organizations, community festivals and events through our grants program, and delivering arts education programming for tens of thousands of children, youth and adults each year. The City produces some of Mississauga's biggest festivals and celebrations, coordinates heritage protection, supports indigenous relations, and leads the design and implementation of public art installations across the city. We do all of this with the ultimate goal of creating vibrant public spaces and delivering high quality cultural experiences that make Mississauga a great place to live and a popular destination to visit.

Mississauga continues to grow as a culturally diverse and rapidly urbanizing city with significant cultural organizations and a thriving creative economy. The 2024 Future Directions Culture Plan builds on the work completed since 2019 and identifies new recommendations for how the City can advance our strategic priorities for supporting growth, sustainability and innovation within the cultural and creative sectors, with a strong commitment to equity, diversity and inclusion. This plan also allows the City to further its first key commitments to Truth and Reconciliation as we continue to strengthen our relationships with our Indigenous residents, Treaty and Traditional territory partners, so that Indigenous culture is seen and celebrated across the city.

As the sector continues to recover from the impacts of COVID-19, I hope that the city's residents, creative industries, and arts, culture and heritage organizations see themselves reflected within this Plan as we work together to establish a foundation for the growth of the culture sector.

Thank you to our residents, staff, partners and groups with interest for your contributions and support in developing this plan for Mississauga's culture venues, programs and services.

Sincerely,

**Jodi Robillos**

Commissioner, Community Services

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# Executive Summary

**The City of Mississauga's 2024 Future Directions Culture Plan lays out a series of goals and recommendations for how the City plans to continue to foster and grow a vibrant, accessible, sustainable and enriching cultural scene across Mississauga.**

Future Directions is a planning process undertaken every five years to guide the activities of the City of Mississauga's Community Services department. Staff supporting libraries, parks, forestry and environment, recreation and culture engage in planning processes at the same time to ensure coordination across the department. This Plan focuses on actions that will be undertaken through a range of City assets, including culture venues, programs and services.

City staff teams review the alignment of their vision, mission, goals and priorities with the strategic vision and priorities of the City at large, and develop focus areas, goals and recommendations to guide their activities for the next five to ten years. The review is informed by provincial legislation and planning statements, City plans and policies, recent studies and strategies, and research and engagement undertaken during Plan development. Insights are used to create recommendations that are rooted in the City of Mississauga's demographic composition and growth forecasts, community values, needs, interests and aspirations, and current market conditions and trends.

## Strategic Priorities

The City of Mississauga envisions itself as a "dynamic and beautiful global city for creativity and innovation with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be." To achieve this vision, we are committed to:

- Renewing and strengthening our relationships with Indigenous communities and residents;
- Advancing equity, diversity, and inclusion, and continually improving access to services, programs and spaces;
- Transforming into a low carbon, sustainable and resilient city;
- Celebrating cultural diversity, supporting cultural experiences, and fostering the cultural and creative sectors.

### Culture Policy

The work of City staff supporting Mississauga’s culture venues, programs and services, as well as various other City staff partners, is guided by the *Culture in the City of Mississauga* policy (08-05-01, the “culture policy”) approved by Council in 2015. The culture policy creates a strategic framework to represent the value and importance that the City as a whole places on culture, and outlines principles, goals and strategies needed to protect, support and foster culture in Mississauga. It also includes seven guiding principles, and five goals with associated strategic priorities to help guide cultural work across the City. Part of this plan’s recommendations includes a review of the Culture Policy. In advance of initiating this process, we acknowledge that Truth and Reconciliation should be included as an eighth guiding principle for all our work. The culture policy, including further description is included in Appendix 2.



The guiding principles include:

Improve  
Liveability

Support Multiculturalism  
and Interculturalism

Foster Creative  
Industries

Build  
Connections

Build  
Shared Identity

Ensure  
Accessibility

Support Sustained  
Cultural Community Activity

Advance Truth and  
Reconciliation

The Culture Policy's guiding principles informed this plan's areas of focus and recommendations and were validated through research and engagement undertaken as part of the 2024 Future Directions process.

## Vision, Mission & Community Statement

The 10-year strategic plan for Mississauga's culture venues, programs and services outlines a vision, mission and community statement to guide the City's work between 2019 and 2029. The City envisions that:

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

The City's mission is to grow and support the cultural and creative sectors, while delivering cultural services and enabling high quality experiences for all cultures found in Mississauga. This work is to be lead and developed by the City, as well as by various community partners in Mississauga working in collaboration. This plan is a call for residents, artists, creatives and cultural workers, cultural organizations and creative industries to help drive forward the vision for a culturally-rich Mississauga and build the arts, culture and heritage scene across the city.





## Recommendations

This plan identifies recommendations that will drive the City's vision and strategic priorities forward through culture. The recommendations identified align with the Culture Policy's guiding principles and emerged from research and engagement undertaken as part of the 2024 Future Directions process.

### Improve Liveability

- 1** Analyze cultural infrastructure and creative spaces needs, trends and market realities to create a vision, implementation and funding strategy for public, private sector and community organizations.
- 2** Create a Cultural District Plan for the Lakeview neighbourhood to support cultural infrastructure and creative space development.
- 3** Create a vision, programming and operating strategy for the Living Arts Centre that amplifies its role as a regional arts and culture centre.
- 4** Implement a Percentage for Public Art program for City-owned capital projects and identify strategies for obtaining contributions from private development to enable the program to grow sustainably, ensure equitable access and to better connect to strategic goals.
- 5** Expand Mississauga's Cultural Districts Program to include emerging creative clusters and identify opportunities to further support growth in the cultural and creative sectors.
- 6** Maximize the use of City-owned digital screens across Mississauga to increase opportunities to present digital public art and curated cultural programming.
- 7** Create at least one new serviced public space in each Service Area to increase cultural and creative sectors use and add vibrancy across the city.
- 8** Identify opportunities to expand planning tools and reduce regulatory barriers within City policies, bylaws and processes to increase support for cultural and creative sectors activities.

## Support Multiculturalism and Interculturalism

- 9 Identify new opportunities to incorporate histories, traditions, interests and art forms from the cultures representative of the lands and peoples of Mississauga in culture programs and exhibitions.
- 10 Examine opportunities to grow food and culinary arts-focused programming to support cultural diversity, health and wellness and advance the City's Urban Agriculture Strategy.



## Foster Creative Industries

- 11 Develop provision and utilization standards for culture venues, programs and services to grow creativity and capacity in the cultural and creative sectors.
- 12 Develop and implement a culture incubator strategy to support career development pathways in cultural and creative sectors.
- 13 Update the 2016 Creative Industries Strategy with a focus on supporting and enhancing design, interactive digital media ("IDM") and information technology ("IT") industries.

## Build Connections

- 14 Engage School Boards through the Ministry of Education's Community Use of Schools Program to increase access to surplus school spaces for the cultural and creative sectors.
- 15 Promote and expand availability of free local artist presentation opportunities in City-owned community facilities, parks and open spaces to increase exposure and appreciation for local creators.

## Build Shared Identity

- 16 Undertake a community visioning process to explore how arts, culture and heritage can continue to foster Mississauga's authentic shared culture and contribute to the City's priorities and commitments.



## Ensure Accessibility

- 17** Explore fee subsidies for attending and hosting cultural programming to increase access to Recreation and Culture venues, programs and events.
- 18** Investigate solutions for creating a centralized platform to promote and increase awareness of arts, culture and heritage programs, initiatives and events in collaboration with local organizations.
- 19** Develop a physical storage space and IT tools strategy for the City Art and Museum Collections to increase access to Mississauga's art collections, as well as its history, heritage and stories.
- 20** Create safe, welcoming and unstructured spaces for youth to increase access to all City-owned community facilities and cultural venues and opportunities for creative expression and experimentation.

## Support Sustained Cultural Community Activity

- 21** Create eight Culture Programming Hubs with specialized furniture and equipment for Digital and Visual Arts across the city in alignment with Community Services facility and/or redevelopment schedules.
- 22** Create a framework for measuring, evaluating and tracking annual progress toward growing the cultural and creative sectors, and advancing the City's priorities and commitments.



- 23** Update the Culture Policy to address City priorities and commitments, and include fair and competitive pay and compensation standards for artists, creatives, cultural workers and community partners.

## Advance Truth and Reconciliation

- 24** Create a Reconciliation Plan that provides policy and protocol related to the relationships and rights with the Urban Indigenous population and our Treaty and Traditional territory partners. This plan will also explore the creation of an Indigenous Community Circle, which will inform and guide programming across the City.





A person is skateboarding on a ramp in front of a large mural. The mural depicts a crowd of people and a car. The person is wearing a white shirt and dark pants. The ramp is made of concrete. The background is a large mural with a crowd of people and a car. The word 'Introduction' is written in white on a blue background.

# Introduction

Credit: Ray Vidal, Ebb and Flow, 2022. Sculpture Court Skate Park, City of Mississauga Temporary Public Art Collection. Photography by Tylor Key-Carr.



# Section 1: Introduction

Culture is at the heart of every community. It manifests in the natural and cultural environments in which we live, as well as the ideas, customs, language, beliefs, histories, traditions and social behaviours of the people who live in a place. Culture is always adapting and reacting to its context. Our context is Mississauga - a city rich in natural and cultural heritage that has been marked by many people over time, who brought together their values, beliefs and traditions to shape these lands into the place it is today.



The city is situated on Treaty and Traditional Territory that has been inhabited since time immemorial by the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. This land has been shaped over time by successive waves of people who came and built their lives in the city and created a landscape of historic villages, some of which are continuing to evolve as new peoples interact with the land today.

At this point in history, there are multiple challenges affecting the world simultaneously, including increasing costs of living, sociopolitical conflict and unrest, climate change and the ongoing impacts of the COVID-19 pandemic. Mississauga, as a city impacted by these challenges, strives to support people's wellbeing and quality of life as our context continues to evolve by being a place where people and ideas come together. As people come together and share their experiences and ideas, a new culture is emerging in Mississauga. One that doesn't

just represent who is here and what their cultural backgrounds are, but that blends different aspects of people's beliefs, values and ideas together into a new cultural identity.

The City of Mississauga is committed to continuing to foster and grow a vibrant, accessible, sustainable and enriching cultural scene across Mississauga that reflects this new cultural identity.

The 2024 Future Directions Culture Plan (the "Plan") is a high-level document that lays out a series of goals and recommendations for how the City is advancing culture in Mississauga over the next five to ten years, which will be implemented and supported by staff across the Community Services department and City-wide. This plan lays out a framework for being adaptable to address current realities and thinking, as well as proactive by setting up tools, direction and opportunities for the cultural and creative sectors, as well as the City's culture venues, programs and services, to be dynamic and responsive to future realities and challenges.

## Mississauga's Commitment

Residents envision Mississauga as an inspiring city that prioritizes creativity, innovation, vibrancy, safety, connectivity, cultural diversity and the natural environment. To meet these ambitions, the City of Mississauga strives to make sustainable and balanced decisions that consider social equity, environmental protection, economic viability and cultural vitality. Using this approach, we ensure that the actions we take today set up future generations to thrive and continue to meet their own needs for years to come (UN Brundtland Commission, 1987).

To realize this vision, the City is committed to improving residents, visitors and workers lives by creating a more inclusive and just society, while protecting the environment and supporting cultural vitality and economic prosperity. Mississauga's commitments to address global initiatives such as the United Nations' 2030 Agenda for Sustainable Development, and its 17 Sustainable Development Goals ("SDGs") (see Appendix 3) which, along with priorities gathered through research and community engagement, have informed this plan's areas of focus and recommendations.

## Indigenous Communities

In 2015, The Truth and Reconciliation Commission of Canada published 94 Calls to Action to forward Reconciliation between Indigenous and Non-Indigenous Peoples in Canada. The City of Mississauga has committed to take action on 13 of those that are actionable by municipal governments, and in addition has taken several notable actions over the past several years in its efforts to renew and strengthen relationships with Indigenous communities and residents. In addition



*Moccasin Identifier Activation, Mississaugas of the Credit First Nation PowWow, August 2022*

to commemorating the history and legacy of residential schools with the rest of Canada on National Truth and Reconciliation Day, the City celebrates Indigenous Peoples Day and regularly collaborates on Indigenous policy matters, City programming and operations with Indigenous communities. Our Indigenous partners include the Mississaugas of the Credit First Nation, the Six Nations of the Grand River First Nation, the Huron-Wendat First Nation and the Haudenosaunee Confederacy.



*Unearth Uncover Exhibition, Bradley Museum, September 2022*

The City is deeply committed to the ongoing work of reversing the erasure of Indigenous Peoples, their history and culture. Reconciliation efforts have been made in every area of the Community Services department and will continue to take place. The City will also continue to ensure that the perspectives of our Treaty partners and all Indigenous communities who have stories to tell within Mississauga are incorporated into its collective work as a municipality. This plan is just one part of the pathway forward to improving our shared future.

## Equity, Diversity and Inclusion

The City's commitment to Equity, Diversity and Inclusion (EDI) is grounded in two fundamental goals:

1. To create a respectful and supportive workplace that attracts, retains and develops a talented workforce reflective of our communities and residents.
2. To include EDI considerations in a meaningful manner into all City policies, programs and services with a goal to consistently produce equitable outcomes for the communities we serve

To support these goals, the City has undertaken key steps:

- Developed a *Workforce Diversity and Inclusion Strategy* to assess the diversity and inclusion of the City's workforce and make adjustments to ensure that the workforce is poised to continue to provide excellent quality service and engender trust with the citizens of Mississauga now and into the future
- Developed its first *Workplace Psychological Health and Safety Strategy* to promote the mental health of employees
- Hired dedicated Subject Matter Experts (SMEs) in HR and the City Manager's Office to further its goals
- Produced EDI based learning and development curriculum/training for the City including all leaders
- Produced tools and resources to help all staff embed EDI considerations in all their practices
- Institute an annual reporting mechanism to Council on EDI Progress across the City



This plan, along with other developed strategies and programs, in addition to the ongoing education and training of employees, helps to support the City's goals and its commitment to equity, diversity and inclusion.

As a baseline, the City supports inclusion by continually improving access through its commitment to affordability, accessibility and universal design to ensure that everyone can obtain or use City services. By affordability, we mean the extent to which something is affordable, as measured by its cost relative to the amount that a person is able to pay. Accessibility is the design of products, devices, services or environments for people who experience disabilities. People with disabilities can face multiple barriers to accessing goods, services, facilities and employment and the need for accessible services will continue to rise as Mississauga's population ages. Planning for accessibility helps create a more vibrant city that all residents, visitors and workers can enjoy. Through universal design, the City can ensure that products and environments are usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

In addition, the City of Mississauga is working to make sure people see their histories, traditions, identity and experiences reflected through City services, programs and spaces so that City offerings are truly inclusive and accessible for everyone.

## Environmental Sustainability and Climate Change

The City of Mississauga is committed to doing its part towards securing a better future by transforming into a low carbon, sustainable and resilient city. For more than a decade, the City has embraced this transformation through the City's Strategic Plan and dozens of plans and supporting strategies, standards and policies. More recently, the City declared a climate emergency and passed the Climate Change Action Plan (CCAP), which is built around this central vision, and is the City's 10-year roadmap that outlines concrete actions that directly support building a greener, smarter, and more sustainable and prosperous city.

As part of our journey to reach these goals, the City has taken a more deliberate approach of applying a climate and sustainability lens in the development of this plan and its supporting recommendations.

Culture is committed to waste diversion by collaborating with internal and external partners, leading by example and implementing a circular economy approach to reduce and rethink waste.



*We Are Resilient Exhibition, Community Commons Park, 2022.*

## Cultural Vitality

Cultural vitality is part of all aspects of our lives and is a key ingredient for enhancing quality of life and creating the vibrant, safe and connected communities that Mississauga residents desire. The City of Mississauga is committed to this vision and to being an inspiring, “dynamic and beautiful global city for creativity and innovation.”

Cultural engagement, expression, dialogue and celebration provide opportunities for creativity, innovation, freedom and the public exchange of ideas (Duxbury and Gilette, 2007). Culture supports the resilience, health and wellbeing of our communities and society at large by giving us opportunities to interact and develop social connections with one another. By coming together in an equitable manner, people of diverse cultures can share their beliefs, values and ideas to create new shared identities.

Since the creation of the first Culture Master Plan in 2009, the City of Mississauga has been fostering cultural vitality through its culture venues, programs and services, and by supporting the activities of community and cultural organizations and creative professionals. This plan’s recommendations express how Mississauga will continue to celebrate its rich cultural diversity and natural environment, provide high quality cultural experiences and opportunities to grow creativity, and support the cultural and creative sectors across the city.

## Corporate Initiatives

Corporate-wide initiatives will be led by other teams across the City and many of these projects support fulfillment of the City’s commitments and the Culture vision, mission and strategic priorities. They are important opportunities for culture venues, programs and services to demonstrate action on key priorities. These corporate directives include:

- Reduce greenhouse gas emissions and improve waste disposal practices
- Reduce accessibility barriers to facilitate people’s full participation in the social and cultural life of Mississauga
- Effectively manage and leverage existing City-owned assets to create more vibrancy in public spaces across the city
- Evaluate and strategizing how to address the differential impacts on residents of and visitors to Mississauga through the lens of intersectionality
- Work with the Human Resources (“HR”) department to embed EDI-based HR and staffing practices including EDI and accessibility training, and include fair, equitable and competitive compensation for part-time staff
- Work with the City of Mississauga’s Equity and Inclusion office to undertake equity audits, create an equity, diversity and inclusion (EDI) plan, and develop indicators and metrics to support ongoing evaluation and improvement
- Support growth and capacity amongst the cultural and creative sectors to increase equity, diversity and inclusion in Mississauga’s culture scene
- Build the City’s cultural brand and raise the profile of local creatives and cultural experiences
- Improve and deepen engagement practices and continuous improvement

Additional detail about these initiatives can be found in Appendix 5.



## COVID-19 Pandemic Impact

The events of the COVID-19 pandemic between early 2020 to May 2023 greatly impacted the cultural and creative sectors locally, across Canada and around the world. As of March 14, 2020, the City of Mississauga closed all recreation, library and cultural facilities, and three days later the Government of Ontario declared the COVID-19 pandemic a state of emergency. Events organized by external groups requiring a City permit were cancelled in early April 2020. These temporary closures and cancellations would continue until summer 2022.

The City of Mississauga pivoted to offering virtual experiences and events, such as online fitness and arts classes, digital public art and virtual celebrations. These experiences provided sources of connection and support while residents were isolating and staying safe at home. The City undertook several initiatives to support the business community, culture and community organizations, including virtual town halls to understand the pressure they were under to maintain their work, while not being able to offer their usual services and programming. Many organizations were provided with ongoing grant funding despite programming and event cancellations to ensure they were able to recover once pandemic health measures were lifted.

In May 2020, Council adopted the City's Recovery Plan Framework, designed to help Mississauga address all aspects of recovery from COVID-19. The Framework was divided into four pillars of recovery: Community, Economic, Financial and Corporate. As part of this framework, the Creative Industries Economic Recovery Plan was created.

Impacts of the pandemic are ongoing for cultural and creative sectors, and so the 2024 Future Directions Culture Plan includes recommendations that demonstrate the City's commitment to continuing to address these realities. Appendix 4 provides further detail about the ongoing impacts of COVID-19 on Mississauga's cultural and creative sectors.

## Culture Policy & Vision

The work of City staff supporting Mississauga's culture venues, programs and services, as well as various other City staff partners, is guided by the *Culture in the City of Mississauga* policy (08-05-01, the "culture policy") approved by Council in 2015. The culture policy creates a framework to represent the value and importance that the City as a whole places on culture, and outlines principles, goals and strategies needed to protect, support and foster culture in Mississauga. It also includes seven guiding principles, and five goals with associated strategic priorities to help guide cultural work across the City.

The Culture Policy informed this plan's recommendations and were validated through research and engagement undertaken as part of the 2024 Future Directions process.

The 2019 Culture Master Plan elevated arts, culture and heritage in Mississauga by building upon the foundation set in 2009 for developing City services, cultural events and experiences. Mississauga continues to grow as a culturally diverse and rapidly urbanizing city with significant cultural organizations and a thriving creative economy. The 2024 Future Directions Culture Plan outlines ways to advance the City's strategic priorities and support growth, sustainability and innovation within the cultural and creative sectors.

## Culture Policy Guiding Principles

Culture is comprised of values, expressed through identity, customs, memories and stories; vibe, in the form of the character emanating from the active Culture and Heritage of a place; and virtuosity, as the expression and appreciation of artistic excellence. The guiding principles from the Culture Policy will inform the actions and decisions of the City in relation to Culture and ensure cultural impacts are identified.

Part of this plan's recommendations includes a review of the Culture Policy. In advance of initiation this process, we acknowledge that advancing Truth and Reconciliation should be included as an eighth guiding principle for all our work. Below is a description of the Advance Truth and Reconciliation guiding principle. The culture policy, including descriptions of each of the guiding principles are included in Appendix 2.

### Advance Truth and Reconciliation

Reconciliation is the journey that all of Canada is undertaking to seek justice and understanding with the Indigenous People of this land. Reconciliation involves respecting the Treaties and the People we signed them with. Art, Events, Heritage and all other cultural offerings should be carried out with direction from the Indigenous Peoples who currently reside, have, Treaty and traditional rights and connections to the lands which make up present-day Mississauga, and should reflect them as a current people.

## Vision, Mission & Community Statement

The 10-year strategic plan for Mississauga's culture venues, programs and services outlines a vision, mission and community statement to guide the City's work between 2019 and 2029.

<b>Vision</b>	Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.
<b>Mission</b>	The City's mission is to grow and support the cultural and creative sectors, while delivering cultural services and enabling high quality experiences for all cultures found in Mississauga. This work is to be lead and developed by the City, as well as by various community partners in Mississauga working in collaboration.
<b>Community Statement</b>	This plan is a call for residents, artists, creatives and cultural workers, cultural organizations and creative industries to help drive forward the vision for a culturally-rich Mississauga and build the arts, culture and heritage scene across the city.

This Plan builds on the work completed since the 2019 Culture Master Plan and carries forward this vision, mission and community focus through 19 recommendations for the City's culture venues, programs and services. (See Appendix 6 for ongoing projects that fulfill 2019 Culture Master Plan recommendations and will be completed in the next 1 to 4 years.) These

recommendations focus on advancing the City’s strategic priorities and supporting growth, sustainability and innovation within the cultural and creative sectors.

## Overview of Culture in Mississauga

The City of Mississauga envisions itself as a dynamic and beautiful global city for creativity and innovation with vibrant, safe and connected communities; where we celebrate and intentionally foster the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be. The City is focused on improving quality of life for people with connections to the lands that make up Mississauga, as well as fostering a vibrant, accessible, sustainable and enriching cultural scene across the city.

Mississauga offers a wide variety of culture venues, programs and services including cultural events and experiences for its diverse audience. We bring people together to share in cultural experiences including music and theatrical performances, festivals, and cultural celebrations. We are embedding culture everywhere by animating parks and public spaces with public art and place-making activations, and bringing exhibitions and programs to where people are. A detailed glossary of definitions can be found in Appendix 1.

The City of Mississauga provides opportunities for people to participate in many different ways in line with the 4C model of Creativity (Helfand et al., 2017). The 4C model of Creativity describes four levels of creativity that people can achieve, including:

- Personal Creativity (mini-c): new and personally meaningful interpretations, ideas and insights of daily experiences, actions and events through creativity (i.e. reading a book, drawing a picture, going to a theatre, etc.)
- Everyday Creativity (little-c): small creative acts that bring value to you and the people around you, and do not impact the world at large (i.e. decorating your home, finding efficient ways to pack for a trip, etc.)
- Expert Creativity (Pro-c): ideas and acts that are informed by a professional level of knowledge acquired over time through self development (i.e. local cultural workers, historians, professional practicing creatives, etc.)



*Lisa Shen, City of Mississauga Youth Poet Laureate*

- **Genius Creativity (Big-C):** ideas and actions that impact the world delivered by people who come to be recognized over time as figureheads of creativity that created change (i.e. ground breaking artists, scientists and world leaders)

We support people with creatively expressing their everyday experiences, such as through our summer camps and other creative programs. Our Poet Laureates and Youth Poet Laureates use their creativity to bring value to the people around them. We also work with various artists, creatives and cultural workers through our Public Art Program, theatre and studio spaces to grow the cultural and creative sectors, increase Mississauga's vibrancy and positively impact people's daily lives.

As an organization, the City of Mississauga has a practice of continuous improvement. This includes ongoing review of our services to make sure they are delivered efficiently and effectively.

As well as evaluating our services to make sure they are sustainable, and assessing how they can better support the City's commitments and priorities.

In addition to ensuring efficient and effective delivery of services, the City of Mississauga is always looking for opportunities to maximize the value of its services and improve quality of life for people with a connection to the lands that make up Mississauga. We continually look for opportunities to reduce barriers to participation and increase access for all. Our cultural services focus on advocating for and securing investments in cultural infrastructure and creative spaces, and creating programs to grow the cultural and creative sectors by attracting and keeping creative professionals and cultural workers in Mississauga.

**Cultural Infrastructure:** the buildings, assets, structures and spaces where culture is consumed, experienced, participated in, showcased, exhibited or sold. For example, museums, galleries, theatres, cinemas, libraries, public art, rehearsal, studio and production spaces, meeting rooms, historic and heritage sites, parks and open spaces, alleyways and streets.

**Creative Spaces:** physical structures and elements at different scales that are deliberately designed to support creative work processes or to facilitate creativity. The scales of the physical structures and elements can vary from individual items, such as pieces of furniture, to the room's layout and interior design, and from the architectural building to the location within a specific civic neighbourhood. It covers spaces in both educational and corporate/business environments, as well as special forms such as co-working spaces or innovation labs.

## How We Work

In July 2023, a Strategic Workforce Review for the City's Culture Division resulted in a change to the organizational structure that aimed to optimize resources and improve operating efficiencies. Four units in the Culture Division, namely, Events, Programming, Technical Services, and Creative Industries, have joined the Recreation Division to form the newly titled Recreation & Culture Division. The remaining units including, Heritage Planning, Indigenous Relations, Museums, and Culture Planning have joined the Parks, Forestry & Environment Division. Recommendations on Culture initiatives that are associated with their new units in the Recreation and Culture Division and Parks, Forestry and Environment Division will be included in the 2024 Future Directions Culture Plan.



Staff working in Community Services' Recreation & Culture and Parks, Forestry & Environment Divisions support Mississauga's culture venues, programs and services. Culture is an overarching priority across the city, and City staff in both of these departments, as well as other City departments and external organizations, work together to create attractive and interesting environments, programs and events for residents and visitors, and to attract cultural workers and creative professionals to Mississauga.

## Community Development

Mississauga's culture scene is brought to life through the activities of a wide range of community and cultural organizations, businesses and BIAs, educational institutions, residents, visitors and workers who contribute their talents and creativity to the city. Providing support to these various organizations is a critical part of sustaining this activity, including funding, resource sharing, organizational and community development, and facilitating collaboration and capacity building opportunities.

Community Services' Community & Neighbourhood Development staff are the primary point of contact for all culture-related organizations and community cultural activities in Mississauga. The team advises and advocates for community arts, culture and heritage groups, and provides program and engagement supports.



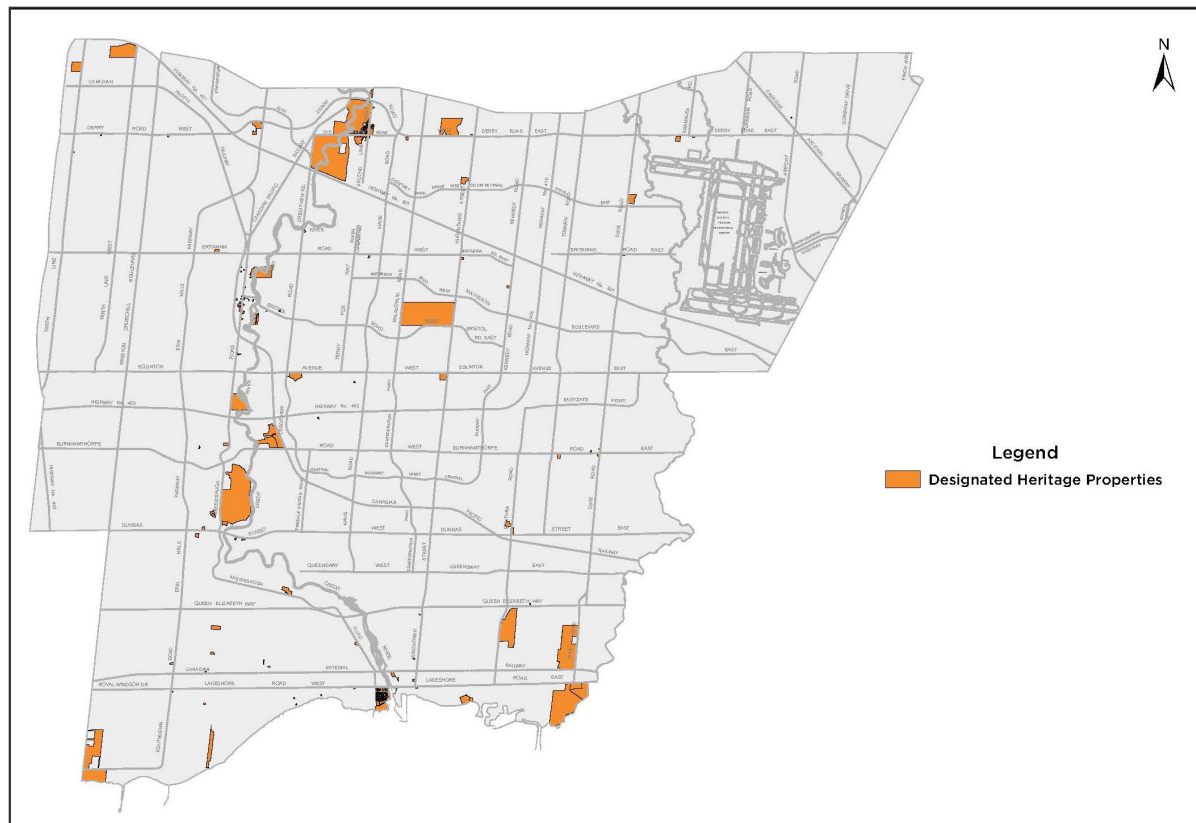
*Interconnection by Moonlight Murals Collective, 2022, City of Mississauga Temporary Public Art Collection*



## Cultural Tourism and Heritage Interpretation

Cultural tourism is a growing industry in Mississauga, especially in terms of key annual events that draw thousands to our cultural spaces and parks. Culture venues, programs and services work in collaboration with Tourism to align cultural tourism and promotion efforts and heritage interpretation (heritage tourism) with the City of Mississauga's Tourism Master Plan. Culture venues, programs and services also works with partners in Community Services like Tourism to identify alternative funding tools and sources to support cultural development, including aligning a portion of the Municipal Accommodation Tax ("MAT") to grow and attract cultural tourism events and attractions to culture venues in Mississauga.

Map 1: Heritage Resources



Below is an overview of the various culture venues, programs and services, including their roles and responsibilities:

Culture venues	
Celebration Square	Year round, outdoor festival, event and activity venue consisting of Main Square, Amphitheatre and digital screens
Paramount Fine Foods Centre	Large indoor arena hosting both cultural and sports events
Culture venues	
Living Arts Centre	An arts and culture centre with three theatres, six art form-specific artist production studio spaces, programming rooms and rehearsal spaces
Meadowvale Theatre	Community-produced theatre venue with rehearsal room and enhanced, rentable lobby space
Museums of Mississauga	Consist of three heritage house museums sites offering programming, events and exhibitions, while also supporting activities and interpretations across the city
Small Arms Inspection Building	Large, historic, multipurpose building that is Mississauga's newest cultural hub offering community access hours, events, experiences and exhibitions
Maja Prentice Theatre	Located at Burnhamthorpe Library and offers community access space in its performing arts theatre. It is managed by a third party
Venues and events management including:	
<ul style="list-style-type: none"> <li>• Event supports, event production</li> <li>• Placemaking</li> <li>• Facilities Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Bookings and customer service</li> <li>• Heritage Property maintenance</li> <li>• Mentorship opportunities</li> <li>• Technical support for Live Event Production</li> </ul>
Culture programs	
Creative programs	Provides registered and school programs across various art forms
Grants	Provides support to arts, culture and heritage organizations through three grant streams
Public Art	Provides free permanent, temporary and digital public art collections across the city
Programs include:	
<ul style="list-style-type: none"> <li>• Creative programs</li> <li>• Educational and school programs</li> <li>• Resident Artist program</li> </ul>	<ul style="list-style-type: none"> <li>• Artist studio equipment maintenance</li> <li>• Poet and Youth Poet Laureate Programs</li> <li>• Community grant program support</li> <li>• Cultural community development</li> <li>• Public Art administration &amp; artists supports</li> </ul>

## Culture services

Creative Industries	Consists of Film and Music Offices where staff work to support and stimulate both creatives and the creative economy in the city
Culture Planning	Supports growth of culture sector by informing and developing strategies and policies
Heritage Planning & Indigenous Relations	Heritage Planning identifies, protects, conserves and celebrates cultural heritage and managing Ontario Heritage Act; Indigenous Relations oversees engagement and consultation with various Indigenous communities

### Services include:

- Filming permits
- Creative industries support and music grants
- Strategic planning & policy development
- Placemaking supports
- Research, data collection and analysis
- Protection and conservation of heritage properties, conservation districts and artifacts
- Heritage property grants
- Exhibition supports
- Advancement of Truth and Reconciliation work



## Culture Participation and Usage

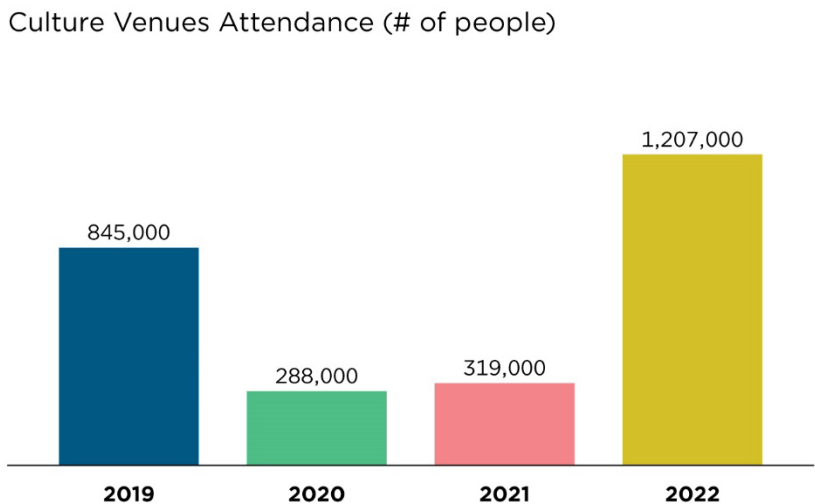
The City of Mississauga collects and tracks a range of various performance measures and indicators for culture venues, programs and services. This data allows staff to analyze trends, track growth and development, and understand where resources are needed to ensure ongoing support for the cultural and creative sectors in Mississauga. For a full review of culture participation and usage in Mississauga, please see Appendix 7.

### Culture Venues

While COVID-19 impacted the usage of Culture venues, recovery has seen usage rates for facilities at or above 2019. Usage days are calculated concurrently, which means that there can be several activities, programs and events happening simultaneously in venues each day as all venues have multiple spaces available for rental. Prior to 2020, the Living Arts Centre and Paramount Fine Food Centre Events (PFFC) were not included in the culture portfolio. The addition of the Living Arts Centre (LAC) specifically, with its three theatres and several meeting rooms, offered the ability for higher rates of culture use as it can host many more events simultaneously than other culture venues. However, even with the addition of the larger venues of PFFC and LAC, pandemic closure impacts show a major impact to usage days at these indoor facilities. The total number of usage days for all culture venues in 2022 was 900 days, compared to 430 in 2021.

For culture venues attendance levels, Museums of Mississauga, Small Arms Inspection Building and Celebration Square have seen attendance rates at exhibits, programs and events higher in 2022 compared to 2019.

Chart 1: Culture Venues Attendance



Note: 2019 does not include the Living Arts Centre or Paramount Fine Foods Centre.

Source: City of Mississauga

\*Note: COVID-19 closures in affect from March 2020-June 2022

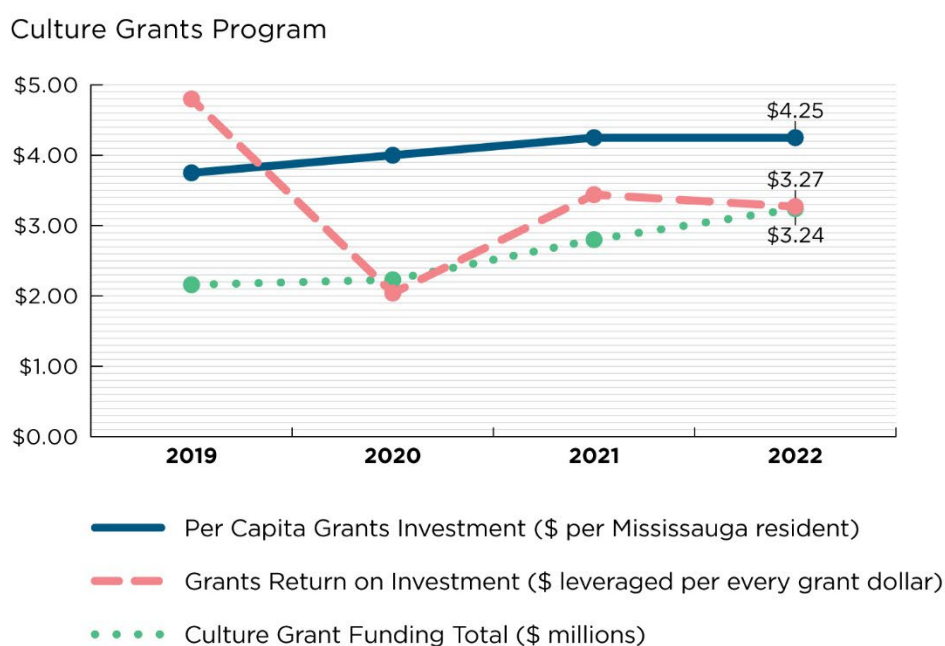


## Culture Programs

### Grants

The Culture Grants Program provides funding for not-for-profit organizations to deliver programs, activities and events across Mississauga. These organizations are able to provide more access to cultural and creative initiatives for residents and visitors. The performance measures that are collected for this program include per capita grant investment (how many dollars provided divided by total population of Mississauga), total amount of grants provided and the return on investment (for every dollar Mississauga provides in grants, organizations are able to leverage additional dollars from other sources) (Chart 2).

Chart 2: Culture Grants Program Overview, 2019-2022



Source: City of Mississauga

Following the 2016 Culture Grants Review, a recommendation to incrementally raise the per capita culture grant spend to \$4.50 over the next six years was approved by Council and achieved for the 2023 Culture Grant Program. However, over the last four years, the number of groups applying and receiving grants has steadily increased, straining the limited grant funds to support new and emerging organizations and events.

As a result of the COVID-19 pandemic measures, granted organizations have seen a decrease in participation, sponsorship and donation rates, as well as the complete cancellation of events and initiatives from March 2020 to summer 2022 for many. Therefore, the return on investment from grants spending decreased or stagnated during that two year period and is slow to return in 2022.

The City chose to continue grant support and the grant program through 2020 to 2022, along with additional funds to support pandemic health measures upon recovery. This provided most

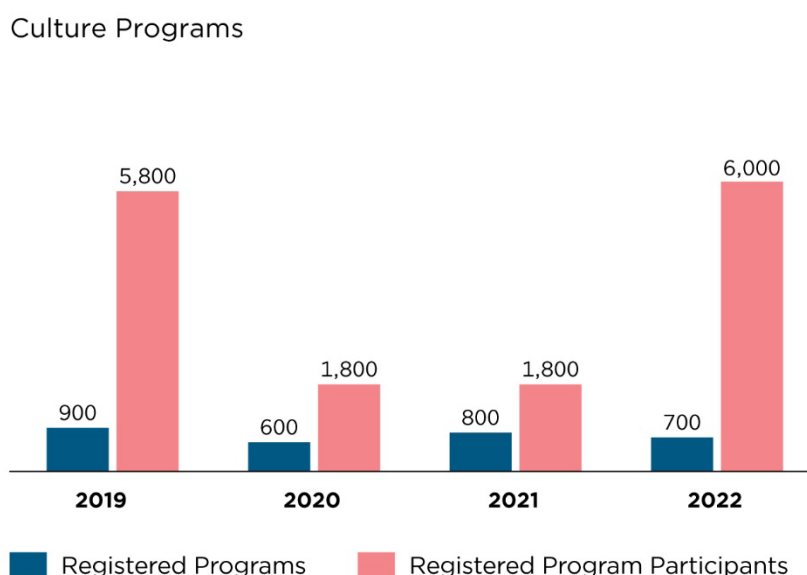
groups with stability to carry through the closures and cancellations to see a healthy return to offering in-person festivals, events and programming initiatives in summer 2022.

## Creative Programs

Creative programs include registered classes, workshops, school programs, camps and community classes. These programs are held across the city, not only at culture venues and spaces, but also in community centres, parks and libraries. Prior to 2020, programs were seeing an increase in registration and participation, with school programs expanding due to the addition of the Living Arts Centre programs in 2020. Due to the COVID-19 pandemic, many in-person classes were canceled in early 2020, with a turn to offering free virtual programs and activities. Gradual return to in-person programming began in 2021, with a full return to in-person programming happening in 2022 where numbers are steadily increasing to surpass pre-COVID-19 attendance levels.

The following chart shows the relative steady number of creative programs that have been offered from 2019 to 2022 compared to the number of participants attending programs (Chart 4). Trends indicate that the number of programs may need to expand if current pressures on participant capacity continue.

Chart 3: Creative Programs and Attendance



Source: City of Mississauga Community Services

\*Note: COVID-19 requirements in affect March 2020-September 2022

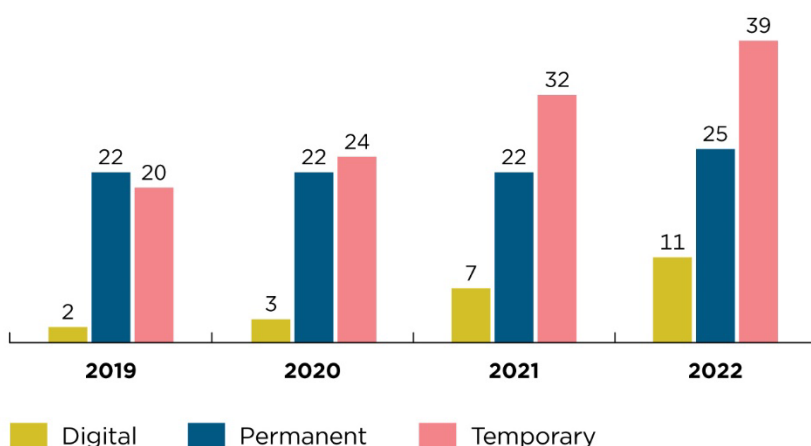
## Public Art

The Public Art Program contributes to city-building by enhancing public spaces and creating a unique sense of place within Mississauga. Public art has the ability to boost local industry and tourism and can lead to a sense of ownership and pride within the community. A variety of permanent and temporary public art installations enhance the quality of life for residents and create great experiences for visitors.

Unlike other programs and services, Public Art was able to continue its curation of art works throughout COVID-19 and were able to increase digital public art and install additional permanent pieces in 2022. The chart below shows the cumulative Public Art pieces that have been added to the City's collection over the past four years, with significant increase in the number of Temporary and Digital pieces that were added to the collection during that time (Chart 4).

Chart 4: City of Mississauga Public Art Collection (Totals)

#### Public Art Projects



Note: Installations do not include privately-owned public art or beautification and placemaking projects.

Source: City of Mississauga

## Culture Services: Creative Industries

### Economic Development of the Cultural and Creative Sectors

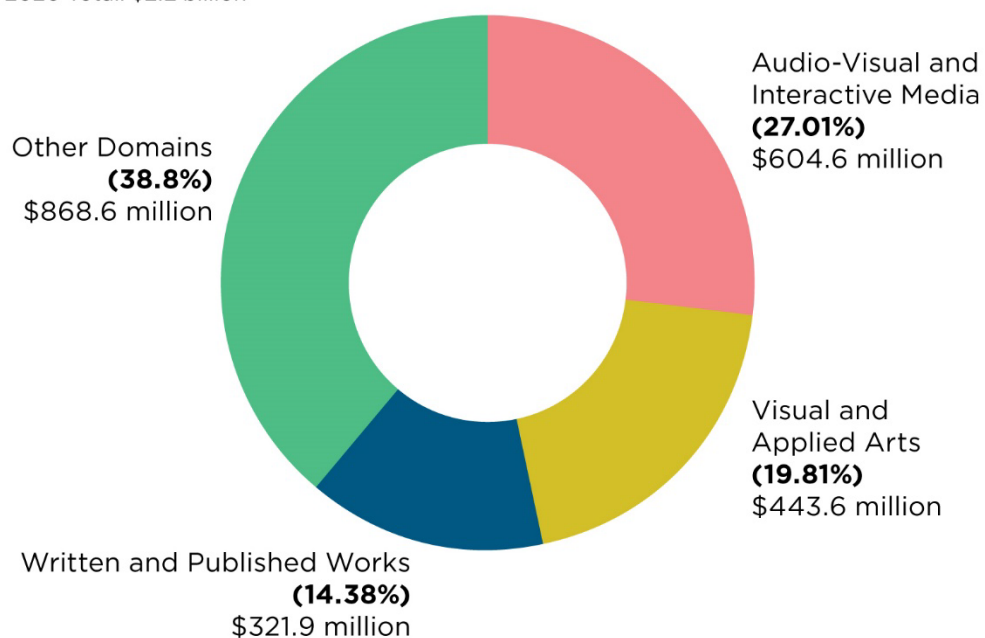
The cultural and creative sectors are a major economic driver for the city. Major industries in Mississauga include visual arts and film production, with growth seen in interactive digital media. The culture sector and creative industries in Mississauga contribute significantly to Ontario's Culture Gross Domestic Product ("GDP") and form part of a knowledge-based economy, which drives innovation, ideas and growth (Ministry of Tourism, Culture and Sport, 2016).

Mississauga's culture GDP sees the top industries from the audio-visual and interactive media, visual and applied arts and written and published works sectors. All other sectors combined contributed an additional \$868.6 million. In 2020, culture's contribution to Mississauga's economy was \$2.2 billion, or 7.8% of Ontario's overall culture GDP. Audio-visual and interactive media, which includes the film and television industry, contributed \$604 million to Ontario's Culture GDP in 2020 and the film and television industry continues to be an increasingly strong employer in Ontario.

Chart 5: Mississauga's 2020 Municipal Culture GDP Overview

### Mississauga's 2020 Municipal Culture GDP Overview

2020 Total: \$2.2 billion



Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage

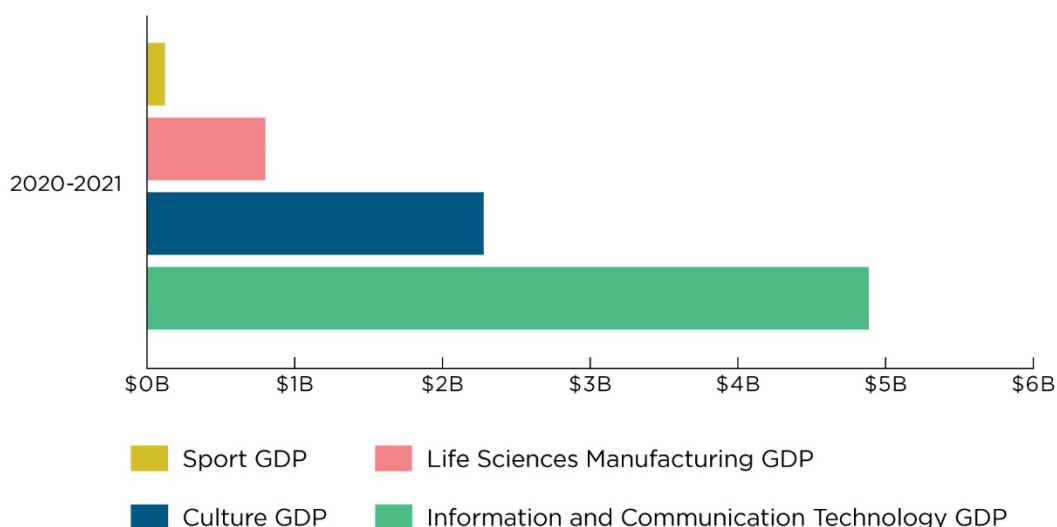
Mississauga had 23,000 jobs in the culture sector in 2020, with over a third (8,300 jobs) coming from various industries such as sound recording, live performance, heritage and libraries, education and training, among others. Visual and applied arts, which includes jobs such as original visual art production, art reproductions, photography, crafts, advertising, architecture and design make up 23% or 2,300 of the culture jobs in Mississauga.

The cultural and creative sectors make strong contributions to Mississauga's GDP and below is a comparison to Life Sciences Manufacturing, Information and Communication Technology and Sport sectors in Mississauga, showing cultural and creative sectors as a major industry in the city:



Chart 6: Mississauga GDP Contributions by sectors 2020-2021

### Mississauga GDP by Sector 2020-2021 (\$ billions)



Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage; Economic Development Office, City of Mississauga

City staff supporting culture venues, programs and services advocate for cultural infrastructure investment and development to attract specialized industries and focus on growing the vibrancy of the city by supporting education and production in the cultural and creative sectors. The City wants to attract and retain creatives and cultural workers to Mississauga and support them in establishing their businesses and producing their craft to support the local economy. Advocacy for and securing investments in supports such as affordable housing and live/work spaces for creatives and cultural workers is critical to achieving this objective.

Many of the recommendations included in the 2024 Future Directions Culture Plan will help culture venues, programs and services to increase its offering of cultural and creative sectors supports in alignment with the entrepreneur lifecycle utilized across the City.

Supports including cultural infrastructure and creative spaces, skills development and training, funding and partnership development are all critical for the continued development of the cultural and creative sectors in Mississauga.

## Film and Television Office

Prior to 2020, the Mississauga Film Office saw a year over year increase to inquiries, applications, permits processed and overall filming days. During the pandemic, with only a short shutdown during the height of closures in early to mid-2020, filming activity in Ontario increased, resulting in an earlier return to permit processing for staff by fall 2020 and a total number of permits issued in 2020 at 115 or about half the number from 2019. With closures still continuing at City facilities, 2021 saw high number of filming use at many City facilities such as community centres, theatres, arenas, parks and libraries. In 2021, the number of film permits issued was 160 with over 1300 filming days. However, due to the return of many

programs and activities in City-owned facilities, there was limited availability for filming to take place in these spaces and thus, filming days dropped in 2022 to 900, while permits remained steady at 160 issued.

## Music Office



Established in 2019, the Mississauga Music Office opened prior to the pandemic and immediately started on increasing music programs for artists in Mississauga. While the pandemic put a hold to in-person performances, the Music Office was able to produce the Summer Concert Series at Meadowvale Theatre with recorded performances available online for the public. Busking also continued as outdoor performances were permitted in small numbers and allowed musicians to perform at various spaces across Mississauga, such

as waterfront parks and Celebration Square. Applications for programs Love, Local, Music and Summer Concert Series saw its highest ever numbers in 2021 with over 300 artists applying to all programs. With the introduction of a new grant stream for music producers, numbers for 2023 are looking to surpass 2021.

## Notable Achievements

Since 2019, the City of Mississauga has completed a number of initiatives to respond to its commitments, as well as to grow its culture offerings for the city, including:

### Public Art

- Public Art staff commissioned Shannon Linde and Sarah Nasby's *Solo Park Bee Hotel*, a temporary public artwork and functioning nesting habitat for solitary bees working in collaboration with Parks, Forestry & Environment to support Mississauga's designation as a Bee City. This project resulted in the creation of an annual collaboration between Public Art and Parks, Forestry & Environment.
- Public Art staff partnered with Tourism Mississauga to commission #MississaugaMade Street Banners, a six-piece banner series produced by Pranavi Suthagar that celebrates Mississauga's diversity and cultural identity, in support of the #MississaugaMade campaign to support local businesses in the wake of COVID-19.
- Public Art staff conducted an equity audit of the artworks in the public art collections. As we work towards a representative public art collection, the results of the equity audit identify gaps, set targets, assign accountability, and retain the spirit of transparency and fairness that create exceptional public art collections.

## Culture Programs

- Hosted virtual programs to support health and wellbeing during the COVID-19 pandemic between 2020 and 2021, including Arts at Home: Wellness Through the Arts (#ArtsAtHome), live streamed virtual concerts and live music through Meadowvale Theatre, the Living Arts Centre and Paramount Fine Foods Centre.
- Produced and hosted Mississauga's first Virtual Canada Day in July 2020 on various digital platforms and saw 17,369 web visitors, more than 1.6 million digital campaign impressions and 13,583 video views over the course of the event.

## Museums of Mississauga

- Hosted *WAR Flowers – A Touring Art Exhibition*, a multi-sensory examination of human nature in wartime, was installed in the Living Arts Centre in September 2020 and attracted over 500 visits on site and hundreds of new and diverse audience members through an online speaker series.
- Created an annual exhibition project for local creatives who identify as BIPOC (Black, Indigenous or Person(s) of Colour) to confront the legacy of cultural institutions as traditionally white, colonial spaces with Eurocentric curatorial practices. Implemented in 2021, the project aims to create welcoming and inclusive facilities that showcase, and amplify the voices of the diverse Mississauga community.
- Co-produced a Mississauga focused traveling exhibition about climate change with a goal to tour locations across the city for four years. The opening event and display at Community Common Park attracted over 37,000 visitors in 2022.



## Creative Industry

- Created and implemented a Creative Industries Economic Recovery Plan between 2020 and 2022 to mitigate, reboot and grow Mississauga's film, television and music sectors in the wake of the COVID-19 pandemic.
- Mississauga was named the 2023 Music City of the Year by the Canadian Live Music Association and Canadian Music Week, recognizing the efforts of the Music Office and the City of Mississauga in establishing the first Music Strategy that will position the city as an incubator for top musical talent and a national destination for live music events and festivals.



City of Mississauga's Music Office staff accepting 2023 Music City of the Year award



## Indigenous Relations

- Reaffirmed Mississauga's relationship with Mississaugas of the Credit First Nation by recognizing the Indigenous origin of the city's name and facilitating the permanent installation of the Mississaugas of the Credit First Nation's flag in the City's Council Chamber in 2021.
- In 2020, added the Indigenous Relations Unit within Community Services.
- Introduced official recognition and celebration of annual Indigenous holidays (starting 2021-2022) including: National Indigenous History Month (June), National Indigenous Peoples Day (June 21st), Orange Shirt Day / National Day of Truth and Reconciliation (September 30th) and Treaties Recognition Week in Ontario (First week of November).
- Entered into ongoing collaboration with the Mississaugas of the Credit First Nation as a municipal partner in the Moccasin Identifier project in 2021.

## Culture Venues

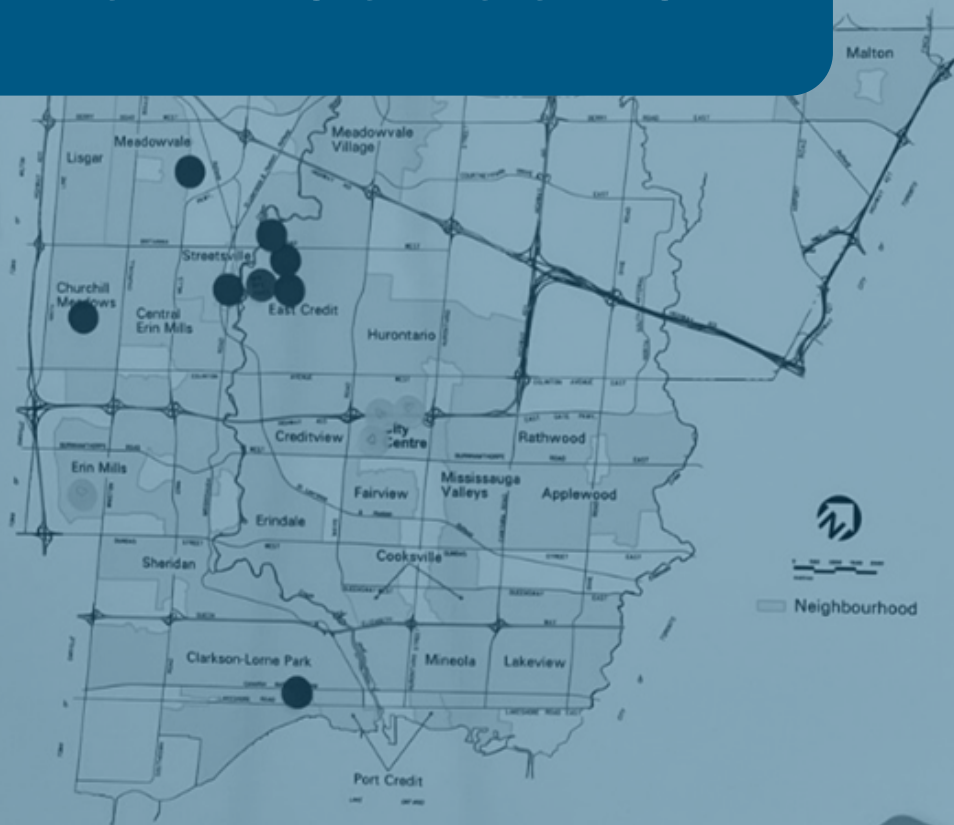
- Integrated the Living Arts Centre and Paramount Fine Foods Centre in 2020 as Culture venues.
- Hosted the Toronto Biennial of Art at the Small Arms Inspection Building in 2019 which ran for 72 days from September to November with more than 7,500 visitors. The Biennial returned in 2022 from March to June.
- Introduced a community access model at the Small Arms Inspection Building in 2020 that provides over 18,000 hours of free access to creative space annually.





# Plan Foundation

Are there underserved areas in the city where you want to experience or participate in arts, culture and heritage?



MISSISSAUGA



# Section 2: Plan Foundation

## Developing the Plan

Every five years the City of Mississauga updates the Future Directions Culture Plan with new research, updated population forecasts, engagement feedback and other valuable inputs.

The graphic below illustrates the process to updating the plan:

Figure 2: Plan development process

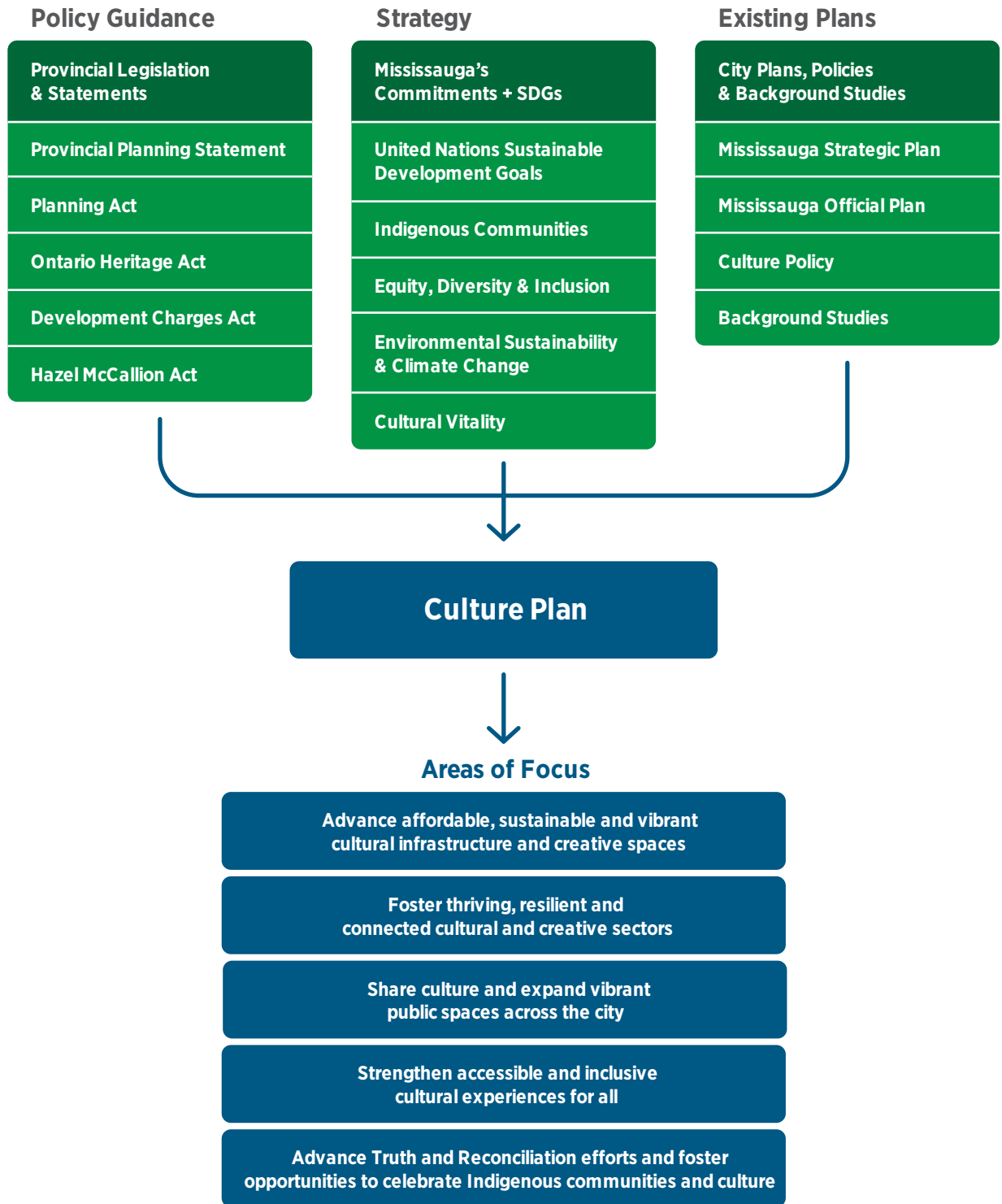


There may be upcoming changes to legislation, provincial policies (e.g. the Provincial Policy Statement) and Minister's Zoning Orders that may impact the population forecasts assumed within the horizon of this plan.

An example of a recent change to legislation, is Bill 112 (Hazel McCallion Act) that was passed by the Ontario Government in June 2023. The legislation will effectively dissolve the Region of Peel by January 1, 2025 and convert Mississauga, Brampton and Caledon into independent, single-tier municipalities. The 2024 Future Directions Culture Plan was developed under the context that Mississauga is part of the Region of Peel.

Any required changes to recommendations affected by updated population growth forecasts, the dissolution of regional governance or other legislation will be assessed, and the City will remain flexible and respond accordingly to ensure the continuance of high quality facilities and services.

This plan was developed with a number of key inputs based on research, engagement and needs assessments. The study was initiated with a series of engagement activities. These sessions identified community perspectives on the future of arts, culture and heritage in Mississauga, the current state of culture venues, programs and services, recent accomplishments, key challenges and areas of focus for the 2024 Future Directions Plan. The engagement period was followed by research into trends in culture venues, programs and services provision, market conditions, and best practices from other jurisdictions from local to international examples. This information was supplemented with a review of usage and participation data.



## Guiding Provincial Legislation & Statements

Provinces across Canada have jurisdiction over municipalities within their borders, and so the actions of all municipalities in Ontario are guided by provincial legislation, statements and plans. The recommendations within the 2024 Future Directions Culture Plan were created with reference to several key pieces of provincial policy and legislation, including the Planning Act, Ontario Heritage Act, Provincial Planning Statement and Development Charges Act.

The Planning Act lays out the framework for land use planning in Ontario including the role of the province and municipalities. The Planning Act issues key policy planning documents and plans, including the Provincial Planning Statement (“PPS”) that municipal planning decisions shall be consistent with. It also enables municipalities to plan for the future and to guide land use and development by using various tools including official plans and planning policies, zoning bylaws and minor variances, site plan controls, community improvement plans and community benefits charges.

The Provincial Planning Statement (“PPS”) also requires municipalities to update cultural heritage policies to align with recent OHA amendments that focus on conserving protected heritage properties.

The Ontario Heritage Act (“OHA”) enables the identification and protection of cultural heritage resources and archaeological resources in Ontario. The province and municipalities can identify and protect properties of cultural heritage value or interest and designate heritage conservation districts to protect several properties in the same area.

The Development Charges Act allows a municipality to impose charges against land to pay for increased capital costs that result from increased demand for services when an area is developed. Specific requirements must be met for a development to be eligible for such charges, and charges may only be imposed if a development results in increased needs for specific services listed in the Development Charges Act, including services related to parks and recreation services, but not land acquisition, and public health. See Appendix 8 for detailed descriptions.





## Alignment with City Plans and Policies

In order to ensure consistency in planning, the 2024 Future Directions Culture Plan considers policies and recommendations set out by other City Plans including the City's Official Plan, Culture Policy, and other municipal documents.

### Mississauga Strategic Plan

The City's Strategic Plan establishes the vision and priorities that define what the City wants to be. This vision is supported by five Strategic Pillars: 'Move, Belong, Connect, Prosper and Green.' These pillars represent the main objectives that drive all City actions and initiatives (including the preparation of policies and plans, such as Future Directions). The Strategic Pillars reflect a common purpose: a collective desire for success in leadership, quality of life, and civic pride – all of which are relevant to the Future Directions Culture Plan.

In order to realize our strategic priorities the City needs to regularly adapt and plan for change. To that end, in 2023 the City of Mississauga is carrying out a review and update of the Strategic Plan to ensure its priorities remain relevant and that actions are being taken to realize its goals and objectives. The updated Strategic Plan is scheduled to be launched in 2024 to coincide with the City's 50th anniversary. The Future Directions initiatives have taken steps to ensure alignment to both the current and future iterations of the City's Strategic Plan.

### Mississauga Official Plan

The Mississauga Official Plan guides how the City will grow and develop, as required by the *Ontario Planning Act* and provides policies to manage and direct land use, in line with the City's Strategic Plan. Its policies address important parts of city-building that affect everyone who lives and works in Mississauga, including housing, transportation, cultural heritage, the natural environment, and the economy. The 2024 Future Directions Culture Plan was developed in consideration of these policies and in alignment with its objectives.



*City of Mississauga Banner Program 2020-2021 installation, Artist: Pranavi Suthagar*

## City's Budget

The City works hard to achieve value for money and sound financial stewardship in the development of the annual Business Plan and Budget. The City prepares the Business Plan and Budget using a rolling four-year planning horizon for the operating budget and a 10-year horizon for capital budget planning. This multi-year approach allows the City to respond to political, economic, social and environmental circumstances.

Management of the City's services is organized into 14 administrative service areas. Each service area prepares an individual business plan and budget in line with City priorities that are established and communicated by the City's Leadership Team. This annual process starts in May and concludes in December (in a non-election year) with Council's approval of the budget for the upcoming year. Council reviews estimates and forecasts for the full four-year period; however, when Council votes each year to authorize spending and taxation, it is for the first year of the new cycle only.

When Future Directions Plans are endorsed by Council, the funding required to implement actions identified within the plans is not approved at the same time. Instead, service areas with Future Directions Plans bring items forward for consideration during a future business planning and budget cycle. Only once these items have been approved in the budget can they move forward for implementation.

## Background Studies & Strategies

Several background studies and strategies were undertaken between 2019 and 2023, which form the basis of the 2024 Future Directions Culture Plan. In combination with research and engagement undertaken during the Future Directions process, this work provided the framework from which the Plan's recommendations were built. These studies and strategies include the:

- Cultural Districts Implementation Plan, 2021-2024
- Culture Hubs – Business Case Lite, 2021
- Museums of Mississauga Business Plan, 2022-2026
- Museums of Mississauga Interpretive Strategy, 2020
- Small Arms Inspection Building North Building – Phase 2 Feasibility Study, 2022
- Conserving Heritage Landscapes Study, 2022
- Music Strategy, 2022



*Meadowvale Theatre Open House, featuring lobby artwork It Takes a Community to Build a Story by artist Jay Havens*

## Planning in the Context of Growth and Change

Since 2004, Future Directions Plans for Recreation, Parks & Forestry, and Library Services have organized the city into six functional service areas in order to provide the basis for sub-geographic analysis. In 2022, the six original service area boundaries were revisited recognizing the evolution of Mississauga's urban structure and population density characteristics. Through further analysis conducted during the 2024 Future Directions process, slight adjustments have been made to the service area boundaries and validated through a population, case study and service level analysis that have resulted in the following:

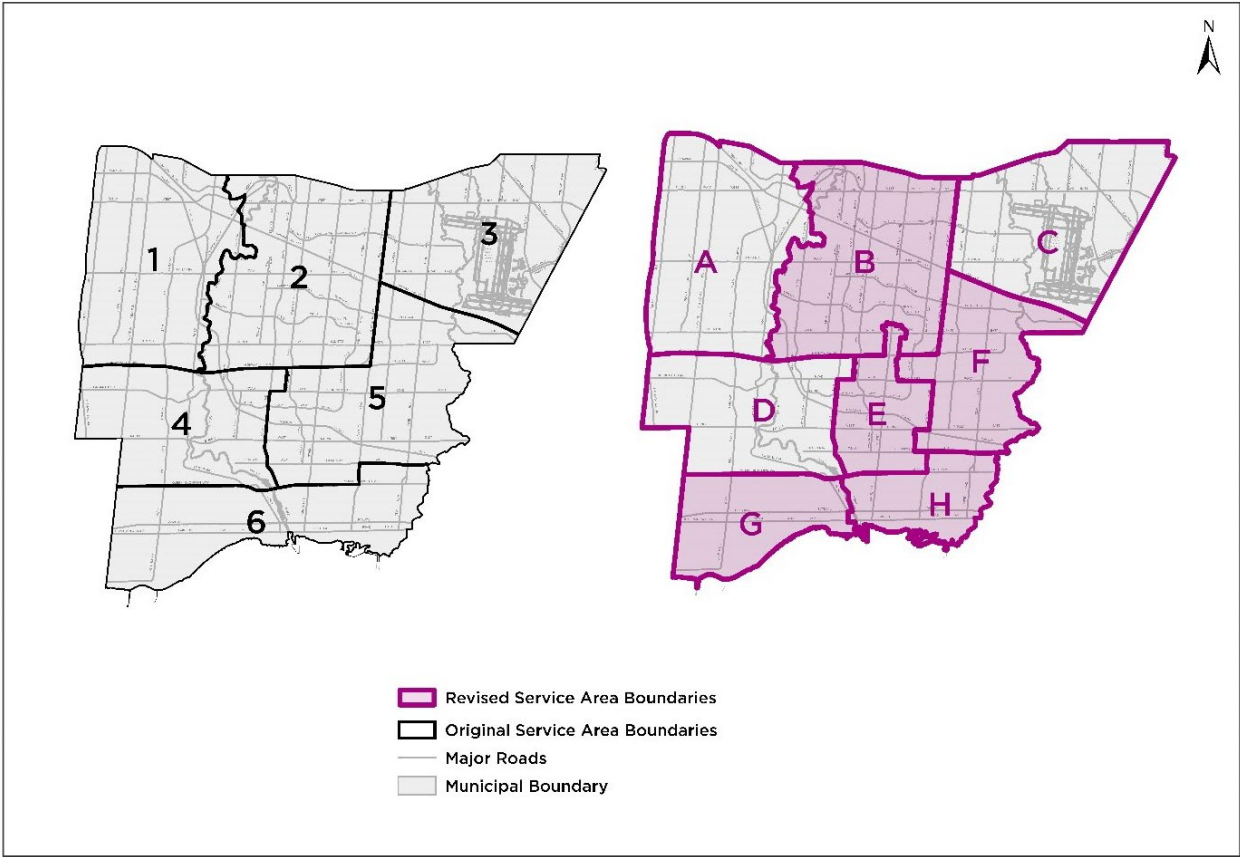
- Renaming service areas using an alphabetized list rather than numbered approach to avoid confusion with ward numbers;
- No changes to the original Service Areas 1, Service Area 3 and Service Area 4 which were respectively renamed as Service Area A, Service Area C and Service Area D;
- Redefining a new Service Area E specifically to reflect the Hurontario LRT network and the higher densities that are found along the urban growth centre (UGC) corridor. This adjustment integrates the Uptown Major Node found in the original Service Area 2 and separates the Mississauga Valleys and Cooksville Neighbourhoods from the original Service Area 5; and
- Dividing the original Service Area 6 in half and create new Service Area G and Service Area H using the Credit River to separate the two districts, with the QEW remaining as the northern boundary.

The 2024 Future Directions now includes eight service areas which better align with the City Structure outlined in the new Mississauga Official Plan. These service areas better reflect the evolution in the city structure, transportation network and planned growth patterns. They also provide a basis to potentially differentiate service levels based on land densities and developments, account for land economics, and allow the City to tailor its strategies based on provincial legislation. The adjusted service area boundaries offer a balance between reflecting Mississauga's urban structure and the City's historical approach to planning.





Original and Revised Service Area Boundaries





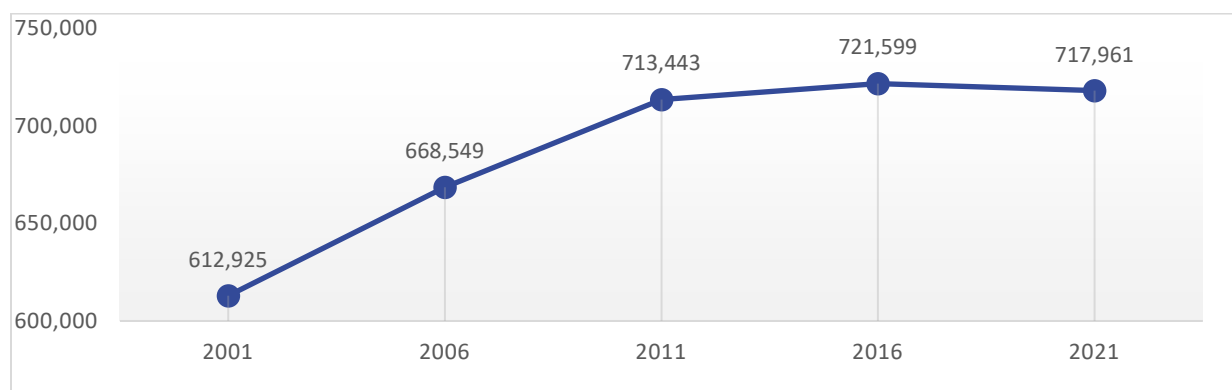
A large crowd of people is gathered in a park, sitting on the grass. In the background, there is a tall clock tower and modern buildings. The scene is captured in a monochromatic blue-grey tone.

# Population Growth

# Section 3: Population Growth

## Historical and Current Population

Between the 2001 and 2021 census periods, the City of Mississauga's recorded population grew from 612,925 to 717,961 persons (unadjusted for net census undercoverage) (Statistics Canada Census, 2001-2021), resulting in 105,000 more people or an increase of 17 percent. Between 2016 and 2021, however, the City's population declined by 3,638 persons which may be a result of multiple factors. The COVID-19 pandemic likely contributed to this decline due to construction delays affecting a large number of developments, online learning decreasing the number of post-secondary students, and restrictions limiting immigration.



*City of Mississauga Census Recorded Population, 2001-2021*

The annualized growth rate has been declining since 2001 which could be a result of aging population and 'aging in place' trends particularly in mature neighbourhoods, and/or financial barriers to home ownership. The city's population is expected to grow again and catch up to the approved forecast in the short-term based on submitted planning applications and building permit activity.

**The City's current growth forecasts estimate a 2031 population of 795,040 persons and to ensure consistency with other City reports, this figure is used as the baseline for this plan.**

# Projected Population Growth

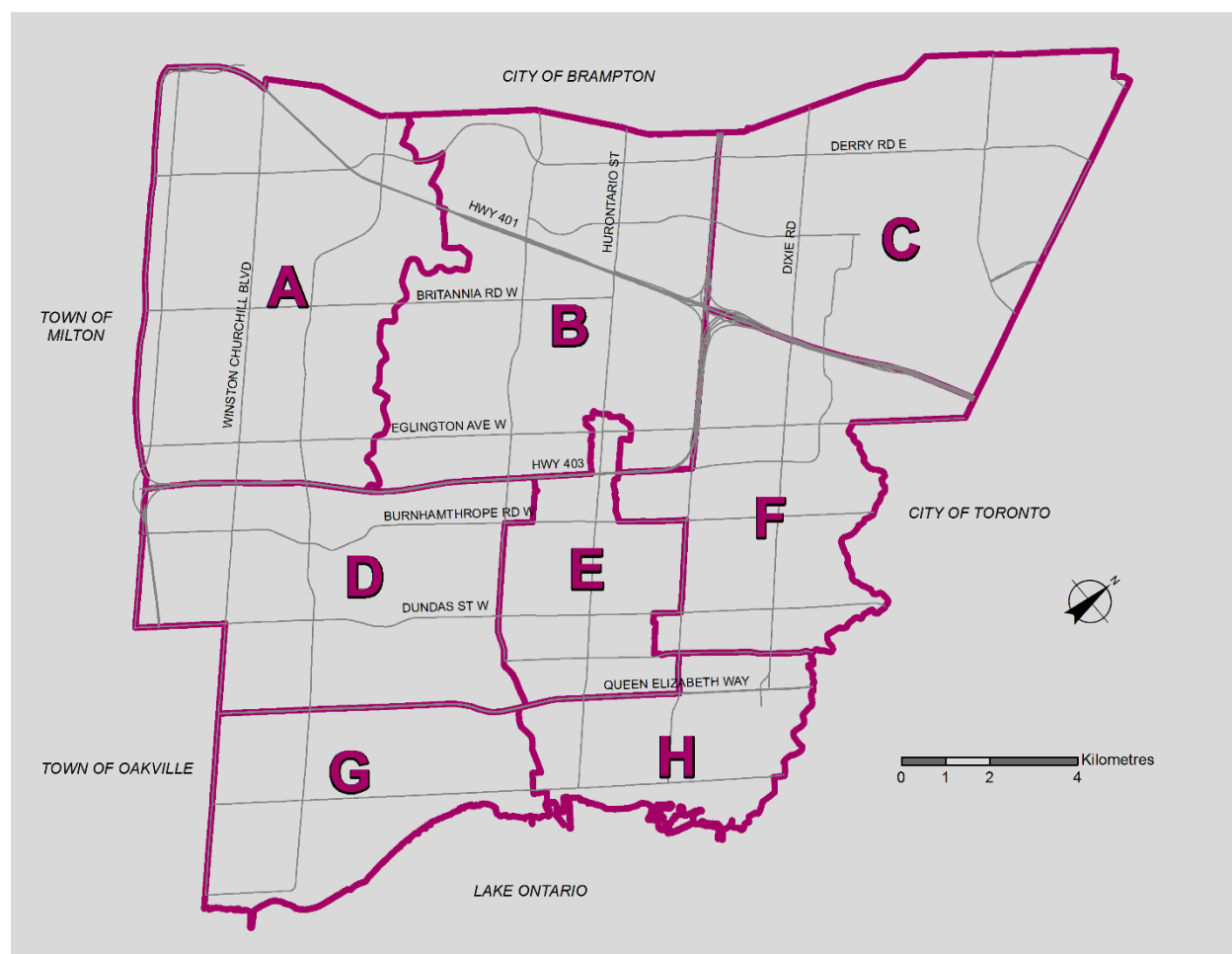
Growth forecasts show that Mississauga's population will grow from current year estimate of 795,040 to reach 852,060 by the year 2031. Beyond the current Future Directions planning period, Mississauga's population is projected to reach 995,040 by the year 2051.

Table 1: Forecasted Population Growth by Service Area Boundaries, 2021-2051

Service Area	2021 Population Estimate	2031 Population Estimate	2051 Population Estimate	10 Year Growth Rate (2021-2031)	30 Year Growth Rate (2021-2051)
A	187,410	195,280	209,320	4.2% (7,870 persons)	11.7% (21,910 persons)
B	159,570	161,210	167,950	1.0% (1,640 persons)	5.3% (8,380 persons)
C	39,430	39,060	40,900	-0.9% (-370 persons)	3.7% (1,470 persons)
D	102,440	101,990	107,730	-0.4% (-450 persons)	5.2% (5,290 persons)
E	140,000	172,490	226,750	23.2% (32,490 persons)	62.0% (86,750 persons)
F	74,840	75,540	91,410	0.9% (700 persons)	22.1% (16,570 persons)
G	47,640	53,480	66,450	12.3% (5,840 persons)	39.5% (18,810 persons)
H	43,710	53,010	84,530	21.3% (9,300 persons)	93.4% (40,820 persons)
<b>Total</b>	<b>795,040</b>	<b>852,060</b>	<b>995,040</b>	<b>7.2% (57,000 persons)</b>	<b>25.2% (200,000 persons)</b>



## Service Area Boundary Map



The projected distribution of Mississauga's population has been analyzed for each service area. The following trends are noted:

- **Service Area A** is Mississauga's largest by population with a year 2021 estimate of 187,410 persons. The area has seen considerable development activity in recent years through the Churchill Meadows area in the northwest and its previously undeveloped land base is now considered to be largely built out. There are still 7,900 new residents forecasted for this Service Area by 2031 and 22,000 more people in total by the year 2051. Growth is primarily attributed to the Central Erin Mills Major Node (nearly 50 per cent of the service area's net share of the population increase by 2031). The Ninth Line and Streetsville Neighbourhoods will experience most of the remaining growth. Notably, the Ninth Line Neighbourhood is projected to experience substantial growth as much of its undeveloped land base has approved plans for a subdivision which will account for approximately half of this service area's population growth over the next eight years.
- **Service Area B** has a present day population of 159,570 and is expected to grow to 161,210 over the next eight years.
- **Service Area C** contains Mississauga's smallest population total (largely because the majority of this service area is composed on non-residential character areas), with a year



2021 estimate of 39,430 persons that is projected to remain the same over the next eight years before increasing slightly to 40,900 persons by the year 2051. This is the lowest growth rate among all service areas. Virtually all of this service area's future development is planned to be around the Malton Community Node.

- **Service Area D** is forecasted to have little change in its total population – presently estimated at 102,440 persons. Growth is projected in the post-2031 period with approximately 5,300 persons to be added by the year 2051 over and above present-day estimates. The Sheridan Community Node, Sheridan Neighbourhood and Mavis-Erindale Employment Area are expected to account for 75 per cent of long-range growth.
- **Service Area E** contains the city's Urban Growth Centre which is comprised of the Downtown Core, Uptown Node, Fairview, Cooksville and Hospital Character Areas, and a number of stable areas like the Mineola and Cooksville Neighbourhood Character Areas. It has a population of 140,000 and is projected to increase by nearly 32,500 to reach a population of 172,500 by 2031. This service area will see the highest growth in the next 10 years and second highest growth in the next 20 years.
- **Service Area F** has a population of 74,840 and is projected to remain relatively unchanged, increasing 700 persons between 2021 and 2031.
- **Service Areas G and H** have a current population estimate of 91,350 and collectively forecasted to grow substantially over the next 30 years. The forecasted population will total 106,500 persons by 2031 and over 150,000 persons living south of the QEW in Mississauga by 2051. Beyond 2031, the majority of the population share will be east of the Credit River towards Service Area H whose 2051 population is forecasted at 84,500 persons compared to 66,500 persons in Service Area G. Growth will primarily occur within the Port Credit Neighbourhood West, Port Credit Major Node, Lakeview Waterfront Major Node, and Lakeview Neighbourhood.



*3 Arches by Polymetis, Fairwinds Park*

In May 2023, an Enhanced Minister's Zoning Order (EMZO) was released to permit increased density and other changes to Lakeview Village in Service Area H. The EMZO identifies that Lakeview Village will have a maximum of 16,000 residential units, which is double what is currently planned for in this development area. At the time of preparing this Future Directions Culture Plan, City staff are in the process of understanding the full scale of the impact the EMZO will have on this area as it relates to projected population, which will directly influence culture venues, programs and services needs. Once adjusted population forecasts are developed and changes to the overall development vision is understood, future indoor recreation facility needs will need to be assessed during the next Future Directions Plan.

Bill 23 requires the City to make a pledge to build more homes. The City's Planning & Building Division indicates that Mississauga will still use the current growth forecasts to support their infrastructure planning, with the caveat that Bill 23 indicates that the province will prepare a new Growth Plan for the Greater Golden Horseshoe. The City of Mississauga would have to consider how any new provincial Growth Plan will affect population allocations and approved growth forecasts through future conformity exercises.



*Living Among Urban Nature, by Soon Cho, 2023.*



## Areas of Intensification

Development will be primarily directed to the City's Intensification Areas as defined through the City of Mississauga Official Plan. 50% of all new residential population growth in Mississauga forecasted by the year 2031 – amounting to 26,500 people – is being directed to the Urban Growth Centre (referred to as the Downtown in the previous Official Plan) and its associated character areas. The majority of the remaining share of growth to 2031 is forecasted for Mississauga's Major Nodes (25 per cent) and Neighbourhoods (21 per cent).

- **The Urban Growth Centre** is located in Service Area E and is subdivided into four character areas around the Highway 10 (Hurontario Street) corridor. Of the four areas, the Downtown Core is expected to receive 81 per cent of the growth representing over 21,400 residents forecasted by the year 2031 and another 22,500 by the year 2051 to reach a total population of nearly 81,000 persons (over double the population that currently exists).
- **Central Erin Mills Major Node** is located in Service Area A, north of Highway 403 and in between Winston Churchill Boulevard and Erin Mills Parkway. The Central Erin Mills node is forecasted to add 4,600 persons over the next 10 years and 7,350 new residents by 2051, ultimately reaching nearly 15,000 persons. Expected growth in this node will account for nearly one-third of all growth in Mississauga's Major Nodes.
- **Uptown Major Node** is located in Service Area E, north of Highway 403 along Hurontario Street. The Uptown node is forecasted to add 5,500 persons over the next 10 years and nearly 22,500 new residents by 2051, ultimately reaching just over 34,500 persons. The 10-year growth in this node accounts for nearly 10 per cent of all growth to occur in Mississauga by 2031.
- **Port Credit Neighbourhood (West)** is located in Service Area G to the south-west of Mississauga Road along Lakeshore Road. Port Credit is projected to increase in population by 5,300 persons in the next 10 years and over 11,100 persons to more than four times its population in 30 years to 14,700 persons in total. This 10-year growth represents nearly 45 per cent of all neighbourhood growth and nine per cent of the total population growth.
- **Lakeview Neighbourhood** is located in Service Area H in the south-eastern portion of Mississauga. This neighbourhood is projected to grow by 3,800 persons over the next 10 years with an additional 9,600 persons by 2051. This growth will result in a total population of 37,500 by 2051, equating to an average annual growth rate of 1.8 per cent.
- **Lakeview Waterfront Major Node** is located in Service Area H and surrounded by the Lakeview Neighbourhood. As previously identified, the province's EMZO identifies that Lakeview Village will accommodate 16,000 residential units, which is double what is currently planned for this area. City staff are currently in the process of understanding the impact the EMZO will have on the projected population and as a result, total population growth is currently unknown.

Table 2: Projected Growth by Character Area (Major Area of Intensification)

Character Area	2021	2031	2021 to 2031 Change	Share of City-wide Growth
Urban Growth Centre	79,650	106,170	26,520	47%
Central Erin Mills Major Node	7,620	12,200	4,580	8%
Uptown Major Node	12,090	17,570	5,480	10%
Port Credit Neighbourhood (West)	3,530	8,810	5,280	9%
Lakeview Neighbourhood	24,200	27,990	3,790	7%
Lakeview Waterfront Major Node*	0	4,460	4,460	8%

Source: City of Mississauga, 2022

\* Population forecast for Lakeview Waterfront Major Node does not reflect the Province's EMZO impacting Lakeview Village as City staff are understanding the population impact at the time of preparing this Future Directions Plan.

Culture work considers the above data along with disaggregated data to inform our recommendations for this plan. When working on neighbourhood-level projects, staff will consult disaggregated data to better understand community needs and to take into consideration the impacts of their work on residents. This information is available in Appendix 9.





# Purposeful Engagement

# Section 4: Purposeful Engagement

The 2024 Future Directions Culture Plan was developed with consideration for the vision for community engagement at the City of Mississauga: Meaningful engagement every time. This process provides for open, two-way dialogue, offers an inclusive approach to seek diverse opinions and ensures that decision-making is well informed. To accomplish this, multiple forums were promoted to communities in Mississauga including focus groups and discussions, online surveys, face-to-face meetings and pop-up events. See Appendix 10 for a detailed demographic breakdown of who responded to the public survey.



In addition to the range of methods used to consult residents and groups, the Future Directions 'Have Your Say' engagement page was made available for translation to allow for non-English speaking members of the community to engage in the public consultation process. Regular, purposeful engagement was conducted throughout each phase of the project and outcomes were shared at various stages, including being incorporated into this plan. The open, transparent, accessible, inclusive and participatory manner with which engagement for the 2024 Future Directions Culture Plan was conducted strongly upholds the City's vision of meaningful engagement every time.

City staff approached engagement in two phases between October 2022 and March 2023, and March and December 2023, respectively. In phase one, engagement participants were asked to think about the future of arts, culture and heritage in Mississauga and discussions explored how each participant's work, including that of Culture venues, programs and services, can advance the City's strategic priorities. Engagement activities drew out community aspirations and concerns to directly inform recommendations and were structured as invitations to initiate collaboration and uncover opportunities for partnership between Culture venues, programs and services and key participants in delivering on proposed recommendations.

During the second phase of engagement, participants were provided with feedback on how their input influenced the Culture Plan's goals and recommendations, and were asked for comments for consideration during final reviews. Engagement sessions with key participants further explored collaboration and partnership opportunities, as well as what decision-making opportunities, tools and information are needed to empower participants to directly support implementation of the 2024 Future Directions Culture Plan's key recommendations and projects.

**15,000+**  
people engaged

Consultation with residents, visitors, Indigenous Communities, City staff, groups with interest, key cultural organizations, creative industry, and Council helped shape the Future Directions Culture Plan. Input was received through the following ways:



**Public Awareness  
and Promotion**



**Community  
Survey**



**Virtual Public  
Engagement Session**



**Council  
Interviews**



**Indigenous Communities  
Consultations**



**Focus  
Groups**



**Pop Up  
Engagements**



**Staff Engagement  
and Survey**



**Cultural Organization  
Consultations**



**Culture Storytelling  
& Discussion Event**



**Culture Sector  
Survey**



**Creative Sector  
Consultations**



During the first phase, the Core Working Team participated in and facilitated 46 engagement sessions with a range of participants, including Mayor and Council, Indigenous communities, and Community Services leadership. Additional participants that were engaged were categorized by the following participant types:

- A. Culture venues, programs and services Leadership and staff
- B. City of Mississauga staff
- C. Educational institutions and student unions
- D. Demographic-specific participants
- E. Community organizations
- F. Creative industries professionals
- G. Arts, culture and heritage organizations and professionals
- H. General public

The same types of participants were engaged during Phase 2. Participants in the engagement process varied greatly in terms of their demographics, and positions within the organizational and cultural landscape of Mississauga, as well as Ontario's cultural and creative sectors at large.





## Key Findings and Themes

Through meaningful engagement, people shared opportunities for the City to push its actions further and strengthen its commitments to Truth and Reconciliation, equity, diversity and inclusion, environmental sustainability and climate change action, and cultural vitality. These opportunities centered on how the City can:

- Actively explore and confront its past and present by communicating about and building awareness and understand of its cultural heritage values and stories, and acknowledging opportunities for growth and improvement,
- Providing space for people to connect, express themselves, engage in cultural and creative production, share ideas and shape their city
- Creating a safe space for all and facilitate opportunities for people to connect through culture, and share and evolve their values, beliefs and ideas

The majority of engagement participants shared similar ideas for how the City can support these opportunities. The following table identifies the eight key themes that emerged and which types of participants supported them.

To address these opportunities the majority of participants engaged identified the following cultural specific supports.

Table 7: Engagement Theme Results

Theme	Participant Type							
	A	B	C	D	E	F	G	H
Space availability, affordability and accessibility	x	x	x	x	x	x	x	x
Partnership opportunities, mentorship supports and capacity building	x	x	x	x	x	x	x	x
Grow and sustain the culture sector and creative industries	x	x	x	x	x	x	x	
Networking and interconnection between groups, artists, spaces and businesses	x	x	x	x	x	x	x	
Improved marketing, communication and cross-promotion	x		x	x	x	x	x	x
More localized neighbourhood events and programming	x			x	x	x	x	x
Animation, colour and vibrancy in public spaces, streets and building corridors	x	x		x	x		x	x
Centralized platform to promote City-run and Community-run events and programming			x	x	x		x	x

## Space availability, affordability and access

Overall, all types of participants shared that there is a need to better understand the availability of public and private spaces for cultural uses across the city, and to proactively plan for the creation of new spaces. Some specific opportunities to support access to spaces emerged, such as working with local School Boards to develop a formalized guideline or program to support arts and cultural users with accessing school spaces through the Ontario-wide Community Use of Schools Program.

## Partnerships opportunities, mentorship supports and capacity building

All participants identified a desire for partnership opportunities, mentorship supports and capacity building. In particular, youth, creatives, educational and creative industries professionals spoke about the need to increase opportunities for learning and employment in creative industries and the arts. Youth, emerging artists, arts and culture organizations want to better leverage available resources across Mississauga such as small business development, grants funding, space rentals, project and financial planning and training opportunities.

## Grow and sustain the culture sector and creative industries

Participants spoke of opportunities to leverage goodwill from the business and development communities to support culture sector growth. They spoke about the value of developing cross-sectoral and interdisciplinary connections to create new, interesting and accessible installations, events and programming that can grow the cultural and creative sectors. An example is events and programming that incorporate different art forms and creative presentation.

## Networking and interconnection between groups, artists, spaces and businesses

Most engagement participants, excluding the general public, shared about their intention to build interconnections and grow the culture sector and creative industries. Arts, culture and heritage groups across the city are actively working to improve their communications, and also wish to improve their communications with City staff including Culture venues, programs and services.

Participants spoke of wanting opportunities to create connections between the culture sector and the larger business community in Mississauga to explore opportunities for partnership and collaboration and to leverage goodwill, supports and resources.



## Improved marketing, communication and cross-promotion

All participants outside of City of Mississauga staff spoke about opportunities to improve marketing, communications and cross-promotion of arts, culture and heritage opportunities and experiences.

Arts, culture and heritage organizations spoke about leveraging their interconnections to promote events, programming and initiatives for new audiences. They would like to see more opportunities for cross-promotion with non-arts related businesses and organizations as well. For example, working with other recreation and sports based organizations to market events and programming to create new audiences, participants and supports.

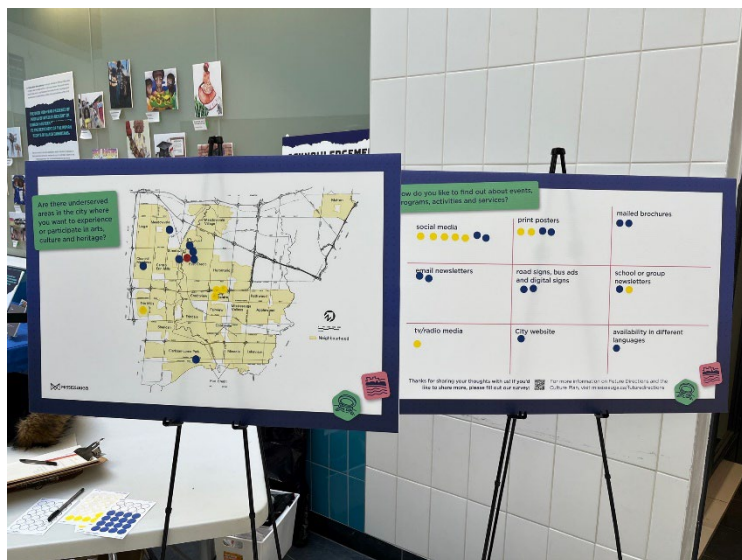
## More localized neighbourhood events and programming

The general public, arts, culture and heritage and creative industries organizations and professionals, and Culture venues, programs and services staff expressed a strong desire for more cultural events and programs across the city. Public participants were most interested in smaller scale events and arts programming in their local neighbourhoods with more geographic distribution across Mississauga.

## Animation, colour and vibrancy in public spaces, streets and building corridors

Residents spoke about wanting to see art and culture in their everyday life as they take their daily journeys across the city—walking in neighbourhoods, on trails, along transit routes, road corridors and in development areas. They want the public realm to be improved by adding colour and activity along roadways, parking lots, intersections, bike paths, as well as within indoor spaces such as buses.

## Centralized platform to promote City-run and community-run events and programming



Many participants acknowledged a lack of centralized, broad and inclusive sources of information about cultural happenings of all sizes across Mississauga. Even people involved in the cultural and creative sectors shared that they are often unaware of everything happening across the city, and lamented about lost opportunities to align activities with and leverage resources across other small initiatives due to insufficient advance notice of events and activities. Conversations with City of Mississauga staff also revealed that there are forthcoming shifts in terms of which City entities will

be covering what cultural happenings that may leave a gap in coverage of small-scale community run events and initiatives.

As a solution, many arts, culture and heritage groups and professionals expressed an interest in the creation of a publicly accessible centralized platform for communication including a calendar of events and an open submission portal to receive submissions of events, programming and other opportunities.

## Areas of Focus

The themes that emerged from community engagement were merged together to create the following five areas of focus for the 2024 Future Directions Culture Plan. Each area of focus reflects the ideas and needs shared to ensure that engagement directly informed the recommendations included in this plan. The areas of focus include:

### **Advance affordable, sustainable and vibrant cultural infrastructure and creative spaces**

**Outcome:** A robust network of different types of public and private-sector developed and community-operated cultural infrastructure and creative spaces across the City that meet community needs, have tourism appeal and support the growth and sustainability of the cultural and creative sectors.

### **Foster thriving, resilient and connected cultural and creative sectors**

**Outcome:** Thriving cultural and creative sectors with mentorship and career opportunities for emerging, entry-level to experienced professionals, a range of opportunities to showcase and exhibit work and a supportive environment for interactive digital media and information technology industries.

### **Share culture and expand vibrant public spaces across the city**

**Outcome:** Distinct, vibrant neighbourhoods across the city that offer opportunities for people to experience culture within their daily lives. A rich offering of small and large parks and open spaces equipped with infrastructure to host small-scale community events and large-scale festivals and events.

### **Strengthen accessible and inclusive cultural experiences for all**

**Outcome:** An inclusive, accessible and welcoming city where equity, access and affordability are embedded in the Culture venues, programs and services, continually strives to evaluate and advance equity, diversity and inclusion and demonstrates openness to experimentation and new ideas.

### **Advance Truth and Reconciliation efforts and foster opportunities to celebrate Indigenous communities and culture**

**Outcome:** A City that is deeply committed to embedding Reconciliation efforts in every area of Community Services and where Indigenous worldviews and the perspectives of our Treaty partners and all Indigenous communities who have stories to tell within Mississauga define how we re-imagine culture work.





# Responding to Existing and Future Conditions

LAC  
Living  
Arts  
Centre  
MISSISSAUGA

# Section 5: Responding to Existing and Future Conditions

City staff undertook an in depth Environmental Scan to investigate current and future trends and best practices, and develop key implications for culture planning going forward. This benchmarking research explored local, regional, national and international examples that offer unique perspectives, inventive solutions and innovative best practices to advance arts, culture and heritage. The key topics that emerged from this review echo what the Future Directions team heard from engagement participants.

## Planning for Cultural Infrastructure

Many cities around the world are influenced by upper level government legislation and policies that guide how they support, foster and grow culture. Provincial legislation across Canada outlines the services and programs that municipalities are responsible for providing, as well as the tools that are available to fund their development and maintenance. In recent years surrounding the creation of this Plan, municipalities across Ontario experienced a rapid pace of legislative changes that altered the landscape for the development of key community services. In addition, Mississauga was identified as a city ripe for transition into a single tier municipality in 2023, which is further changing its context and the types of services it needs to provide.

In Ontario, municipalities can access funding to develop and secure community services by obtaining community benefits charges and development charges through new development projects. These tools help fund community and cultural infrastructure to ensure the City can adequately support the added density and include the provision of key services such as parks and public spaces, community centres and culture facilities and transit.

In recent years, it has become increasingly challenging for cities to advocate for the development and support of cultural infrastructure and creative spaces due to the type and rapid pace of legislative changes. Changes in legislation have changed which types of community services are eligible for funding and at what level through these development-related charges, and have tightened up response timelines for applications. Cities that take a pro-active approach to identifying priority areas and opportunity lands ripe for cultural infrastructure and creative spaces through City plans, policies and strategies will be better positioned to advocate for development opportunities as they arise.

*Bill 112, Hazel McCallion Act*, identified that the Regional Municipality of Peel (“Region of Peel”) will be dissolved and the City of Mississauga will become a single tier municipality by 2025. Prior to the introduction of this provincial act, the Region of Peel delivered a wide range of programs and services to support residents and businesses across Brampton, Caledon and Mississauga. These services included paramedic services, health programs, long-term care and services for seniors, child care support, garbage collection and recycling, water and water

treatment, road maintenance, financial help, housing and shelter. Mississauga's transition to a single tier structure may have implications for culture venues, programs and services, such as accommodating additional business units or services currently at the Regional level. The added authority and responsibilities of becoming a single tier municipality may enable new opportunities to advocate and develop cultural infrastructure, such as mechanisms to support the cultural and creative sectors, increase cultural vibrancy in neighbourhoods and incentivize cultural uses.

## Mississauga's Response

The City and the cultural and creative sectors need direction on the vision and strategy for cultural infrastructure and creative spaces across Mississauga.

### **1 Analyze cultural infrastructure and creative spaces needs, trends and market realities, and create a shared vision, implementation and funding strategy for public, private sector and community organizations.**

This will require an understanding of what is available in terms of public and private spaces, which can contribute to the development of provision standards and inform space use planning for the city's culture venues. The strategy will be informed by a review of the market realities that take into account post-pandemic recovery and new legislative impacts facing the cultural and creative sectors with regards to space needs and requirements. This process will be undertaken in collaboration with new and existing partners including public, private sector and community and cultural organizations to ensure that the needs of the cultural and creative sectors are being served by facilities and spaces ([Recommendation #1](#)).

Many municipalities use provision standards to help identify the quantity, quality or characteristics of a service, program or infrastructure that is required for a population size. Examples of provision standards in other areas of Community Services such as parks and recreation include: the square meter area of park space required per person in a neighbourhood, or the number of ice rinks or tennis courts. There are no examples of provision standards for municipal culture programming, such as standards or progression ladders for the provision of studio spaces, creative programs or culture venues for a given population.

**Progression Ladders are visual diagrams and models used by various art forms and creative industries to identify supports available to artists and creatives as they develop their skills, craft and careers. This can include levels of access to production spaces and studios, availability of educational and skills-based learning opportunities, the types of venues and spaces available to artists and creatives and types of funding resources.**

## Mississauga's Response

Developing provision standards for culture venues, programs and services can help the City of Mississauga identify gaps in our current offerings and address where and what type of additional cultural infrastructure and resources are needed.

### **11 Develop provision and utilization standards for culture venues, programs and services to grow creativity and capacity in the cultural and creative sectors.**

Provision standards, along with a clear vision and strategy for cultural infrastructure and creative spaces, will help the City to provide optimal services and opportunities to engage with arts, culture and heritage and support the sustainability of cultural and creative sectors in Mississauga. **Recommendation #11** will help fill this gap in Mississauga by establishing provision standards to guide the City's culture venues, programs and service offerings. Provision standards in Mississauga will focus on growing creativity skills, supporting career development pathways and building the capacity of the cultural and creative sectors.

Collaboration between public and private sectors is essential for integrating existing and establishing new cultural infrastructure and creative spaces into new development. Cities such as Mississauga, which are undergoing population growth and intensification, are well positioned to take advantage of new development opportunities for cultural growth.

## Mississauga's Response

After undergoing several years of brownfield remediation, two former industrial sites along Mississauga's waterfront are in the process of being redeveloped into mixed use communities (Brightwater and Lakeview Village) through master planned projects. City staff are responding to rapid intensification within the Lakeview neighbourhood by pro-actively planning for how to retain, support and build upon existing cultural infrastructure and creative spaces by leveraging opportunity sites and new development for culture (**Recommendation #2**).

### **2 Create a Cultural District Plan for the Lakeview neighbourhood to support cultural infrastructure and creative space development.**

A Market Study will be undertaken to inform the Lakeview Cultural District Plan. The study will identify the highest and best cultural uses for creative spaces planned to be developed within the Lakeview Village Development Master Plan as a precursor to pursuing private development opportunities. Undertaking the redevelopment of the Small Arms Inspection Building (SAIB) North building, which is also located in the Lakeview neighbourhood, is a key priority in the short term to solidify this space as an anchor cultural community hub in the Lakeview Cultural District. Plans for redevelopment of the SAIB North Building include spaces for the culture sector, creative industries and community programs.



## Pressure on Culture Facilities and Public Spaces

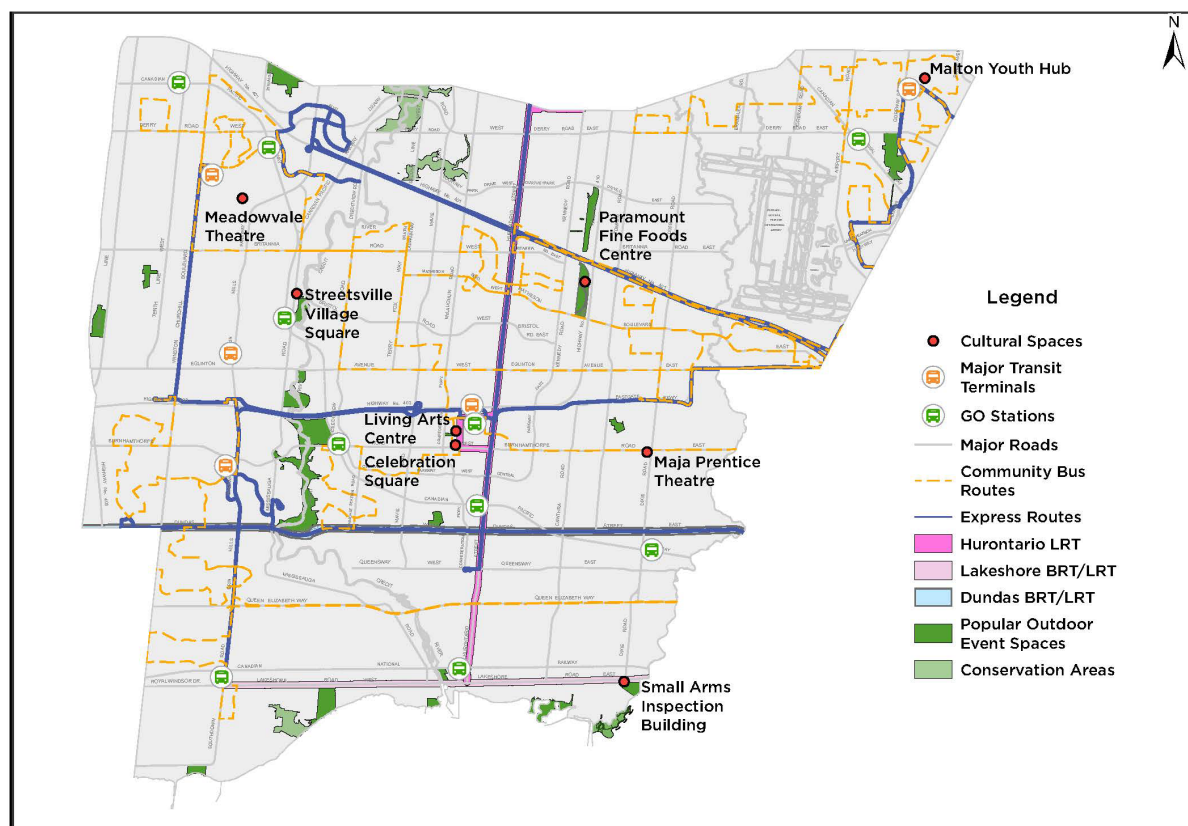
Culture plays a critical role in the quality of place and helps nurture distinct, vibrant public places. Cities across the world are experiencing population growth and ongoing development that puts pressure on third spaces (public, open spaces) to provide space for cultural gatherings, exhibitions and programming. Third places can include public parks and squares, community centres, arts and cultural facilities, shopping centres and cafés. Many third places act as cultural spaces and function as the 'backyard' or 'living rooms' for social gathering, family time, physical activity and cultural celebrations (Urban Land Institute, 2022).



Larger cities like Mississauga tend to have a network of community facilities and spaces including recreation centres, libraries, cultural venues, parks and open spaces, conservation areas and trails, and digital spaces within their borders that can support cultural and creative sector activity and cultural programming and be leveraged as third places. Through community engagement, residents shared that they are looking to access programming, events and festivals closer to home in their local neighbourhoods and want to avoid larger crowds or longer commutes to activities. City-owned assets and private developments distributed across Mississauga can be leveraged to secure cultural infrastructure, creative spaces and public art and create more opportunities for participation in culture programs, exhibitions, events and services closer to home.

Mississauga is among many municipalities grappling with the increasing pressure on culture facilities and public spaces due to intensification and population growth. Vancouver, for example, stands to lose cultural space and experience the displacement of artists and cultural workers without supports and interventions to develop cultural infrastructure that meets the needs of the community. The City of Brampton is exploring opportunities to make existing space available through tax incentives, and opportunities to enable the use of vacant, industrial and commercial spaces for culture use and activations

Map 2: Transit Routes & Projects



A map of transit routes, including Miway, GO and planned Light rail transit (LRT) layered with cultural spaces and popular outdoor event spaces. This mapping exercise will help to identify where additional resources and infrastructure are needed to deliver high quality, functional and accessible cultural spaces.

## Mississauga's Response

In the coming years, Mississauga will need to deliver high quality, functional and accessible cultural spaces where residents, community groups and the cultural and creative sector can host a range of small and large festivals and events.

### **7** Create at least one new serviced public space in each Service Area to increase cultural and creative sectors use and add vibrancy across the city.

These outdoor spaces must be equitably distributed across all neighbourhoods of the city and outfitted with appropriate infrastructure to service a wide range of cultural and community needs, as well as commercial needs such as filming. **Recommendation #7** will ensure existing public spaces, at least one in each Service Area of the city, are outfitted to enable access to electricity grid tie-ins and power drops, electric vehicle charging stations, water access and support with audio-visual lighting systems. This will advance the City's goals towards becoming a low-carbon and resilient city and create public spaces that can be adapted to a range of future needs.

## Mississauga's Response

Mississauga is also leveraging the City's network of indoor community facilities, including recreation centres and libraries, to create new culture programming and presentation spaces that are equitably distributed across the city.

**21 Create Culture Programming Hubs with specialized furniture and equipment for Digital and Visual Arts at eight locations across the city in alignment with Recreation & Culture and Library Divisions' facility and/or redevelopment schedules.**

Continuing to establish supportive spaces for creative expression and presentation (**Recommendations #21 and #15**), such as culture programming hubs and production spaces, will also ensure long-term sustainability in the cultural and creative sectors. Culture programming hubs will support early education of future creatives and promote life-long learning and social inclusion for adults through arts programming.

**15 Promote and expand availability of free local artist presentation opportunities in City-owned community facilities, parks and open spaces to increase exposure and appreciation for local creators.**

Increasing development pressures in Mississauga requires utilizing alternative spaces for creative expression, exhibition, production, program delivery and activation.

**Recommendation #15** will create new free opportunities throughout City facilities for local Mississauga artists to gain exposure for their work to the whole city. In addition to facilities, presentation opportunities can include digital City assets such as social media channels and websites, and digital screens across the city (**Recommendation #6**).

**6 Maximize the use of City-owned digital screens across Mississauga to increase opportunities to present digital public art and curated cultural programming.**

Utilizing digital screens and curating creative displays and exhibitions across existing infrastructure in the city will alleviate pressures in traditional spaces, while also engaging new audiences and providing further access to creatives, residents and visitors. Through **Recommendation #6**, a curatorial vision and program will be developed for City-owned digital screens to maximize their use in facilities, on infrastructure and at Celebration Square. The screens will provide a platform for sharing emerging art forms that resonate with local communities, and allow emerging, local and established international artists to showcase their work. Time, resources and partnerships will be identified to implement curated cultural programming and digital public art on the screens across the city.

The City's Public Art program is turning to city-owned capital projects and private development to secure contributions to grow the program sustainably so that public art can be accessed equitably and better connects to strategic goals.

**4 Implement a Percentage for Public Art program for City-owned capital projects and identify strategies for obtaining contributions from private development to enable the program to grow sustainably, ensure equitable access and to better connect to strategic goals.**

As a starting point, **Recommendation #4** requires identified City-owned capital projects to dedicate a minimum 0.5% percent of the total gross project budget to be set aside for the City's Public Art Program.

Research undertaken through the Future Directions process, including utilization and participation analysis and engagement, showed that in Mississauga culture venues are facing increasing demand from within and outside of the cultural and creative sectors. There are higher numbers of private rentals, events and programs needing space for their activities and productions. Smaller and emerging organizations face difficulty accessing spaces due to increasing rental fees and the lack of accessible spaces that are sized right for their use, while a growing creative sector requires space for new and emerging industries alongside more established businesses.

Increasingly, culture venues are broadening their functions to serve as mixed-use cultural spaces and hubs in the communities within which they operate. Mixed-use cultural spaces hubs may incorporate cultural uses along with recreation and other community uses, paired with studios, galleries, cafés, co-working spaces, and beautified public plazas or parks. These spaces often include rental space for third party organizations. In these mixed-use cultural spaces, multi-purpose spaces are equipped to accommodate a range of uses, from studio space to creative workshops, community bookings for events and recreational classes. Increasingly, programs offered are adapting to reflect the diverse communities they service through a mix of traditional events and contemporary offerings.

### Mississauga's Response

To further strengthen the Downtown Core as one of Mississauga's Cultural Districts, it will be important to identify new opportunities to incorporate cultural infrastructure and shared use spaces into existing culture venues such as the Living Arts Centre.

#### **3 Create a vision, programming and operating strategy for Mississauga's Living Arts Centre that amplifies its role as a regional arts and culture centre.**

An example includes identifying new opportunities in the City Centre mixed-use parking lot development adjacent to Scholar's Green and Sheridan College. **Recommendation #3** will amplify the role of the Living Arts Centre as a key regional arts and culture venue that accounts for future redevelopment opportunities, and include capital and operating budget requirements to fully realize the established vision. Opportunities to retrofit to a low carbon and resilient building should also be explored to support the City in meeting its climate change action goals.

Underutilized spaces across Mississauga can also present opportunities for cultural and creative sector use and animation. School buildings can serve as a form of mixed-use cultural hub depending on the uses present in addition to education.

#### **14 Engage School Boards through the Ministry of Education's Community Use of Schools Program to increase access to surplus school spaces for the cultural and creative sectors.**

**Recommendation #14** establishes and enhances partnerships to access spaces and support programming efforts to bolster City support for the capacity of the cultural and creative sectors capacity and commitment to increased access to City services.



## Partnerships for Growth Opportunities

Across Canada, there are innovative partnerships being formed to bring together creative and non-creative parties for mutual benefit while catalyzing change, fostering new opportunities and providing creative solutions to problems. Collaboration with partners such as cultural organizations, not-for-profit groups, post-secondary institutions, private businesses and individual artists is necessary to provide opportunities for joint initiatives and leverage funds for ongoing cultural activities and activations.

To grow and strengthen the cultural and creative sectors in their cities, Toronto and Calgary are investing in their economic development strategies to improve industry competitiveness, developing incubator-type programs to help develop creative industries and establishing working relationships with external partners to strengthen their collective capacity.

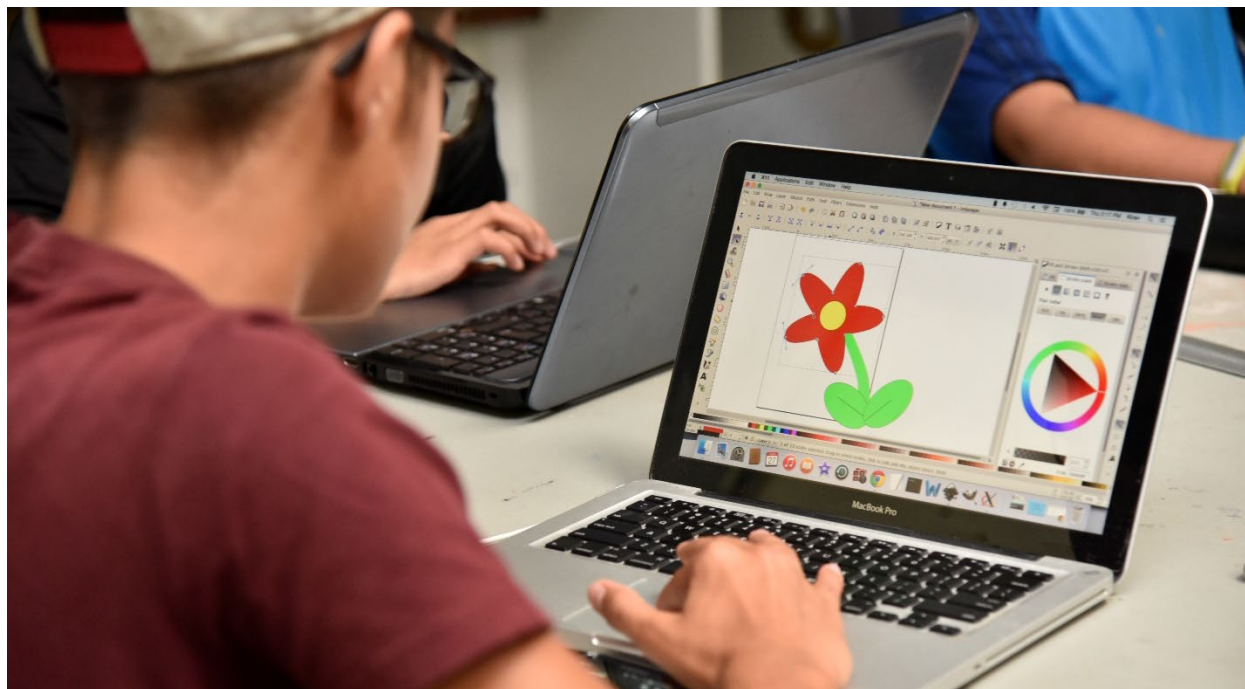
### Mississauga's Response

In Mississauga, there is untapped potential to advance arts, culture and heritage through cross-sectoral partnerships and collaboration with post-secondary institutions, businesses and community organizations.

#### **12** Develop and implement a culture incubator strategy to support career development pathways in cultural and creative sectors.

Through **Recommendation #12** the City will develop and implement a culture incubator strategy to support career development pathways in the cultural and creative sectors. This will require tapping into existing City opportunities including mentorships, professional development and paid work experiences alongside building new partnerships. Establishing new partnerships and opportunities with educational institutions, community cultural organizations and the non-creative industries will create open pathways to share resources, provide mentorship and professional development opportunities, and establish progression ladders for workers along their career journey.

## Support for the Digital Creative Sector



The use of digital tools for the design and dissemination of, and access to, creative content such as video games, film and television and graphic design is accelerating (UNESCO, 2022). One of the challenges the digital creative sector faces is the need for greater skills development opportunities for emerging creatives and capacity building opportunities. Revenue generation and fair compensation from digital distribution is another challenge which is surfacing from the use of digital technologies and new media (UNESCO, 2021) as it is pushing the norms around artist fees and compensation. Greater support is needed to help grow the digital creative sector in Mississauga.

### Mississauga's Response

To support and build capacity for the emerging digital creative sector in Mississauga, the 2016 Creative Industries Strategy (**Recommendation #13**) will be updated with a focus on local emerging digital creative sectors such as interactive digital media ("IDM") and information technology ("IT").

**13 Update the 2016 Creative Industries Strategy with a focus on supporting and enhancing design, interactive digital media ("IDM") and information technology ("IT") industries.**

To attract and retain the digital creative sector to Mississauga, the City needs to advocate for physical space for these industries including office space for video game and AR/VR design, architectural design, graphic design and post-production. Potential tools to encourage space development for this sector may include Community Improvement Plans, zoning and economic development incentives.

The widespread application of artificial intelligence (AI) to support creation in the cultural and creative sectors poses challenges around copyright, misinformation, bias, control, paid opportunities for artists and governance (Haines et al., 2018). The impacts and implications of AI on the cultural and creative sectors needs to be explored further, and opportunities to leverage and collaborate with digital technology and artificial intelligence.

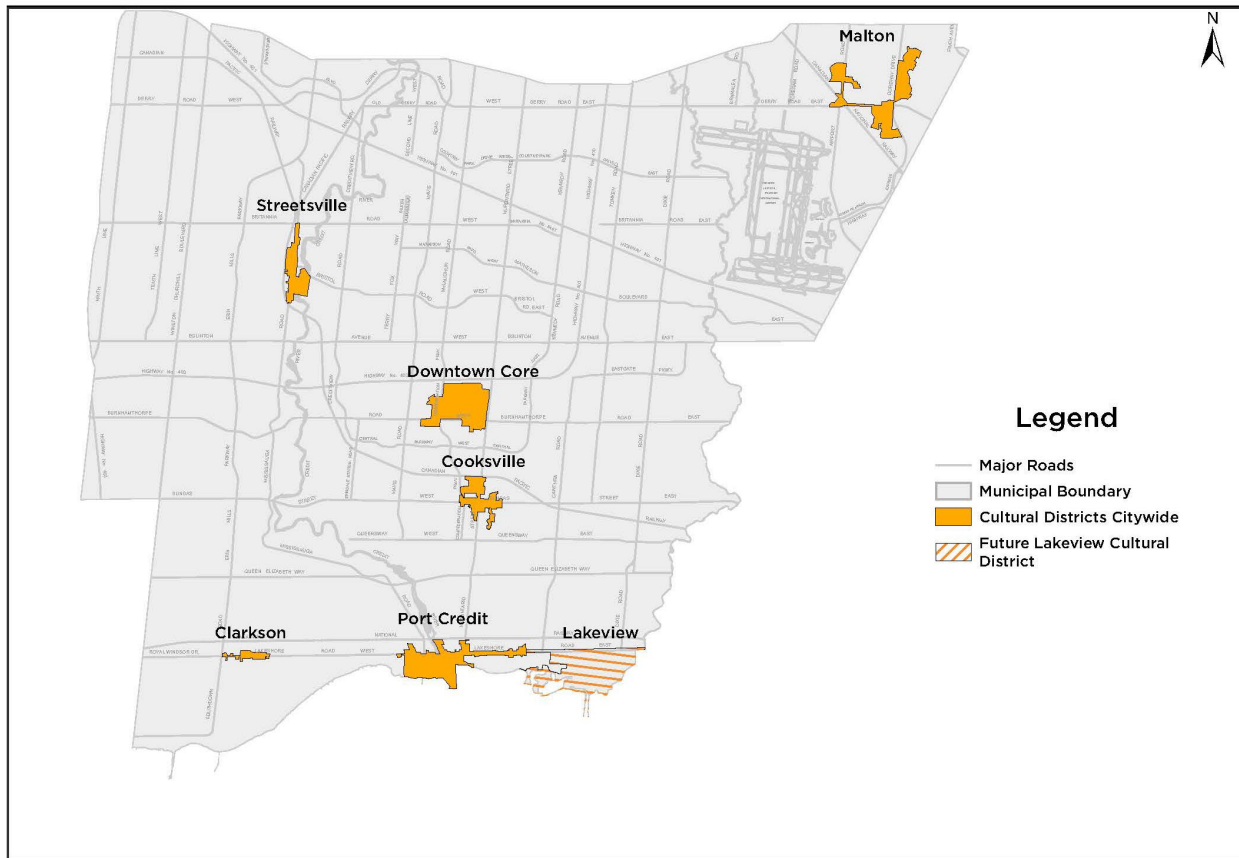


## Cultural Districts and Emerging Creative Clusters

Cultural districts are distinct, mixed-use areas that attract people because of their high concentration of cultural facilities such as studios, performance venues, galleries, museums and activities such as events, shopping, dining and public space activations. These neighbourhoods act as local cultural destinations that invite residents and visitors alike to engage in creative expression, social gathering and community building. Successful cultural districts exist all over the world and may also be referred to as arts districts or cultural and creative quarters.

In Mississauga, seven cultural districts have been identified and include Clarkson, Cooksville, Downtown Core, Malton, Port Credit, Streetsville and Lakeview. See Appendix 11 for Cultural District maps. Each of Mississauga's Cultural Districts has a unique vibe and clusters of cultural resources, businesses, community organizations and residents that reflect local heritage, identity and community ambitions. With growing cultural and creative sector activity in Mississauga, new clusters are emerging.

Map 3: Cultural Districts City-wide Map



*A map of Cultural Districts across Mississauga, identified through the 2021 - 2024 Cultural Districts Implementation Plan.*



## Mississauga's Response

In the next five years, a long term direction for Mississauga's Cultural Districts will be identified to add vibrancy across the city and ensure sustained growth in the cultural and creative sectors (**Recommendation #5**).

**5 Expand Mississauga's Cultural Districts Program to include emerging creative clusters and identify opportunities to further support growth in the cultural and creative sectors.**

The Cultural Districts program will be expanded to include emerging cultural and creative sectors clusters in Mississauga, and to identify supports required to safeguard the living heritage of diverse communities, increase community vibrancy and advance equitable growth of cultural and creative sectors. Some examples of initiatives in the Cultural Districts by cultural and community organizations and BIAs that add to community vibrancy include placemaking and placekeeping initiatives, pop-ups in parks and public spaces and festivals and events.

Some City plans, policies, bylaws and processes inadvertently create barriers to safeguarding living history, and supporting the growth of community vibrancy and cultural and creative sectors activities. To support organic growth of Cultural Districts and cultural activity across the city, staff will undertake a review of barriers and opportunities (**Recommendation #8**) created by existing City plans, regulations and processes.

**8 Identify opportunities to expand planning tools and reduce regulatory barriers within City policies, bylaws and processes to increase support for cultural and creative sectors activities.**

This review will include engagement with artists, cultural workers and creative professionals working in cultural and creative sectors to explore past experiences with regards to cultural infrastructure, uses, activities and creative spaces across Mississauga, and perceived opportunities for improvement and enhancement. As a result of this review, incentive programs and resources may be explored that can be integrated into municipal tools such as Community Improvement Plans, property tax rates and rebates programs, and heritage conservation and other grant programs.

Cultural Districts are also brought to life through their networks of small, diverse and/or culture-based businesses. In Mississauga, many of these concentrations of local businesses are under threat of being negatively impacted or potentially displaced due to intensification and development. Business retention strategies should be explored as an outcome of **Recommendation #8** in collaboration with City partners such as the Economic Development Office ("EDO") and other teams to support existing vibrant and distinct neighbourhoods across Mississauga.

The City of Vancouver Culture Grants program provides a range of grants for individual and emerging artists and collectives, in addition to supports for live-work studios and artists-in-residences based out of community centres.

The City of Hamilton Culture Grant program includes grants focused on professional development for artists, such as to support capacity building to strengthen the responsiveness of an arts organization, and opportunities for artist to create or strengthen existing works which will strengthen their careers and enhance the creative profile of Hamilton.

The City of Calgary provides an arts and culture micro-grant which aims to make public spaces more inviting by granting community-based arts and culture individuals, BIAs and community associations to implement creative projects in public spaces.

## Sustained Cultural Community Activity

Cultural community activity is not immune to the many pressures and crises affecting cities worldwide and in some ways can help mitigate these challenges. Challenges such as increasing costs of living, Canada's housing affordability crisis, sociopolitical conflict and unrest, and the ongoing impacts of the COVID-19 pandemic are pushing many artists, cultural workers and creative professionals to a breaking point. And yet cultural community contributions to society are essential for supporting human rights and fundamental freedoms including the freedom of expression, information and communication, and of cultural expression.

Many cultural communities acknowledge the critical role they play in society, and the opportunities they have to tackle strategic priorities and create positive change in the world. Cultural organizations are increasingly turning inward to evaluate how they can incorporate equity, diversity and inclusion throughout their structure and activities, and contribute toward UN Sustainable Development Goals such as 13. Climate Action and 3. Good Health and Well-being. For example, some organizations have embarked on gap analysis and equity audit processes to review their current practices and identify opportunities for change.

Continued efforts are needed to sustain cultural community activity and support creatives and cultural workers with being able to choose Mississauga as the place where they want to base their careers. These efforts includes a range of supports, such as grants and funding, resource sharing, and organizational and community development to ensure cultural community activity is sustained into the future.

One example of an effective online tool developed by the City of Toronto is the Equity Lens Tool, which supports City staff to identify and address barriers experienced by Indigenous, Black and equity-deserving groups through City projects and programs (City of Toronto, 2022). The tool is designed to diagnose root causes of inequities and barriers, train users on how to conduct an equity impact assessment and an equity analysis, build a common understanding of equity, and measure and evaluate the equity impact of a policy, service or program, and identify areas for future improvement (City of Toronto, 2022).

## Mississauga's Response

The City of Mississauga will undertake a review and update of its Culture Policy in an effort to tackle current challenges, and to support the cultural community with addressing City priorities and commitments.

### **23 Update the Culture Policy to address City priorities and commitments, and include fair and competitive pay and compensation standards for artists, creatives, cultural workers and community partners.**

An update to the Culture Policy (**Recommendation #23**) will address current challenges and realities that cultural and creative sectors are facing. It will also address City priorities and commitments and support the sustainability and cultural communities by integrating fair and competitive pay and compensation standards for artists, cultural workers, creative industry professionals and external community partners.

City staff are also reviewing opportunities to subsidize fees for accessing culture venues, programs and services. Grant funding for individual and emerging artists is acknowledged as a current gap in Mississauga's offering, which the Culture Grants program is beginning to address. There are also opportunities for City staff to work together to advocate for and secure commitments to create affordable housing and live/work spaces within inter-departmental projects and private sector developments.



Many of Canada's big cities, such as Vancouver, Toronto and Ottawa, provide grants to support the contributions of cultural communities including for individual and emerging artists. Currently, Mississauga provides less culture grants per capita funding than six of Canada's largest cities including Hamilton, Vancouver, Winnipeg, Edmonton, Calgary and Toronto which ranged in population from 569,355 to 2,794,356 people as per the 2021 Census.

The majority of Canada's big cities are providing a range of supports through their culture grants programs to support capacity building for artists and organizations, funds for learning opportunities, and access for traditionally underrepresented communities, artists and organizations including Indigenous Peoples and equity-deserving communities. Alike to Mississauga, many large municipalities are finding it difficult to balance providing grants and funding supports to grassroots efforts and new funding recipients, as well as to established organizations, and identifying funding solutions to provide stability for the cultural and creative ecosystem.

### Mississauga's Response

Since 2018, there has been an increasing number of registered cultural community organizations applying for Mississauga grant programs and needing program space. Prior to 2020, City-funded arts, culture and heritage organizations, festivals and events were seeing rapid annual increases in attendance for initiatives and celebrations. This demand is increasing pressure on available resources such as funding and capacity at culture venues. The funding Mississauga provides to established groups is strained, and the City's ability to support new and emerging organizations is limited.

**22 Create a framework for measuring, evaluating and tracking annual progress toward growing the cultural and creative sectors, and advancing the City's priorities and commitments.**

**Recommendation #22** will help the City to demonstrate the impact of cultural community activity and identify how needed supports could sustain and foster growth amongst cultural and creative sectors.

## Truth and Reconciliation for Justice and Understanding

Many countries around the world have initiated processes of restorative justice to seek out healing for communities that suffered past wrongdoings by a government. In Canada, the Truth and Reconciliation Commission ("TRC") was established to provide people who were directly or indirectly affected by the legacy of the Indian Residential Schools system with opportunities to share their stories and experiences. The TRC also developed a multi-volume report that includes 94 Calls to Actions for how to foster reconciliation and healing between Canadians and Indigenous Peoples through truth telling and redress for the legacy of residential schools.

All levels of government are called on to repair the harm caused by residential schools through the Calls to Action. Many of the actions are addressed to Canada's federal, provincial and



territorial governments, but municipal governments, the private sector and broader Canadian society is also included.

## Mississauga's Response

The City of Mississauga is working to advance Truth and Reconciliation and meaningfully grow our relationships with Indigenous residents, Treaty partners and those who have traditional territory on the lands which make up the present-day city. The City is committed to take action on 13 of the 94 Calls to Action, including those that seek equity, respect, independence, inclusivity, accessibility and culturally appropriate curricula in education.

Though the City's Indigenous Relations Office at the City, we work closely with Indigenous communities and organizations to strengthen relationships, promote services and Indigenous-led programming, create awareness and education about Indigenous cultures, and integrate Indigenous interests across culture programs and initiatives.

### **9 Identify new opportunities to incorporate histories, traditions, interests and art forms from the cultures representative of the lands and peoples of Mississauga in culture programs and exhibitions.**

The City's Museums, public art and culture programs have been working hard to integrate diverse and representative content into culture programs, exhibitions and events in an effort to increase awareness and understanding, and to encourage and create community. **Recommendation #9** suggests that each year new opportunities should be identified, with a focus on incorporating the stories of traditionally underrepresented communities, including Indigenous and equity-deserving communities.

In addition to representation and truth telling, the Indigenous Relations Office will provide policy and protocol to guide the City's relationships with and clarify rights of the Urban Indigenous population and our Treaty and Traditional territory partners.

### **24 Create a Reconciliation Plan that provides policy and protocol related to the relationships and rights with the Urban Indigenous population and our Treaty and Traditional territory partners.**

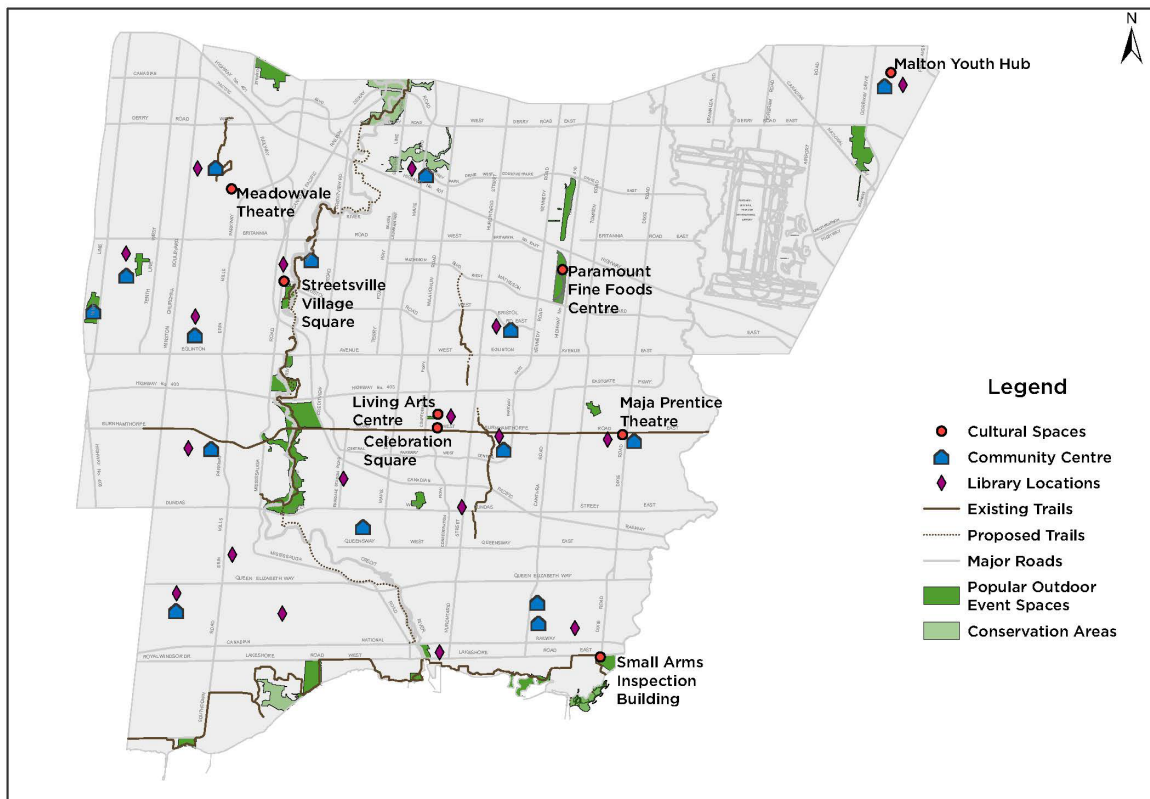
Culture venues, programs and services work with Indigenous partners to deliver programs, opportunities and experiences. The Museums of Mississauga works with Indigenous partners to ensure First Nations, Inuit and Metis history, culture and knowledge are authentically and respectfully represented in education programs, exhibitions, tours and events. Our museums regularly welcome Indigenous-led initiatives and projects which have included a healing garden, medicine wheel and sweat lodge. The Public Art program supports the creation of art by emerging and established artists, including Indigenous artists, as well as Indigenous storytelling in an effort to combat the erasure of Indigenous Peoples, their history and culture.

The Reconciliation Plan (**Recommendation #24**) will also explore the creation of an Indigenous Community Circle, which will inform and guide programming across the City.



*The Flame of Life by artist Emily Kewagishig, Mississauga Fire Station #104, Port Credit*

Map 4: Cultural, Community & Parkland Assets



*A map of cultural spaces, community centres, libraries and parkland assets in Mississauga. Recommendation #9 will identify new opportunities in these spaces to incorporate programs and exhibits that share stories of traditionally underrepresented communities, including Indigenous and equity-deserving communities.*

## Inclusivity and Access

Arts, culture and heritage organizations across Canada are prioritizing equity, diversity, and inclusion in their programming and operations. Organizations are working to foster safe and welcoming spaces for underrepresented communities and reviewing hiring practices to reflect the diverse needs of the communities in which they operate. Culture venues are adapting to reflect the communities they serve and parting ways with some traditional programming and practices that are no longer relevant to local communities' needs and interests. Venues are partnering with local community groups, investing in accessibility measures and actively working to remove barriers to participation.



### Mississauga's Response

The City of Mississauga is committed to increasing fair and equitable access to Community Services facilities, programs, events and services. Many people's ability to access and participate in culture venues, programs and services is constrained by economic conditions, geographic barriers and a lack of time. To be responsive to current realities and barriers to participation, the City undertakes ongoing review of culture programming to make sure it is structured in a way that reflects more diverse creatives and art forms and provides safe and inclusive programming for all.

- 17** Explore fee subsidies for attending and hosting cultural programming to increase access to Recreation and Culture venues, programs and events.

**Recommendation #17** will investigate additional opportunities for fee subsidies, and associated financial implications, for a range of users including families, students, lower income households, older adults, Indigenous Peoples, equity-deserving groups and cultural sector and creative industries. Examples of fee subsidies may include free and/or low-cost fees and ticket prices to enable a wider audience to access cultural experiences and spaces for cultural production and presentation across the city.



Cultural and creative sector organizations are also supporting access and inclusion by ensuring that the content they present to the public reflects the diverse histories, stories and identities of the communities they work within. Organizations are seeking out opportunities to showcase and highlight local creatives, and are centering those who have been traditionally under-represented through cultural programming.

## Mississauga's Response

Mississauga's culture venues, programs and services are supporting access and inclusion by ensuring that new acquisitions, commissions, projects and programming reflect the diversity and complexity of the Mississauga's history, identity and communities.

**19** **Develop a physical storage space and IT tools strategy for the City Art and Museum Collections to increase access to Mississauga's art collections, as well as its history, heritage and stories.**

**Recommendation #19** provides an opportunity for the City's Public Art Program and Museums of Mississauga to explore how to increase representation within digital collections, and increase access to histories and stories connected to Mississauga. Through this process, a strategy for physical storage space will also be developed to improve storage, cataloguing, asset management and sharing.

As trends in technology, social media, digital and immersive experiences grow, promotional practices have shifted to adapt to changing needs. With an increasing number of sources to access information, such as social media channels, television, radio and digital screens, promotions have expanded to multiple channels to capture a wider audience. In Mississauga, the distribution of information across multiple platforms has diluted the message of what's happening across the City's culture scene.



*Music concert at Paramount Fine Foods Centre*



## Mississauga's Response

Mississauga currently lacks a centralized platform that is free and accessible to all where all cultural programs, initiatives, exhibitions and events are shared alongside one another.

**18 Investigate solutions for creating a centralized platform to promote and increase awareness of arts, culture and heritage programs, initiatives and events in collaboration with local organizations.**

Working in collaboration with local cultural and community organizations and media outlets, through **Recommendation #18** City staff will explore opportunities for how to create a centralized promotions platform to increase awareness of what's happening across Mississauga's culture scene. This platform would host information about small to large scale events, initiatives, participation and engagement activities that are both City- and community hosted.

## Belonging and Shared Identity

Fostering opportunities for communities to create a sense of belonging and build a shared identity together is important part of creating strong bonds and social ties between people. A strong sense of shared identity can help knit together the social fabric of communities. A shared identity encourages people to focus on shared goals, increases the likelihood of them providing social supports to one another, increases their sense of obligation to their communities and empowers people to work together to tackle issues. A shared identity is an important part of helping people feel that they belong.

Many cities across Canada acknowledge the connection between cultural experiences, expression and participation and creating a shared identity. Municipalities are leveraging the power of culture in many ways to create equitable, inclusive and resilient communities that can withstand current and future challenges together.



## Mississauga's Response

Mississauga's population is comprised of a diverse make-up of nationalities from around the world. In addition to celebrating this diversity, an authentic shared cultural identity should be fostered. As people come together, interact and share their histories, stories, experiences and customs, a new cultural identity unique to Mississauga will emerge.

The City of Mississauga strives to foster a sense of belonging through culture venues, programs and services as a foundation to its service offering. Over the next five years, City staff will be working in collaboration with the cultural and creative sectors to foster a culture where everyone sees themselves, their histories, societies and experiences reflected in Mississauga and within the services the City offers.

### **16 Undertake a community visioning process to explore how arts, culture and heritage can continue to foster Mississauga's authentic shared culture and contribute to the City's priorities and commitments.**

As part of Mississauga's 50<sup>th</sup> anniversary celebrations in 2024, **Recommendation #16** identifies that a visioning process should be initiated to explore how arts, culture and heritage can foster Mississauga's shared identity and contribute to the City's priorities and commitments. This process will include community engagement to be undertaken in collaboration with people working across Mississauga's cultural and creative sectors. Through community conversations, we will explore people's ideas for what Mississauga's identity is, their vision for the city and areas of focus for advancing key priorities and commitments including Truth and Reconciliation, equity, diversity and inclusion, climate change action, public health and wellness. This visioning process should be undertaken in alignment with the City's Strategic Plan renewal process, and will inform the next Culture Plan.

Identity can be explored by talking about what people value. The seeds of Mississauga's cultural identity were shared through community engagement undertaken in support of Future Directions. When asked what culture means to them through a community survey, many people identified food and culinary arts as a key association that came to mind. Across many neighbourhoods of Mississauga, the diversity of available culinary options has led to the emergence of fusion cuisines. These places reflect the interactions and influences of local communities on one another and shape the identity of Mississauga.

## Mississauga's Response

Mississauga currently lacks a comprehensive program focused on food and culinary arts across Community Services. The Museums of Mississauga has hosted several food-themed exhibitions, events and activities such as What's for Dinner, Maple Magic and Blooms and Berries that celebrate and explore locally sourced foods, including those with importance to Indigenous Communities. However, opportunities exist to create a fulsome program of food and culinary arts-related programming.

### **10 Examine opportunities to grow food and culinary arts-focused programming to support cultural diversity, health and wellness and advance the City's Urban Agriculture Strategy.**

Adding food and culinary arts programming can provide a range of benefits to participants such as exposure to new foods, awareness of nutrition and health and learning opportunities about urban agriculture practices. It can also support the City with addressing United Nations Sustainable Development Goals such as 3. Good Health and Well-being and 11. Sustainable Cities and Communities. **Recommendation #10** will examine options to grow food and culinary arts related programming through Community Services to support cultural diversity, health and wellness and food security, and tie in with the City's Urban Agriculture Strategy.

Identity can also be fostered by providing opportunities for communities to come together and share their interests and talents in an unstructured way. Through Future Directions community engagement, youth from across Mississauga shared that they need dedicated, unstructured and non-facilitated spaces to practice their art and music, and engage in creative expression, experimentation, learning and play.

### **20 Create safe, welcoming and unstructured spaces for youth to increase access to all City-owned community facilities and cultural venues and opportunities for creative expression and experimentation.**

City-owned spaces such as culture venues, community centres and libraries can be leveraged to meet the needs of Mississauga's youth. Youth often experience displacement from public spaces, and so they want to feel welcome and included, and a sense of autonomy over how they use the space.

Through **Recommendation #20** in Community Services-operated facilities, rooms and spaces will be allocated scheduled times for youth to access for unstructured and non-facilitated creative activities.





# Implementation Plan



# Section 6:

## Implementation Plan

This Implementation Plan is a planning tool that supports the 2024 Future Directions Culture Plan's strategic priorities and recommendations. City staff will review this Implementation Plan annually to monitor progress on each item and to ensure that the recommendations are incorporated into work planning.

Key elements of the Implementation Plan include:

### **Reason for Implementation**

Why a recommendation was included in the 2024 Future Directions Culture Plan, as well as what factors should be considered prior to initiating the recommendation.

### **Timeframe**

The timing for implementation of a recommendation. For the purposes of this plan, three time frames are used: short term (1-4 years), medium term (5-9 years) and long term (10+ years). Timing is often synonymous with priority, or is impacted by when related recommendations are to be completed/implemented.

### **Section(s) Most Responsible**

The business units within Culture venues, programs and services, as well as other City Divisions that have a role in implementing each recommendation. This section also identifies external partners who may play an active role or should be consulted during implementation.

The following acronyms are used to refer to City departments, Divisions and teams in the plan:

CFO: Chief Financial Officer

CMO: City Manager's Office department

CMS: Community Services department

EDO: Economic Development Office Division, Planning & Building department

F&PM: Facilities & Property Management department

IT: Information Technology Division, Corporate Services department

MFES: Mississauga Fire and Emergency Services

P&B: Planning & Building

PF&E: Parks, Forestry & Environment Division, Community Services department

R&C: Recreation & Culture Division, Community Services department

T&W: Transportation & Works department

**Capital / Operating Cost**

This column identifies recommendations with capital and/or operating costs, some of which are already included in the 10 Year Capital Budget and Forecast. These costs are considered preliminary estimates subject to change due to factors such as future market conditions, program design and regulatory policies. Estimates do not reflect the cost of associated land acquisition, if applicable. Operating cost estimates for recommendations are also provided; detailed operating costs (e.g. labour, maintenance, utilities) will be identified through the Corporate Business Plan and annual Budget Review processes.

Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
<b>Improve Liveability</b>				
1. Analyze cultural infrastructure and creative spaces needs, trends and market realities to create a vision, implementation and funding strategy for public, private sector and community organizations.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Cultural and creative sectors development</li> </ul>	Short	Lead: Parks & Culture Planning Support: Culture & Events, Indigenous Relations, Heritage & Museums, Library Services F&PM, CS, T&W External: Cultural community groups and organizations, educational institutions, creative industries	Capital
2. Create a Cultural District Plan for the Lakeview neighbourhood to support cultural infrastructure and creative space development.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Responding to community growth</li> <li>• Development opportunities</li> </ul>	Medium	Lead: Parks & Culture Planning Support: Culture & Events, T&W, F&PM	Capital
3. Create a vision, programming and operating strategy for the Living Arts Centre that amplifies its role as a regional arts and culture centre.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Responding to community growth</li> <li>• Cultural and creative sectors development</li> </ul>	Short	Lead: Culture & Events Support: Parks & Culture Planning, F&PM, T&W	Capital and Operating
4. Implement a Percentage for Public Art program for City-owned capital projects and identify strategies for obtaining contributions from private development to enable the program to grow sustainably, ensure equitable access and to better connect to strategic goals.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Legislation, policy &amp; bylaw</li> <li>• Service level &amp; access</li> <li>• Best practices</li> </ul>	Short	Lead: Parks & Culture Planning Support: F&PM, T&W, CMO, P&B	Capital
5. Expand Mississauga's Cultural Districts Program to include emerging creative clusters and identify opportunities to further support growth in the cultural and creative sectors.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Development opportunities</li> <li>• Service level &amp; access</li> <li>• Legislation, policy &amp; bylaw</li> <li>• Cultural and creative sectors development</li> </ul>	Medium	Lead: Parks & Culture Planning Support: Culture & Events, P&B External: Educational institutions, creative industries	Capital

Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
6. Maximize the use of City-owned digital screens across Mississauga to increase opportunities to present digital public art and curated cultural programming.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Responding to engagement feedback</li> <li>• Cultural and creative sectors development</li> </ul>	Short	Lead: Culture & Events Support: Business Planning & Marketing, Programs, Parks & Culture Planning, CMO	Operating
7. Create at least one new serviced public space in each Service Area to increase cultural and creative sectors use and add vibrancy across the city.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Responding to engagement feedback</li> <li>• Cultural and creative sectors development</li> <li>• Market trends</li> <li>• Best practices</li> </ul>	Short	Lead: Parks & Culture Planning Support: T&W, F&PM, CMS Culture & Events, Community Development, Library Services, P&B	Capital
8. Identify opportunities to expand planning tools and reduce regulatory barriers within City policies, bylaws and processes to increase support for cultural and creative sectors activities.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Development opportunities</li> <li>• Service level &amp; access</li> <li>• Legislation, policy &amp; bylaw</li> <li>• Responding to engagement feedback</li> </ul>	Medium	Lead: Parks & Culture Planning Support: Culture & Events, Community Development, Indigenous Relations, Heritage & Museums, CS, CMO, P&B, T&W	Capital and Operating
<b>Support Multiculturalism and Interculturalism</b>				
9. Identify new opportunities to incorporate histories, traditions, interests and art forms from the cultures representative of the lands and peoples of Mississauga in culture programs and exhibitions.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Responding to community growth</li> <li>• Responding to engagement feedback</li> <li>• Cultural and creative sectors development</li> <li>• Best practices</li> </ul>	Short	Lead: City-wide Programs, Culture & Events, Community Development, Indigenous Relations, Heritage & Museums Support: CMO, Library Services External: Cultural community organizations, creative industries, educational institutions	Operating
10. Examine opportunities to grow food and culinary arts-focused programming to support cultural diversity, health and wellness and advance the City's Urban Agriculture Strategy.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Responding to community growth</li> <li>• Responding to engagement feedback</li> </ul>	Short	Lead: City-wide Programs, Culture & Events, Indigenous Relations, Heritage & Museums Support: R&C, PF&E, Library Services External: Cultural community organizations	



Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
<b>Foster Creative Industries</b>				
11. Develop provision and utilization standards for culture services, programs and venues to grow creativity, career development pathways and capacity in the cultural and creative sectors.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Cultural and creative sectors development</li> <li>• Market trends</li> </ul>	Short	Lead: Parks & Culture Planning Support: Indigenous Relations, Heritage & Museums, Culture & Events, Community Development	Operating
12. Develop and implement a culture incubator strategy to support career development pathways in cultural and creative sectors.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Cultural and creative sectors development</li> <li>• Market trends</li> <li>• Responding to engagement feedback</li> </ul>	Short	Lead: City-wide Programs Support: Culture & Events, Parks & Culture Planning External: Educational institutions, cultural community organizations, creative industries	Operating
13. Update the 2016 Creative Industries Strategy with a focus on supporting and enhancing design, interactive digital media ("IDM") and information technology ("IT") industries.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Cultural and creative sectors development</li> <li>• Market trends</li> </ul>	Short	Lead: Culture & Events Support: P&B External: Creative industries, educational institutions	Capital
<b>Build Connections</b>				
14. Engage School Boards through the Ministry of Education's Community Use of Schools Program to increase access to surplus school spaces for the cultural and creative sectors.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Responding to engagement feedback</li> </ul>	Short	Lead: Culture & Events, Community Development Support: Parks & Culture Planning External: Educational institutions	Operating
15. Promote and expand availability of free local artist presentation opportunities in City-owned community facilities, parks and open spaces to increase exposure and appreciation for local creators.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Cultural and creative sectors development</li> <li>• Responding to engagement feedback</li> </ul>	Short	Lead: City-wide Programs, Community Development Support: Culture & Events, Library Services, Culture Planning, Indigenous Relations, Heritage & Museums, Business Planning & Marketing, CMO	Operating

Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
<b>Build Shared Identity</b>				
16. Undertake a community visioning process to explore how arts, culture and heritage can continue to foster Mississauga's authentic shared culture and contribute to the City's priorities and commitments.	<ul style="list-style-type: none"> <li>• Cultural and creative sectors development</li> <li>• Responding to community growth</li> <li>• Best practices</li> </ul>	Long	Lead: Parks & Culture Planning Support: Culture & Events, Indigenous Relations, Heritage & Museums, Community Development, R&C, PF&E, Library Services, F&PM, P&B, T&W  External: Cultural community organizations, creative industries, BIAs, educational institutions	Capital
<b>Ensure Accessibility</b>				
17. Explore fee subsidies for attending and hosting cultural programming to increase access to Recreation and Culture venues, programs and events.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Responding to engagement feedback</li> <li>• Cultural and creative sectors development</li> <li>• Best practices</li> </ul>	Medium	Lead: City-wide Programs Support: Culture & Events, Business Planning, Indigenous Relations, Heritage & Museums, Library Services	Capital and Operating
18. Investigate solutions for creating a centralized platform to promote and increase awareness of arts, culture and heritage programs, initiatives and events in collaboration with local organizations.	<ul style="list-style-type: none"> <li>• Responding to community growth</li> <li>• Service level &amp; access</li> <li>• Responding to engagement feedback</li> <li>• Cultural and creative sectors development</li> </ul>	Short	Lead: Culture & Events, Community Development, CMS Marketing, CMO Support: Indigenous Relations, Heritage & Museums External: Cultural community organizations	Operating
19. Develop a physical storage space and IT tools strategy for the City Art and Museum Collections to increase access to Mississauga's art collections, as well as its history, heritage and stories.	<ul style="list-style-type: none"> <li>• Cultural infrastructure and creative spaces needs</li> <li>• Best practices</li> </ul>	Short	Lead: Indigenous Relations, Heritage & Museums; Parks & Culture Planning Support: CS, F&PM	Capital and Operating

Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
20. Create safe, welcoming and unstructured spaces for youth to increase access to all City-owned community facilities and cultural venues and opportunities for creative expression and experimentation.	<ul style="list-style-type: none"> <li>• Responding to engagement feedback</li> <li>• Cultural infrastructure and creative spaces needs</li> </ul>	Short	Lead: Parks & Culture Planning, Culture Venues, Culture Services, Indigenous Relations, Heritage & Museums Support: Business Planning & Marketing, R&C, Library Services, PF&E	Operating
<b>Support Sustained Cultural Community Activity</b>				
21. Create eight Culture Programming Hubs with specialized furniture and equipment for Digital and Visual Arts across the city in alignment with Community Services facility and/or redevelopment schedules.	<ul style="list-style-type: none"> <li>• Service level &amp; access</li> <li>• Responding to community growth</li> <li>• Cultural and creative sectors development</li> </ul>	Long	Lead: Culture Services Support: R&C, Library Services, F&PM, Parks & Culture Planning	Capital and Operating
22. Create a framework for measuring, evaluating and tracking annual progress toward growing the cultural and creative sectors, and advancing the City's priorities and commitments.	<ul style="list-style-type: none"> <li>• Cultural and creative sectors development</li> <li>• Best practices</li> <li>• Responding to community growth</li> </ul>	Short	Lead: Parks & Culture Planning Support: Business Planning, Culture Services, Strategic Communications & Initiatives (Equity and Inclusion Office)	Operating
23. Update the Culture Policy to address City priorities and commitments, and include fair and competitive pay and compensation standards for artists, creatives, cultural workers and community partners.	<ul style="list-style-type: none"> <li>• Legislation, policy &amp; bylaw</li> <li>• Cultural and creative sectors development</li> <li>• Best practices</li> </ul>	Short	Lead: Parks & Culture Planning, Indigenous Relations, Heritage & Museums Support: Business Planning, Culture & Events, Library Services, CMO, F&PM External: Cultural community organizations, educational institutions	Capital

Recommendation	Reason for Implementation	Time-frame	Section(s) Most Responsible	Capital / Operating Cost
<b>Advance Truth and Reconciliation</b>				
24. Create a Reconciliation Plan that provides policy and protocol related to the relationships and rights with the Urban Indigenous population and our Treaty and Traditional territory partners. This plan will also explore the creation of an Indigenous Community Circle, which will inform and guide programming across the City.	<ul style="list-style-type: none"> <li>• Legislation, policy &amp; bylaw</li> <li>• Best practices</li> </ul>	Short	Lead: Indigenous Relations, Heritage & Museums  Support: Parks & Culture Planning, Culture & Events, Library Services, CMO, F&PM  External: Cultural community organizations, educational institutions	Capital



## Funding the Plan

Recommendations in the Future Directions Plan do not always require financial support; sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in the City's current business plan and budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves. Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City's projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and provincial grants
- Development charges
- Cash-in-Lieu of parkland
- Community benefits charges
- Donations
- Capital reserves
- Debt financing

### Partnerships

The City cannot fund all of its Future Directions Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga's community organizations and corporations that can benefit both parties.

### Federal and Provincial Grants

The City receives funding from both federal and provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects. Where City contributions are required, the City will determine affordability and impacts on its financial position prior to applying for grants.

### Development Charges

Funds collected under the Development Charges (DC) Act are collected and used to help offset the cost of funding growth-related capital costs. Historically, DCs were structured so that "growth pays for growth" but revenues collected through DCs are insufficient to fully address all of the City's growth initiatives.

## Cash-in-Lieu of Parkland

Sections 42 and 51.1 of the Planning Act enable a municipality to require land for public recreational purposes as a condition of development. The Act allows a municipality to collect cash-in-lieu of parkland as a condition of development in instances where a land dedication may not be appropriate. The City collects cash-in-lieu of parkland on most new land development. This revenue is used for parkland acquisition and recreational facility improvements, per the Act, and in accordance with approved capital plans and land acquisition strategies.

## Community Benefits Charges

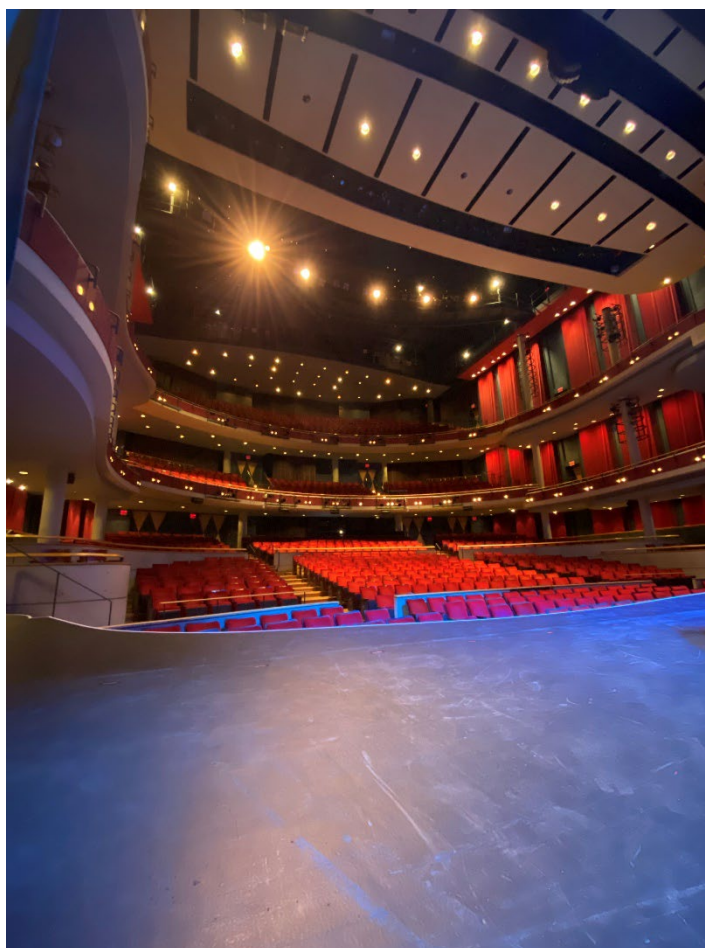
Section 37 of the Planning Act provides the mechanism for a municipality to impose community benefits charges against high density residential land developments. This revenue tool has replaced the former Section 37 bonus zoning fee. The revenue collected is used to help offset the cost of funding growth-related capital costs related to the servicing needs of residential developments that are five or more storeys.

## Donations

From time to time, the City of Mississauga receives requests from individual and organizations to donate art, which are given voluntarily and without compensation or non-monetary consideration such as advertising, promotion or services. Donations can help to build the City Art Collection. All opportunities are reviewed by Community Services leadership, and are considered carefully and with consideration for the Public Art Plan. Corporate Policy and Procedure 05-02-07 City Acquired Art addresses the policies and procedures related to donations of art to the City.

## Capital Reserves

Reserves and reserve funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its reserves and reserve funds. One of the purposes for maintaining strong



reserve funds is to make provisions for sustaining existing infrastructure and to plan for future growth. The City has implemented an annual Capital Infrastructure and Debt Repayment Levy since 2013. The rate is reviewed annually as part of the business plan and budget approval process.

## **Debt Financing**

Long-term financing is a critical component in funding new construction, and replacing and upgrading capital assets for the City of Mississauga. Taking on long-term debt allows the City to spread out the cost of capital projects over the useful lives of the assets. The amount of debt the City issues each year is determined by how much funding will be yielded by a portion of the capital infrastructure and debt

Debt has an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt.

With all of the City's competing priorities, choices must be made. The 2023-2026 Business Plan and Budget provides detail with respect to which Future Directions Plan projects are currently proposed for funding. Projects identified in the Future Directions Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual business planning process.



# Appendix

A blue-tinted photograph of three students in a classroom setting. A male student in the foreground is pointing at a laptop screen. Two female students are looking at the screen with interest. One student is holding a tablet. A smartphone lies on the desk in front of the laptop. The background shows classroom cabinets.



# Section 7: Appendix

## Appendix 1: Definitions

**Access:** the ability to obtain or use a service, and including affordability, accessibility and universal design.

**Accessibility:** the design of products, devices, services or environments for people who experience disabilities.

**Affordability:** the extent to which something is affordable, as measured by its cost relative to the amount that the purchaser is able to pay.

**Art:** the inventive use of talent, creativity and technique to produce an original expression of an idea with an aesthetic quality. This includes but is not limited to: literature, dance, theatre, visual arts, crafts, performance, media arts, music, film, print, sculpture, photography, design and so on.<sup>1</sup>

**Arts Education Programming:** Recreation & Culture Division-run performing, visual, digital and literary arts classes and programs that run for a specified number of weeks and require pre-payment and registration before attending.

**Business Improvement Area (BIA):** an organization set-up to provide certain business promotion and improvement functions within a set geographic area in a municipality.<sup>2</sup>

**Capacity Building:** the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt and thrive in the fast changing world.

**Circular economy:** an alternative to the traditional linear “make-use-dispose” process. The circular economy model aims to minimize the use of raw materials, maximize the useful life of a product, and create value for the product to be used again once it reaches end of life.

**City:** when written with an upper case C, it refers to The Corporation of the City of Mississauga; when written with a small case c, it refers to the city in general.

**Climate change:** describes a change in the average conditions—such as temperature and rainfall—in a region over a long period of time.

**Collaboration:** where two or more people, organizations or groups work together to produce, create or achieve something.

**Community:** a group of people living in the same place or having a particular characteristic in common; a particular area or place and its inhabitants; a group of people with a common history or common social, economic and/or political interests.

**Community Art:** temporary or permanent art that is based in a community setting, often publicly-accessible and involving the community in its creation through collaboration, production and/or dialogue. Community Art can be created by community members or by engaging a professional artist(s) and can include a wide variety of activities that include

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<sup>1</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).

<sup>2</sup> City of Mississauga, Parks, Forestry & Environment Division. *Public Art Plan*. (2023).

neighbourhood generated murals, arts in schools and process-orientated art engaging the community at large.

**Community Development:** community development activities that build capacity and stronger communities through identifying and addressing needs, assets and priority investments.

**Community Hub:** provide a central access point for a range of needed health and social services, along with cultural, recreational and green spaces, to nourish community life. Each hub is as unique as the community it serves and is defined by local needs, services and resources. It is the diversity of activity that allows community hubs to play a critical role in building economic and social cohesion in the community.<sup>3</sup>

**COVID-19 pandemic recovery:** the ongoing affects and impacts of global, national and local pandemic measures on the cultural and creative sectors, and the long-term impacts of changing attitudes in the post-pandemic stage.

**City Art Collection:** all art that is officially owned by the Corporation of the City of Mississauga. The City Art Collection may consist of visual art in any medium and take on any shape, form, or scale, such as, but not limited to, public art, paintings, sculptures, digital art, fine art, photography, prints, mural art, hoarding art, and digitally illustrated art.<sup>4</sup>

**Creative Industries:** businesses and individuals that use talent, creativity and skill to produce tangible and intangible goods that are usually protected by copyright and require constant adaption. Examples include but are not limited to: advertising, architecture, arts, antiques, crafts, design, fashion, film, photography, software, computer games, electronic publishing, music, visual and performing arts, publishing, television and radio.<sup>5</sup>

**Creative Spaces:** physical structures and elements at different scales that are deliberately designed to support creative work processes or to facilitate creativity. The scales of the physical structures and elements can vary from individual items, such as pieces of furniture, to the room's layout and interior design, and from the architectural building to the location within a specific civic neighbourhood. It covers spaces in both educational and corporate/business environments, as well as special forms such as co-working spaces or innovation labs.<sup>6</sup>

**Creatives:** an inclusive term used to define a larger group of creative practitioners working in the creative sector as well as those working with heritage and living heritage, including but not limited to artists, musicians, designers, performers, storytellers and so on.

**Cultural District:** a well-defined and recognized mixed-use geographic area in the city, with a high concentration of cultural facilities, creative enterprises, arts venues, cultural resources and activities that serve as an anchor attraction. For more detailed information related to Cultural Districts, refer to the City's Cultural Districts Implementation Plan.<sup>7</sup>

**Cultural Workers:** are people involved in creative industries field on some of the following levels: primary cultural production, distribution and interpretation of cultural and creative

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<sup>3</sup> Community hubs in Ontario: A strategic framework and action plan. Government of Ontario. (2016, p. 7). <https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>

<sup>4</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>5</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).

<sup>6</sup> University of Cambridge. *An Inventory of Creative Spaces: Innovative Organizations and their Workspace*. (2019).

<sup>7</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

works, and cultural management. This definition is based on joining of the creative and non-creative jobs.<sup>8</sup>

**Cultural Infrastructure:** the buildings, assets, structures and spaces where culture is consumed, experienced, participated in, showcased, exhibited or sold. For example, museums, galleries, theatres, cinemas, libraries, public art, rehearsal, studio and production spaces, meeting rooms, historic and heritage sites, parks and open spaces, alleyways and streets.<sup>9</sup>

**Cultural and Creative Sectors:** all persons, organizations, business and industries involved in the use, creation or experience of creative artistic activity and the goods and services produced by it, and the preservation of heritage.

**Cultural Tourism:** an industry sub-sector that caters to people interested in learning more about the arts and culture of a region, country or people. Tourists can be local or from more distant locations, depending on the type of demand for the destination. Heritage tourism is a related term.<sup>10</sup>

**Cultural Heritage Resources:** structures, sites, environments, artifacts and traditions that are of cultural, historical, architectural or archaeological value, significance or interest.

**Cultural Resource:** tangible and intangible elements that support culture, including cultural spaces and facilities, natural and cultural heritage, programs/activities and all other infrastructure and financial support available for the development and maintenance of culture.<sup>11</sup>

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

**Digital Public Art:** temporary or permanent public art that uses digital technology as an essential part of the creation, process and/or presentation.

**Diversity:** the state of being diverse. It is what differentiates each one of us, including but not limited to ethnicity, gender, how we think, what we value, cultural backgrounds, and experiences that shape our perspectives.

**Emerging Artist:** an artist in the early stage of their professional career who may have specialized training (not necessarily gained in an academic institution) and has created a modest, independent body of work that may include professional exhibitions, commissions, presentations and/or installations.<sup>12</sup>

**Environmental sustainability:** an organization's efforts to balance social, environmental and governance/economic factors (or people, planet and prosperity) today, without compromising tomorrow's resources and opportunities.

**Equity:** fair or impartial treatment. Equity recognises that every individual is unique. Being equitable means accounting for varied circumstances and allocating the resources and opportunities each person needs to receive an equal outcome.

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<sup>8</sup> Throsby, D. *The Cultural Workforce: issues of definition and measurement*, in: Proceedings of the International Symposium on Culture Statistics, Montreal (20023), UNESCO Institute of Statistics.

<sup>9</sup> Statistics Canada. Conceptual Framework for Culture Statistics. (2011).

<sup>10</sup> Glossary of Terms – Cultural Districts. Massachusetts Cultural Council website. (January 2016). [http://www.massculturalcouncil.org/services/cultural\\_districts\\_glossary.asp](http://www.massculturalcouncil.org/services/cultural_districts_glossary.asp)

<sup>11</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).

<sup>12</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).

**Equity-Deserving Groups:** groups who face barriers to equal access, such as racialized individuals, Indigenous people, people with disabilities, women, and 2SLGBTQ+ individuals.<sup>13</sup> Refers to those whose needs are not met in an equitable manner in society although they deserve to be treated in an equitable manner.

**Established artist:** an artist who has an extensive body of work, a history of national and/or international presentation and who has achieved wide recognition.<sup>14</sup>

**Health:** a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

**Heritage:** social, cultural and ethnic elements which produce a layering of culture from the past and into the future.

**Heritage Conservation District:** a defined area of buildings and properties designated under the Ontario Heritage Act. Heritage Conservation Districts enable the City to manage and guide change through the adoption of a plan and guideline for the conservation, protection and enhancement of each area's special character.<sup>15</sup>

**Inclusion:** the action or state of including or being included within a group or structure. It is a mindful effort to ensure everyone feels valued, respected, and supported.

**Interactive Digital Media:** a range of interactive content available through a variety of digital platforms and devices including computers, game consoles and mobile devices. Video and audio content can include game design and development, cross-platform entertainment, news and interactive training.<sup>16</sup>

**Interculturalism:** a strategy that advocates harmonious relations between cultures based on an integration process that does not seek to eliminate differences, but to foster the development of a common identity within a city, neighbourhood or region.<sup>17</sup>

**Justice:** fairness in the way that people are dealt with, and an ongoing commitment to recognize and repair wrongdoing.

**Living Heritage:** the recognition of people as connected to their heritage, defined more broadly than physical components to include cultural expressions and practices. Living heritage honours the unique importance of each human life of the past, present and future, and is an inclusive concept that recognizes the desire to connect with others and share our stories.<sup>18</sup>

**Partnership:** where two or more parties agree to cooperate to advance their mutual interests. They may be individuals, businesses, schools, governments or a combination, advancing interests through development, administration and granting.

**Percentage for Public Art:** a way for a municipality to secure funds for public art through municipal and/or private capital construction projects. In such a program, the municipality may

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<sup>13</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>14</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>15</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>16</sup> Ontario Media Development Corporation Industry Profile, Interactive Digital Media. [http://www.omdc.on.ca/industry\\_profiles/idmEng\\_1.html](http://www.omdc.on.ca/industry_profiles/idmEng_1.html)

<sup>17</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).

<sup>18</sup> City of Mississauga. *Mississauga Cultural Policy*. (2015).



encourage a contribution equal to 0.5% to 2% of the gross construction costs of the development.<sup>19</sup>

**Permanent Public Art:** most commonly existing as a sculpture, permanent public art has also been integrated into playgrounds, public squares and buildings. Permanent public art is designed to remain in the public realm indefinitely; as such, it requires support through a level of community consultation as it will become a long-standing feature of the community. It also requires long-term planning, such as a maintenance plan and budget, due to its expected longevity of display and placement.<sup>20</sup>

**Placekeeping:** a notion tied to Indigenous community perspectives; in contrast to placemaking, placekeeping is a collaborative and multi-faceted process to engage the residents who already live in a space and allow them to preserve the stories and culture of where they live. Public art can be a form of placekeeping.<sup>21</sup>

**Placemaking:** a collaborative and multi-faceted process for the planning, design and animation of public spaces. Placemaking has the ability to inspire a community to reimagine and reinvent familiar public spaces, building character, quality of place and inspiring community of pride.<sup>22</sup>

**Pop-Ups:** a concept that has become popular in the last decade and can involve the use of empty shops or other buildings or spaces, for art exhibitions, restaurants or performances. Pop-ups can last for a few hours, a few weeks and in some cases can become permanent fixtures due to their popularity.<sup>23</sup>

**Professional Artist:** an individual who earns all or a sizable portion of their livelihood through remuneration for artistic performance or creation and is recognized by their peers as an artist.

**Public Art:** art found in the public realm that is created through a formal process by a professional artist or in collaboration with artists. This work can be in any medium and take on any shape, form or scale; it should be accessible to the public and free for all to enjoy. Public art can be permanent or temporary, stand-alone, site-specific or integrated into other design elements such as street furniture, architecture and/or landscape architecture.<sup>24</sup>

**Public Art Program:** formally established in 2010, the City of Mississauga's Public Art Program aims to contribute to the unique identity of Mississauga. The program is managed by the City's Culture Planning unit and helps to create vibrant public spaces and streetscapes, making Mississauga a place people want to live, work and visit.

**Public Spaces:** the space to which the general public has a right of access, which can include the space around, between and within buildings that are publicly accessible.

**Public Realm:** consists of streets and boulevards, public open spaces, parks, squares and civic buildings and is an integral component of the urban form of the city. The arrangement of streets and blocks within the public realm provides a foundation for the city's built environment, which in turn influences the shape and layout of the public realm.<sup>25</sup>

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<sup>19</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>20</sup> City of Mississauga. *Public Art Master Plan*. (2016).

<sup>21</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>22</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>23</sup> City of Mississauga. *Public Art Master Plan*. (2016).

<sup>24</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>25</sup> City of Mississauga. *Mississauga Official Plan*, Section 9.3. (2018).

**Reconciliation:** a process of healing relationships that requires public truth sharing, apology and commemoration that acknowledge and redress past harms. A Reconciliation framework is one in which Canada's political and legal systems, educational and religious institutions, corporate sector, and civil society function in ways that are consistent with the United Nations Declaration on the Rights of Indigenous Peoples, which Canada has endorsed. For the City of Mississauga, Truth and Reconciliation would see the City have collective understanding of history, inclusion of Indigenous culture and worldviews, authentic relationships with Indigenous Peoples and systems that benefit everyone.<sup>26</sup>

**Tactical Urbanism:** low-cost, temporary changes to public spaces and the built environment to address immediate needs, providing temporary alternatives to urban problems. Tactical urbanism can take on many forms such as street art, performance, digital art, mapping and wayfinding, streetscape improvements, intersection repair, community gardening and pop-up urban interventions.<sup>27</sup>

**Temporary Public Art:** can exist as an installation or festival and is not intended to last forever. Temporary public art can last for a few months or up to 15 years and will only be maintained if damages occur within the given time period.<sup>28</sup>

**Truth and Reconciliation:** building a collective understanding of history, inclusion of Indigenous culture and worldviews, authentic relationships with Indigenous Peoples and systems that benefit everyone.

**Universal design:** the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

**Wellness:** an active process through which people become aware of, and make choices toward, a more successful existence.

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<sup>26</sup> City of Mississauga, Parks, Forestry & Environment Division. Public Art Plan. (2023).

<sup>27</sup> City of Mississauga. *Public Art Master Plan*. (2016).

<sup>28</sup> City of Mississauga. *Public Art Master Plan*. (2016).

## Appendix 2: Culture in the City of Mississauga (Policy #08-05-01)



# Cultural Policy

The City Of Mississauga

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







## Policy Statement

The City of Mississauga is committed to advancing Arts and Culture for the benefit of its citizens and visitors by fostering an environment conducive to creativity, public access to cultural experiences and the preservation and development of a distinct cultural identity in Mississauga.

## Purpose

The purpose of this policy is to create a framework which represents the value and importance that the City places on Culture, including the principles, goals and strategies needed to protect, support and foster Culture in Mississauga. This policy will provide clarity around decision making, allocation of resources and the role of Culture within the City's Strategic Plan.

## Scope

This policy applies to all aspects of Arts and Culture that contribute to Mississauga's economic and social growth.



## Definitions

For the purposes of this policy

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

**City** means The Corporation of the City of Mississauga.

**Community Artist** means an individual who partakes in artistic performance or creation, but does not receive a sizable portion of their livelihood from these pursuits.

**Creative Industries** means businesses and individuals that use talent, creativity and skill in order to produce tangible and intangible goods, which are usually protected by copyright and require constant adaption. Examples include, but are not limited to, advertising, architecture, arts, antiques, crafts, design, fashion, film, photography, software, computer games, electronic publishing, music, visual and performing arts, publishing, television and radio.

**Cultural Industries** means businesses which produce products with an identifiable core cultural component, such as museums, art galleries and libraries.

**Cultural Product** means the consumable result of artistic or heritage undertakings as either physical or experiential goods. These consumable goods are produced by the Cultural Industries, festivals, heritage sites, performances, visual arts and crafts.

**Cultural Resources** means the tangible and intangible elements which support Culture, including cultural spaces and facilities, natural and cultural heritage, programs/activities and all other infrastructure and financial support available for the development and maintenance of Culture.

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

**Emerging Artist** means an artist who has specialized training in his or her field (not necessarily gained in an academic institution), who is at an early stage in his or her career and who has created a modest, independent body of work.

**Event** means any prearranged, organized activity that will be planned by or facilitated with the support and expertise of City staff.

**Festival** means an organized period of special Events which is open to the public and lasts longer than the time period usually allotted for a single performance, competition or exhibition.

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

**Interculturalism** means a strategy that advocates harmonious relations between cultures based on an integration process that does not seek to eliminate differences, but to foster the development of a common identity.

**Multiculturalism** means a strategy based on respect for and the promotion of ethnic diversity in society and the co-existence of diverse cultures. Culture includes racial, religious or cultural groups and is manifested in customary behaviours, cultural assumptions and values, patterns of thinking and communicative styles.

**Museum** means a non-profit, permanent establishment, exempt from federal and provincial income taxes, open to the public and/or digitally available. Museums are administered for the purpose of collecting and preserving, studying, interpreting, assembling and exhibiting to the public (for their instruction, interest and enjoyment) objects and specimens of cultural value. These include artistic, scientific (whether animate or inanimate), historical and technological material.

**Professional Artist** means an individual who earns all or a sizable portion of their livelihood through remuneration for artistic performance or creation and is recognized by his or her peers as an artist.

## Accountability

The Culture in the City of Mississauga policy is meant to apply to all departments and divisions. It is the responsibility of each department within the City to refer to the policy when drafting or creating new policies, strategies or direction. This will ensure a cultural lens has been considered in keeping with the direction of this policy and that culture is embedded in all future aspects of the City.

## Guiding Principles

Culture is comprised of values, expressed through identity, customs, memories and stories; vibe, in the form of the character emanating from the active Culture and Heritage of a place; and virtuosity, as the expression and appreciation of artistic excellence. Culture in Mississauga will be vibrant, accessible, sustainable and enriching. The following guiding principles will inform the actions and decisions of the City in relation to Culture and ensure cultural impacts are identified.

### 1. Improve Livability

Cultural vibrancy functions to enhance the appeal of the City as a place of social, economic and intellectual life and quality. Culture makes our community stronger and more connected through artistic, creative and Heritage pursuits, making the City a desirable place to live, learn and work.

### 2. Support Multiculturalism and Interculturalism

The City's composition of nationalities from around the world is something to be celebrated and embraced, as they not only contribute to Mississauga's diversity, but also to its distinct cultural identity. Interaction between these diverse groups offers the opportunity for understanding and the foundations of a broader, connected community.

### 3. Foster Creative Industries

Businesses which produce Cultural Products or employ creative individuals are a growing segment of Mississauga's economy. Supporting the success of Mississauga's cultural sector offers an avenue for improved economic conditions, bringing with it social benefit and attractiveness for the City.

### 4. Build Connections

Developing Culture in Mississauga is a joint effort requiring City leadership and facilitation, partnerships between organizations and open communication between Community and Professional Artists, Creative Industry professionals and the City. Partnerships and collaboration allow for greater communication and resource sharing, which assists in strengthening Culture in the City.

### 5. Build Shared Identity

Mississauga's population is comprised of a diverse make-up of nationalities from around the world. Not only should this diversity be celebrated, but an authentic, shared Culture should be fostered. Authentic shared Culture is developed organically, while being fostered purposefully.

### 6. Ensure Accessibility

Culture should be for everyone. Access to Cultural Resources, activities, Events and Festivals should be made available to everyone to ensure that the wide ranging benefits of Culture can be experienced by the greatest number of people.

### 7. Support Sustained Cultural Community Activity

Contributions made by the cultural community are valuable. Support for organizations, businesses, educational institutions and individuals through funding, resource sharing, organizational and community development and facilitating collaboration should be undertaken to best support sustained cultural community activity.

## Goals and Strategies

The City's vision is to ensure the continued cultural diversity of its communities, in tandem with the development of a shared cultural identity, while supporting our growing Creative and Cultural Industries sectors to contribute to the creative atmosphere of the City for both social and economic benefits.

### The following goals and strategic priorities will contribute to achieving the City's vision:

#### 1. Vibrant Places

The vibrancy of a place contributes to personal and community development and offers a sense of belonging for everyone from the audience member to the artist. By improving the Arts and Culture environment, the City is committed to enriching the spirits of its people by infusing the cultural sector into everyday life.

##### Vibrant Places priorities include:

- integrating Culture into urban planning;
- offering new public art installations and their care over time;
- providing leadership for and stewardship of the Cultural Resources of Mississauga, including our Heritage assets;
- mapping Cultural Resources;
- placemaking (the planning, design, management and programming of public spaces); and
- monitoring and planning for appropriate cultural infrastructure.

#### 2. Creative Communities

Engagement in Arts and Culture contributes greatly to economic and social vigour by assisting in building mutual understanding and respect within a community, offering enriching experiences and adding to the overall cohesiveness of a community. The City is committed to improving access to, and opportunities for, participation in cultural activities for the benefit of the public.

##### Creative Communities priorities include:

- growing and maintaining existing Events and Festivals that enhance Arts and Culture in Mississauga;
- actively engaging individuals and organizations, using traditional and creative approaches to plan cultural infrastructure;
- increasing public awareness of the importance of Culture; and
- improving access to cultural activities and opportunities.

#### 3. Creative Talent

Creative individuals drive change and are central to Arts and Culture development. The City is committed to supporting opportunities for creative talent development. An environment which allows for an

open exchange of ideas, network building, innovation and risk is essential to the growth of creative talent in Mississauga.

##### Creative Talent priorities include:

- improving public access to information to promote cultural activities;
- developing a network of creative individuals and Cultural Resources;
- increasing support for new, Emerging and Professional Artists; and
- exploring funding models and evaluation methods that deliver support and skills enhancement for artists and cultural organizations.

#### 4. Creative Industries

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

##### Creative Industries priorities include:

- improving connections between subsidized and profit driven creative enterprises;
- offering guidance and support to Arts and Culture organizations;
- increasing affordability and sustainability of cultural spaces; and
- supporting the development of physical and virtual creative clusters.

#### 5. Adaptability

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

##### Adaptive City administration priorities include:

- promotion of inclusiveness;
- fostering interest and involvement by making it easy for creativity to develop;
- being proactive and reactive to a growing cultural sector; and
- supporting intercultural activities.

## Appendix 3: United Nations Sustainable Development Goals



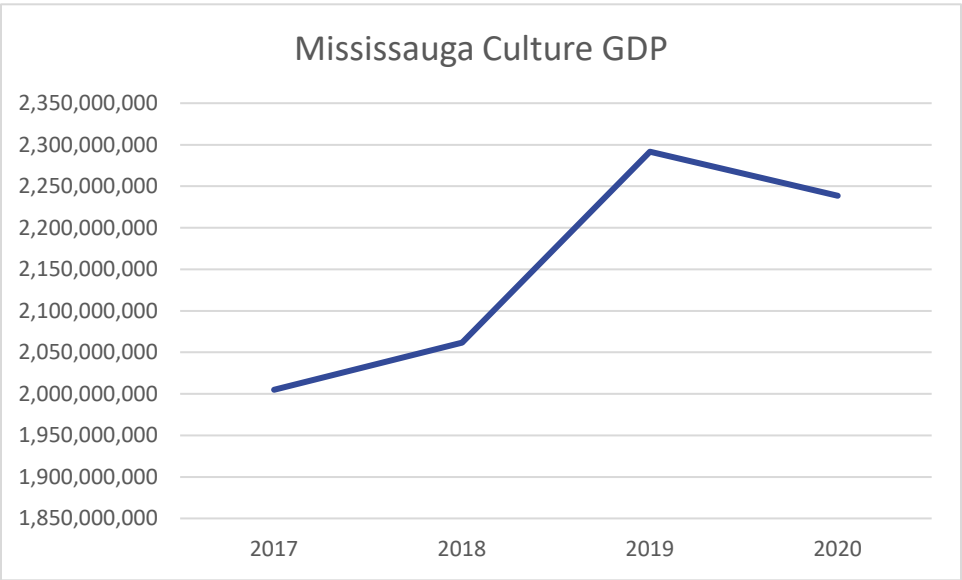


## Appendix 4: COVID-19 Pandemic Impacts to Mississauga's Culture Sector

The culture gross domestic product (“GDP”) and jobs information for Mississauga is provided through a partnership with the Creative Cities Network of Canada (CCNC) and the Cultural Statistics Strategy with Heritage Canada. The information provides data on the GDP and jobs from various culture sectors, such as film production, visual and applied arts and written publications, among others. Mississauga has been a member of this program since 2016 and information is provided annually to municipalities from Heritage Canada through CCNC membership. Data is available from 2010 to 2020 currently, with 2021 data scheduled to be released at year end 2023.

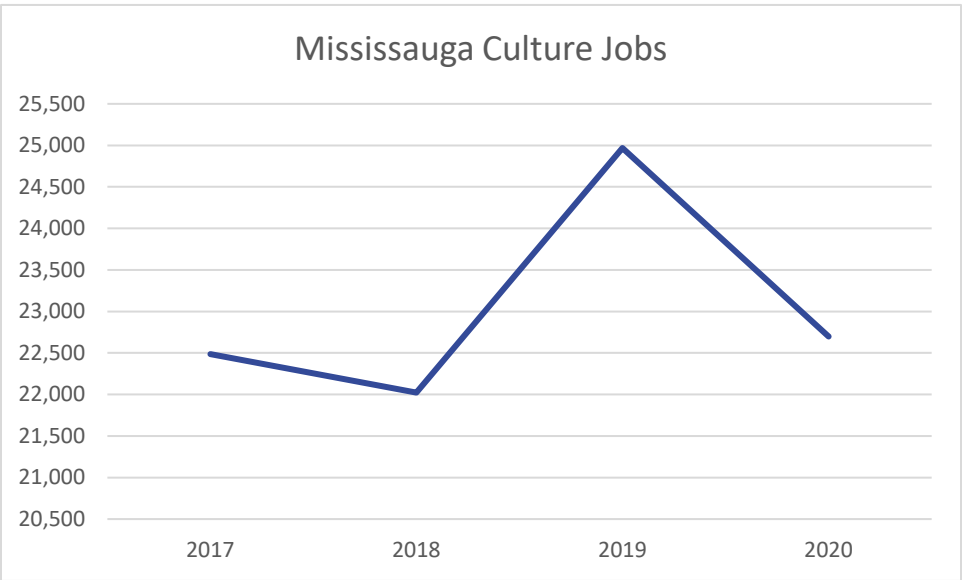
The City is able to analyze year over year impacts, trends and changes to culture GDP and jobs through this program. Mississauga has over the years, seen increasing growth in several sectors and saw large gains in 2018. However, due to COVID-19, there were major impacts to GDP and jobs. Although there was a 12% increase in the culture GDP in Mississauga between 2017 and 2020, the COVID-19 pandemic saw the culture sector lose \$52.9 million in culture GDP between 2019 and 2020, combined with a loss of almost 2,000 jobs in the creative sector. Once data becomes available, further stagnation and losses are expected as the COVID-19 pandemic restrictions continued into 2021 and early 2022, specifically impacting the live performance sector. The COVID-19 pandemic has exposed gaps within the arts, culture and heritage sectors, such as the precarious nature of jobs which often includes short term contracts, gigs and self-employment and the lack of a safety net for professionals working in these conditions (UNESCO, 2021). There is a need for additional support for individual artists, to improve their working conditions and help provide stability in times of crisis such as the COVID-19 pandemic, such as through grants, funding and capacity building. The following charts show the impacts on Mississauga's steady culture sector growth from 2018 to 2020.

Chart 3: Mississauga's Municipal Culture GDP Overview from 2017-2020



Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage

Chart 4: Mississauga's Municipal Culture Jobs Overview from 2017-2020



Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage

## Appendix 5: Corporate Directives

All of the following projects led by various Divisions and departments of the City are to be implemented in the short term within the next 1-4 years, with some projects ongoing.

Corporate Directives	Roles & Responsibilities	Capital / Operating Cost
<p>Reduce greenhouse gas emissions and improve waste sorting and diversion across culture venues in support of the Climate Change Action Plan.</p> <p>Identify opportunities to showcase culture venues' existing and future use of green technologies through creative interpretation.</p>	<p>Lead: T&amp;W, F&amp;PM, PF&amp;E (Environment)</p> <p>Support: Culture &amp; Events, Parks &amp; Culture Planning, Indigenous Relations, Heritage &amp; Museums</p>	Capital and Operating
<p>Create an online Environmental Sustainability guide to support cultural and creative sectors, including culture venues, programs and services clients, with reducing greenhouse gas missions and improving waste management processes.</p>	<p>Lead: T&amp;W, PF&amp;E (Environment), Culture &amp; Events</p> <p>Support: Indigenous Relations, Heritage &amp; Museums, Community &amp; Neighbourhood Development</p> <p>External: Cultural community organizations, creative industries</p>	Operating
<p>Implement recommendations of the City's <i>Multi-Year Accessibility Plan: 2023 to 2028</i>, and encourage culture venues, programs and services clients, vendors and collaborators to do the same by embedding accessibility requirements in contract documentation, and creating resources such as training guides.</p>	<p>Lead: F&amp;PM, Culture &amp; Events</p> <p>Support: Community &amp; Neighbourhood Development, Culture &amp; Events, Parks &amp; Culture Planning, Indigenous Relations, Heritage &amp; Museums</p>	Capital and Operating
<p>Embed equity, diversity and inclusion-based human resources ("HR") and staffing practices into culture venues, programs and services LOBs to support inclusion and psychological safety for all staff, creating consistency and retaining talent.</p> <p>Undertake a review of culture venues, programs and services part-time staffing structure, and work with HR to include fair, equitable and competitive compensation for part-time staff in their practices, and encourage adoption across other City departments.</p> <p>Implement City-supported equity, diversity and inclusion and accessibility training for full- and part-time culture venues, programs and services staff.</p>	<p>Lead: Human Resources, Parks &amp; Culture Planning, Indigenous Relations, Heritage &amp; Museums, Culture &amp; Events, City-wide Programs</p> <p>Support: CMO</p>	Operating
<p>Undertake equity audits for all culture venues, programs and services Lines of Business ("LOBs"), and publish results on the City of Mississauga Arts and Culture home page.</p> <p>Use the results, to create an equity, diversity and inclusion plan for culture venues, programs and services that lays out how to improve integration of equity, diversity and inclusion and includes indicators and metrics to support ongoing evaluation and improvement.</p>	<p>Lead: Strategic Communications &amp; Initiatives (Equity and Inclusion Office), Parks &amp; Culture Planning, Indigenous Relations, Heritage &amp; Museums, Culture &amp; Events</p> <p>Support: CMS Business Planning &amp; Marketing, CMO</p>	Operating

Corporate Directives	Roles & Responsibilities	Capital / Operating Cost
Support growth and capacity amongst the cultural and creative sectors and external partners by increasing access to existing or collaboratively develop new equity, diversity and inclusion training resources. Intended audience includes, but is not limited to: arts, culture and heritage-based City Committees, cultural and community organizations, artists and creative professionals, and culture venues, programs and services clients, vendors and external partners.	Lead: Strategic Communications & Initiatives (Equity and Inclusion Office), Parks & Culture Planning, Indigenous Relations, Heritage & Museums, Culture & Events Support: CS External: Cultural community organizations, creative industries, educational institutions	Operating
Optimize management, use and interpretation of existing City-owned heritage properties by assigning resources necessary to prioritize operational support and address the backlog of maintenance repairs, while exploring use and programming opportunities.	Lead: F&PM, Indigenous Relations, Heritage & Museums Support: Parks & Culture Planning, Culture & Events, CS External: Cultural community organizations	Operating
Develop a marketing partnership with Tourism Mississauga to promote arts, culture and heritage across the city. Raise the profile of SaugaLive and culture venues as key regional hubs, and showcase local Mississauga and visiting artists, Indigenous creators and artists, and unique programming and events hosted by external partners.	Lead: Tourism Mississauga Support: Culture & Events, CMS Business Planning & Marketing	Operating
Establish an equitable engagement toolkit that includes consistent process, procedures and standards for engagement that upholds the City's commitments toward equity, diversity and inclusion, as well as Truth and Reconciliation, through all culture venues, programs and services programs, projects and initiatives.	Lead: Strategic Communications & Initiatives Support: Parks & Culture Planning, Indigenous Relations, Heritage & Museums, CMS Business Planning	Operating

The following acronyms are used to refer to City departments, Divisions and teams in this table:

CMS: Community Services department

F&PM: Facilities & Property Management department

P&B: Planning & Building

PF&E: Parks, Forestry & Environment Division, Community Services department

R&C: Recreation & Culture Division, Community Services department

T&W: Transportation & Works department



## Appendix 6: Ongoing Projects

The majority of the following projects were identified in the 2019 Culture Master Plan, and as such are funded, have available budgets and ongoing. They are led by City staff working within culture venues, programs and services and are being implemented within the next 1-4 years.

Ongoing Projects	Roles & Responsibilities	Capital / Operating Costs
Implement the recommendations of the 2023 Public Art Plan.	Lead: Parks & Culture Planning Support: R&C, PF&E, Library Services, P&B, F&PM, T&W External: Cultural community organizations, BIAs, educational institutions, creative industries	Capital
Update and/or create new Terms of Reference ("ToR") to support the development community with meeting City requirements, including: a Cultural Heritage Interpretation ToR for retrofit, redevelopment and development projects, and exploration of creating a ToR to support integration of cultural infrastructure investment.	Lead: Indigenous Relations, Heritage & Museums, Parks & Culture Planning Support: P&B	Operating
Complete development of an archaeological management plan.	Lead: Indigenous Relations, Heritage & Museums	Capital
Undertake a review of the Culture Grants program and incorporate changes into future Culture Grants cycles. The review is to focus on integrating a sustainable funding model, targeting innovative programs and events, advancing culture LOBs and objectives, and facilitating equitable access for underserved individuals, professionals and communities to address Culture Programming Gap Analysis and Culture Grants EDI Audit findings.	Lead: Culture & Events, Community & Neighbourhood Development Support: CMS Business Planning, Parks & Culture Planning, CMO External: Cultural community organizations	Capital and Operating
Integrate the Culture Programming Gap Analysis recommendations into future Culture Grants cycles to ensure that the program's public facing direction is delivered in a manner that addresses equity, inclusion and inequalities for BIPOC, LGBTQ2S and culturally diverse communities.	Lead: CMS Business Planning, Community & Neighbourhood Development Support: Culture & Events, Indigenous Relations, Heritage & Museums External: Cultural community organizations	Capital
Undertake a Youth Priorities Study in collaboration with Mississauga's youth to review how the quality and value of, access to, and participation in existing culture venues, programs and services focused on youth and young creatives in Mississauga can be improved.	Lead: CMS Business Planning, Community & Neighbourhood Development Support: Parks & Culture Planning, Indigenous Relations, Heritage & Museums, Culture & Events, Library Services, CMS Marketing, CMO External: Youth, Cultural community organizations, educational institutions, creative industries	Capital

Ongoing Projects	Roles & Responsibilities	Capital / Operating Costs
Conduct a city-wide Programming Review to identify opportunities to grow City- and community-led culture programming across Mississauga to improve its accessibility, relevance and contribution to cultural development opportunities.	Lead: CMS Business Planning, City-wide programs, Culture & Events, Indigenous Relations, Heritage & Museums Support: Parks & Culture Planning External: Cultural community organizations	Operating

The following acronyms are used to refer to City departments, Divisions and teams in this table:

CMO: City Manager's Office department

CMS: Community Services department

F&PM: Facilities & Property Management department

P&B: Planning & Building

PF&E: Parks, Forestry & Environment Division, Community Services department

R&C: Recreation & Culture Division, Community Services department

T&W: Transportation & Works department

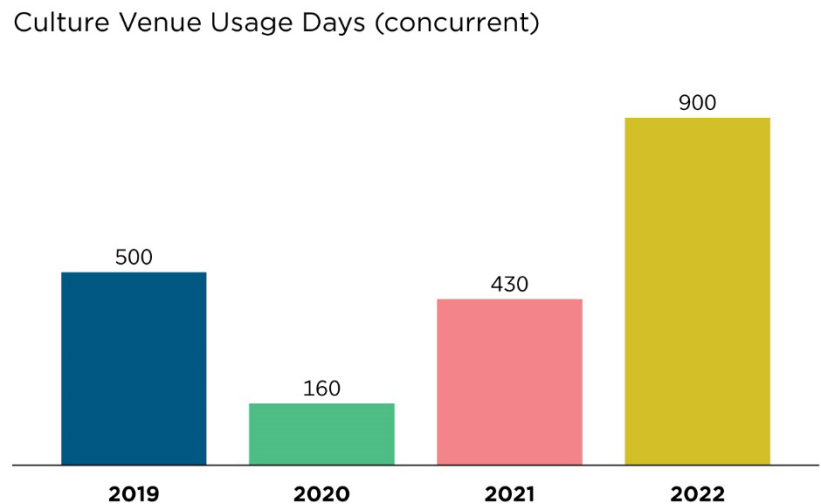
# Appendix 7: Culture Participation and Usage

The City of Mississauga collects and tracks a range of various performance measures and indicators for culture venues, programs and services. This data allows staff to analyze trends, track growth and development, and understand where resources are needed to ensure ongoing support for the cultural and creative sectors in Mississauga.

## Culture Venues

While COVID-19 impacted the usage of Culture venues, recovery has seen usage rates for facilities at or above 2019. Usage days are calculated concurrently, which means that there can be several activities, programs and events happening simultaneously in venues each day as all venues have multiple spaces available for rental. Prior to 2020, the Living Arts Centre and Paramount Fine Food Centre Events (PFFC) were not included in the culture portfolio. The addition of the Living Arts Centre (LAC) specifically, with its three theatres and several meeting rooms, offered the ability for higher rates of culture use as it can host many more events simultaneously than other culture venues. However, even with the addition of the larger venues of PFFC and LAC, pandemic closure impacts show a major impact to usage days at these indoor facilities. In the chart below (Chart 1), usage days for the past four years is analyzed, showing the impact of closures on 2020 and 2021 usage:

Chart 1: Culture Venue Usage Days



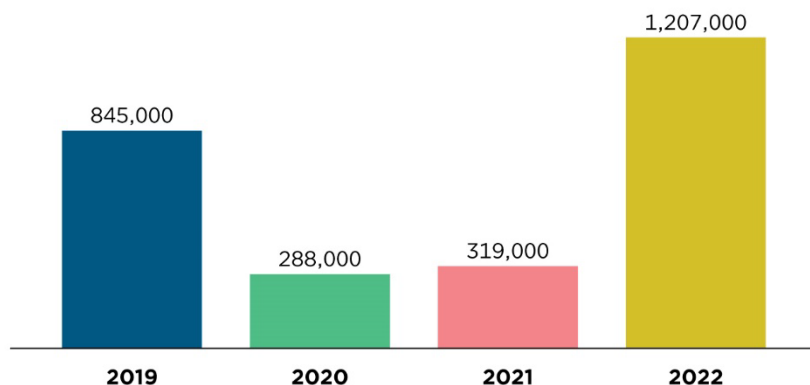
Source: City of Mississauga Community Services

\*Note: 2019 amounts do not include Living Arts Centre or Paramount Fine Foods Centre Events; COVID-19 closures in affect from March 2020-June 2022

For culture venues attendance levels, Museums of Mississauga, Small Arms Inspection Building and Celebration Square have seen attendance rates at exhibits, programs and events higher in 2022 compared to 2019.

Chart 2: Culture Venues Attendance

### Culture Venues Attendance (# of people)



Note: 2019 does not include the Living Arts Centre or Paramount Fine Foods Centre.

Source: City of Mississauga

\*Note: COVID-19 closures in affect from March 2020-June 2022

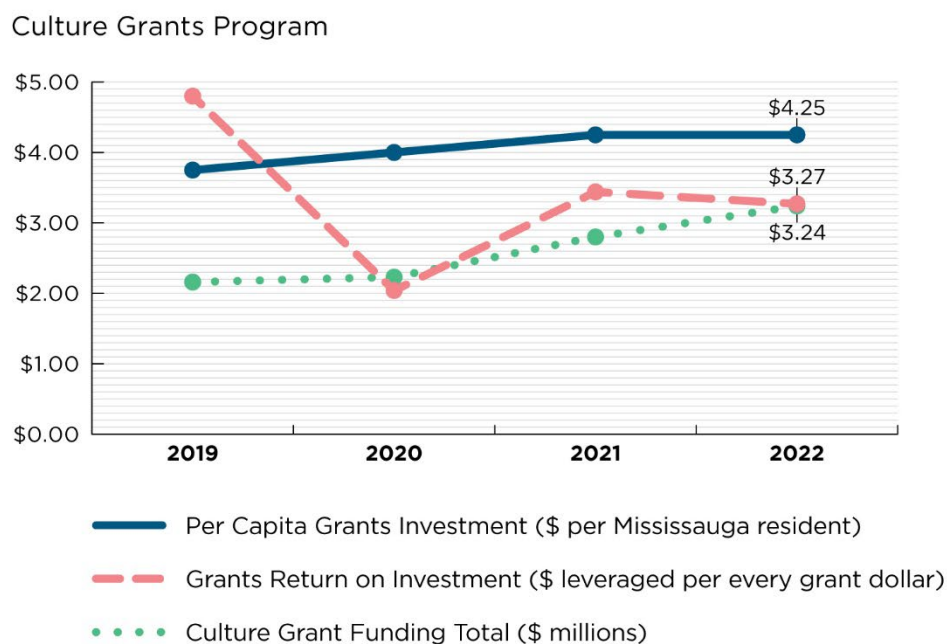
## Culture Programs

### Grants

The Culture Grants Program provides funding for not-for-profit organizations to deliver programs, activities and events across Mississauga. These organizations are able to provide more access to cultural and creative initiatives for residents and visitors. The performance measures that are collected for this program include per capita grant investment (how many dollars provided divided by total population of Mississauga), total amount of grants provided and the return on investment (for every dollar Mississauga provides in grants, organizations are able to leverage additional dollars from other sources) (Chart 3).



Chart 3: Culture Grants Program Overview, 2019-2022



Source: City of Mississauga

Following the 2016 Culture Grants Review, a recommendation to incrementally raise the per capita culture grant spend to \$4.50 over the next six years was approved by Council and achieved for the 2023 Culture Grant Program. However, over the last four years, the number of groups applying and receiving grants has steadily increased, straining the limited grant funds to support new and emerging organizations and events.

As a result of the COVID-19 pandemic measures, granted organizations have seen a decrease in participation, sponsorship and donation rates, as well as the complete cancellation of events and initiatives from March 2020 to summer 2022 for many. Therefore, the return on investment from grants spending decreased or stagnated during that two year period and is slow to return in 2022.

The City chose to continue grant support and the grant program through 2020 to 2022, along with additional funds to support pandemic health measures upon recovery. This provided most groups with stability to carry through the closures and cancellations to see a healthy return to offering in-person festivals, events and programming initiatives in summer 2022.

### Creative Programs

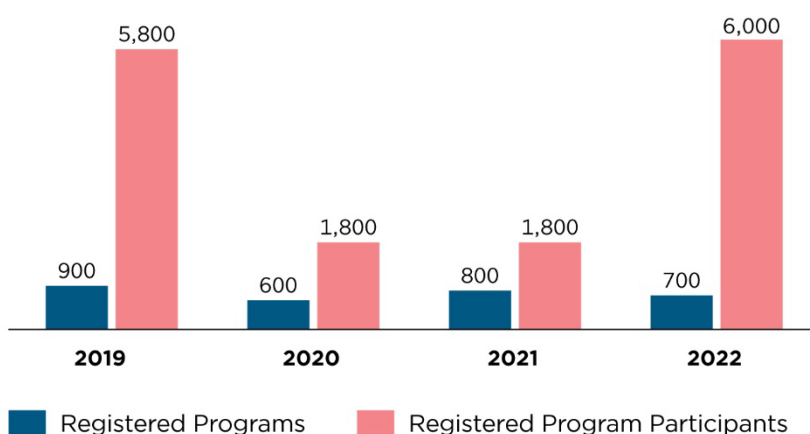
Creative programs include registered classes, workshops, school programs, camps and community classes. These programs are held across the city, not only at culture venues and spaces, but also in community centres, parks and libraries. Prior to 2020, programs were seeing an increase in registration and participation, with school programs expanding due to the addition of the Living Arts Centre programs in 2020. Due to the COVID-19 pandemic, many in-person classes were canceled in early 2020, with a turn to offering free virtual programs and activities. Gradual return to in-person programming began in 2021, with a full return to in-

person programming happening in 2022 where numbers are steadily increasing to surpass pre-COVID-19 attendance levels.

The following chart shows the relative steady number of creative programs that have been offered from 2019 to 2022 compared to the number of participants attending programs (Chart 4). Trends indicate that the number of programs may need to expand if current pressures on participant capacity continue.

Chart 4: Creative Programs and Attendance

#### Culture Programs



Source: City of Mississauga Community Services

\*Note: COVID-19 requirements in affect March 2020-September 2022

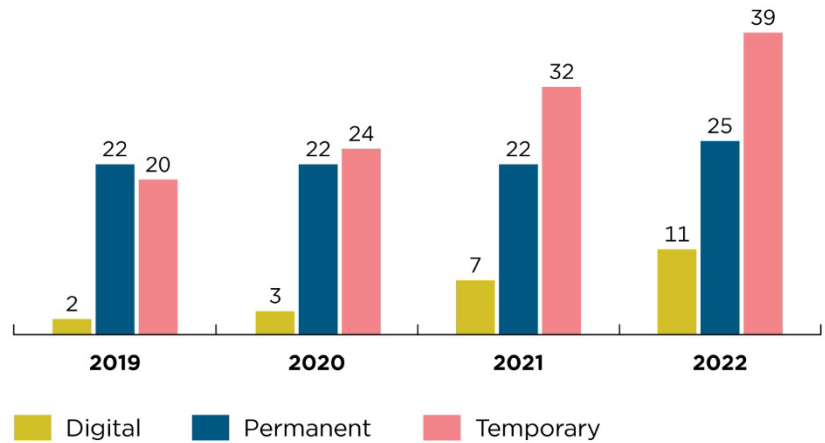
#### Public Art

The Public Art Program contributes to city-building by enhancing public spaces and creating a unique sense of place within Mississauga. Public art has the ability to boost local industry and tourism and can lead to a sense of ownership and pride within the community. A variety of permanent and temporary public art installations enhance the quality of life for residents and create great experiences for visitors.

Unlike other programs and services, Public Art was able to continue its curation of art works throughout COVID-19 and were able to increase digital public art and install additional permanent pieces in 2022. The chart below shows the cumulative Public Art pieces that have been added to the City's collection over the past four years, with significant increase in the number of Temporary and Digital pieces that were added to the collection during that time (Chart 5).

Chart 5: City of Mississauga Public Art Collection (Totals)

Public Art Projects



Note: Installations do not include privately-owned public art or beautification and placemaking projects.

Source: City of Mississauga

Culture Services: Creative Industries

Economic Development of the Cultural and Creative Sectors

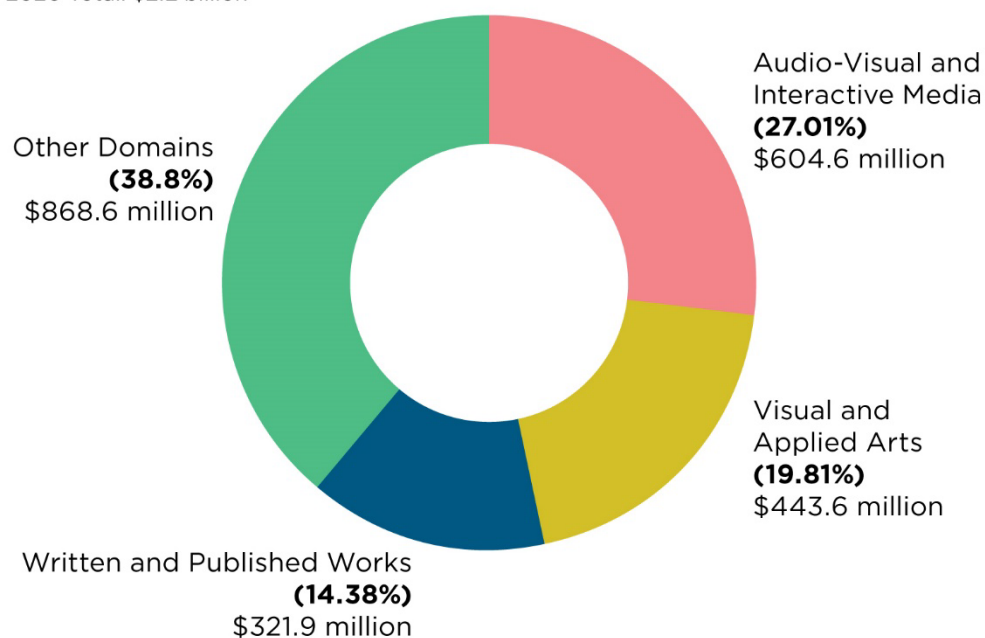
The cultural and creative sectors are a major economic driver for the city. Major industries in Mississauga include visual arts and film production, with growth seen in interactive digital media. The culture sector and creative industries in Mississauga contribute significantly to Ontario’s Culture Gross Domestic Product (“GDP”) and form part of a knowledge-based economy, which drives innovation, ideas and growth (Ministry of Tourism, Culture and Sport, 2016).

Mississauga’s culture GDP sees the top industries from the audio-visual and interactive media, visual and applied arts and written and published works sectors. All other sectors combined contributed an additional \$868.6 million. In 2020, culture’s contribution to Mississauga’s economy was \$2.2 billion, or 7.8% of Ontario’s overall culture GDP. Audio-visual and interactive media, which includes the film and television industry, contributed \$604 million to Ontario’s Culture GDP in 2020 and the film and television industry continues to be an increasingly strong employer in Ontario.

Chart 6: Mississauga's 2020 Municipal Culture GDP Overview

### Mississauga's 2020 Municipal Culture GDP Overview

2020 Total: \$2.2 billion



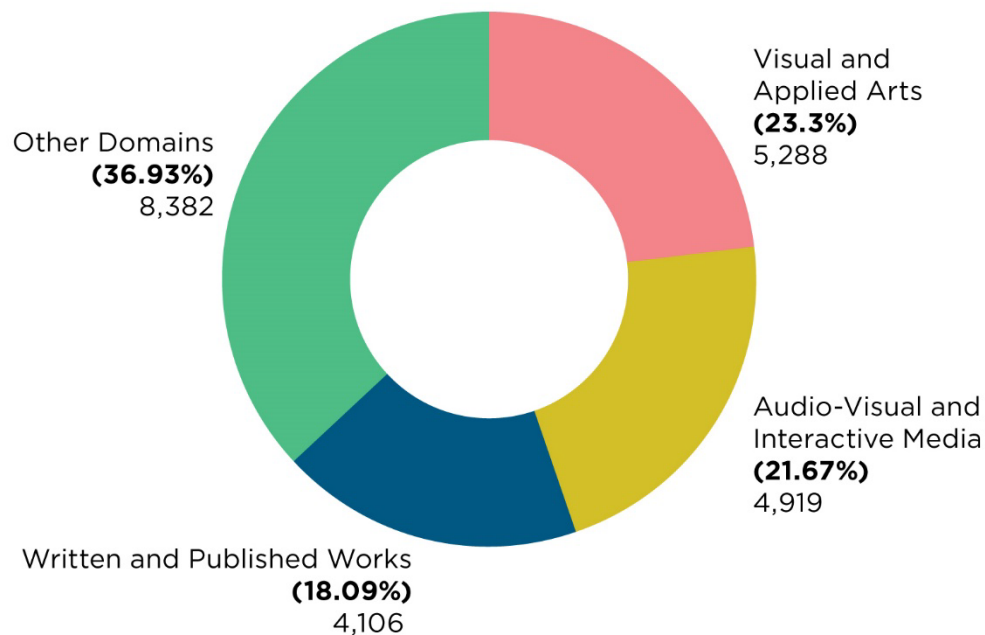
Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage

Mississauga has 23,000 jobs in the culture sector, over a third (36%) come from various industries such as sound recording, live performance, heritage and libraries, education and training, among others. Visual and applied arts, which includes jobs such as original visual art production, art reproductions, photography, crafts, advertising, architecture and design make up 23% of the culture jobs in Mississauga.



Chart 7: Mississauga's 2020 Municipal Culture Jobs Overview

### Mississauga's 2020 Municipal Culture Jobs Overview

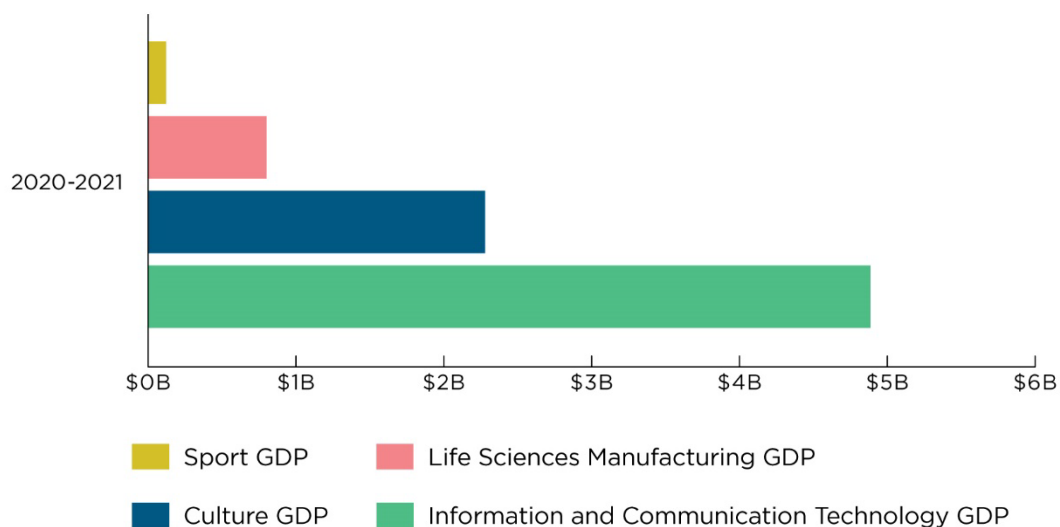


Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage

The cultural and creative sectors make strong contributions to Mississauga's GDP and below is a comparison to Life Sciences Manufacturing, Information and Communication Technology and Sport sectors in Mississauga, showing cultural and creative sectors as a major industry in the city:

Chart 8: Mississauga GDP Contributions by sectors 2020-2021

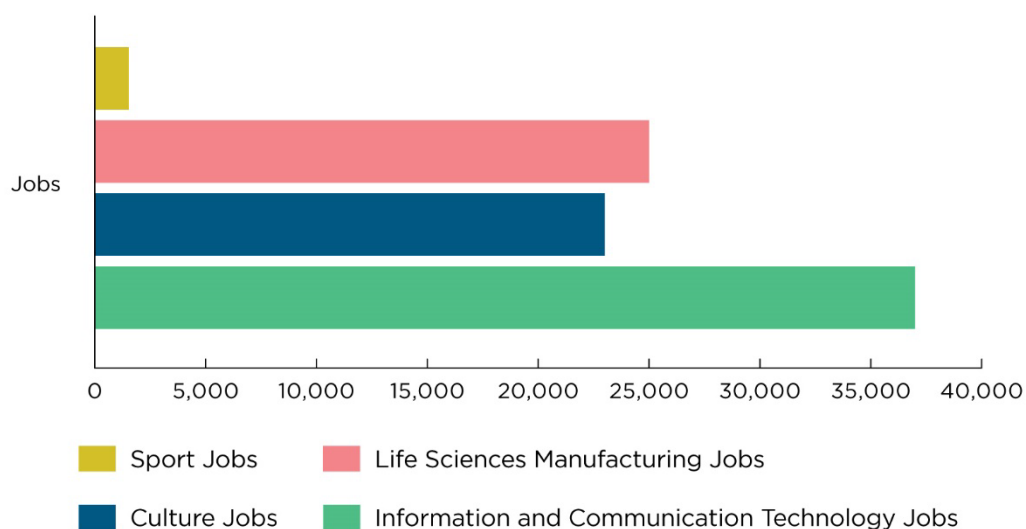
### Mississauga GDP by Sector 2020-2021 (\$ billions)



Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage; Economic Development Office, City of Mississauga

Chart 9: Mississauga Jobs by sectors 2020-2021

### Mississauga Jobs by Sector 2020-2021

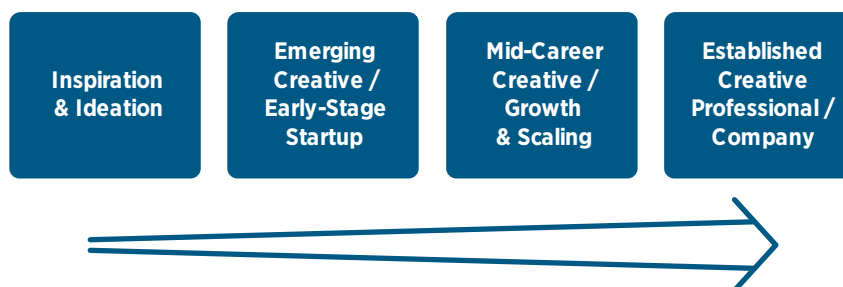


Source: Cultural Statistics Strategy, Statistics Canada and Canadian Heritage; Economic Development Office, City of Mississauga

City staff supporting culture venues, programs and services advocate for cultural infrastructure investment and development to attract specialized industries and focus on growing the vibrancy of the city by supporting education and production in the cultural and creative sectors. The City wants to attract and retain creatives and cultural workers to Mississauga and support them in establishing their businesses and producing their craft to support the local economy. Advocacy for and securing investments in supports such as affordable housing and live/work spaces for creatives and cultural workers is critical to achieving this objective.

Many of the recommendations included in the 2024 Future Directions Culture Plan will help culture venues, programs and services to increase its offering of cultural and creative sectors supports in alignment with the entrepreneur lifecycle utilized across the City.

Figure 1. Cultural and creative sectors entrepreneurial life cycle.

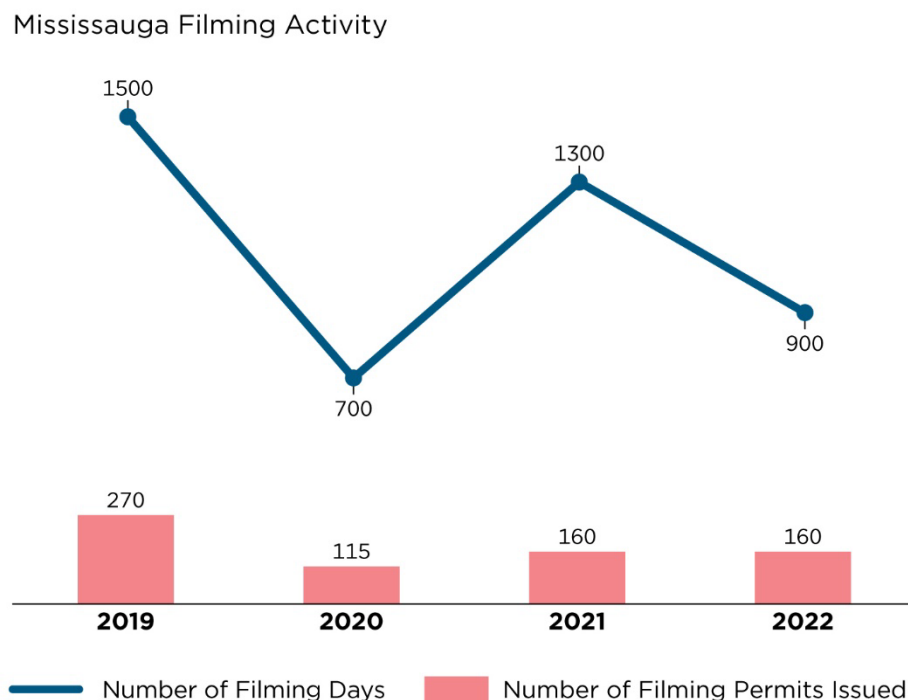


Supports including cultural infrastructure and creative spaces, skills development and training, funding and partnership development are all critical for the continued development of the cultural and creative sectors in Mississauga.

## Film and Television Office

Prior to 2020, the Mississauga Film Office saw a year over year increase to inquiries, applications, permits processed and overall filming days. During the pandemic, with only a short shutdown during the height of closures in early to mid-2020, filming activity in Ontario increased, resulting in an earlier return to permit processing for staff by fall 2020. With closures still continuing at City facilities, 2021 saw high number of filming use at many City facilities such as community centres, theatres, arenas, parks and libraries. However, due to the return of many programs and activities in City-owned facilities, there was limited availability for filming to take place in these spaces and thus, filming days dropped in 2022 while permits remained steady.

Chart 10: Mississauga Filming Activity from 2019-2022



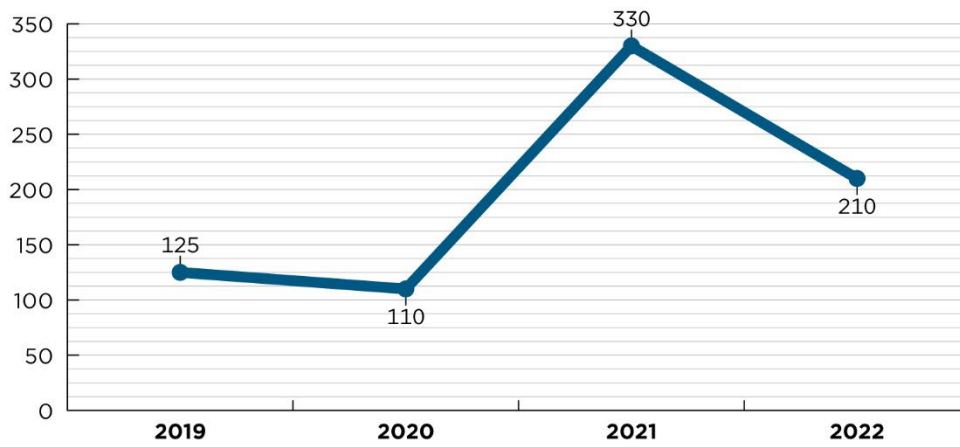
Source: City of Mississauga Film Office

## Music Office

Established in 2019, the Mississauga Music Office opened prior to the pandemic and immediately started on increasing music programs for artists in Mississauga. While the pandemic put a hold to in-person performances, the Music Office was able to produce the Summer Concert Series at Meadowvale Theatre with recorded performances available online for the public. Busking also continued as outdoor performances were permitted in small numbers and allowed musicians to perform at various spaces across Mississauga, such as waterfront parks and Celebration Square. Applications for programs Love, Local, Music and Summer Concert Series saw its highest ever numbers in 2021 with over 300 artists applying to all programs. With the introduction of a new grant stream for music producers, numbers for 2023 are looking to surpass 2021.

Chart 11: Music Office Program Applications 2019-2022

### Music Program Applications



Source: City of Mississauga Music Office



## Appendix 8: Provincial Legislation & Planning Statements

The 2024 Future Directions Culture Plan recommendations were created with reference to several key pieces of provincial policy and legislation, including the *Planning Act*, *Ontario Heritage Act*, *Provincial Planning Statement* and *Development Charges Act*.

### Planning Act

The *Planning Act* lays out the framework for land use planning in Ontario including the role of the province and municipalities. Its intention is to facilitate planning processes that are fair by making them open, accessible, timely and efficient, to promote sustainable economic development in a healthy natural environment, and to integrate matters of provincial interest into planning decisions.

The *Planning Act* issues key policy planning documents and plans, including the *Provincial Planning Statement*, that municipal planning decisions shall be consistent with. It also enables municipalities to plan for the future and to guide land use and development by using various tools including official plans and planning policies, zoning bylaws and minor variances, site plan controls, community improvement plans and community benefits charges. Tools such as community improvement plans and community benefits charges can be leveraged to encourage the retention and development of cultural infrastructure and creative spaces and to support cultural uses and activities across the City.

Community improvement plans (“CIPs”, Section 28) support the use, reuse and restoration of lands, buildings and infrastructure in a specific area deemed to be in need of revitalization. CIPs outline supports such as programs, grants and incentives for planning and financing development activities, including measures such as tax increment financing, relaxed zoning requirements and targeted grant funding.

Community benefits charges (“CBCs”) enable municipalities to collect funds from new development or redevelopments to cover the capital costs of local services. CBCs are a complementary tool to development charges and parkland dedication. The City of Mississauga passed its Community Benefits Charges By-law (#0134-2022) on June 22, 2022.

### Provincial Planning Statement

The *Provincial Planning Statement* (“PPS”) is an integrated land use planning policy document that guides growth and development across the province. It provides a housing-supportive policy framework for municipal planning decisions, and integrates policy direction derived from the former Provincial Policy Statement, 2020 and A Place to Grow: Growth Plan for the Greater Golden Horseshow (“A Place to Grow”) 2019.

The Province of Ontario initiated a review of the former Provincial Policy Statement, 2020 and A Place to Grow in 2022, and released its proposed PPS for public comment on April 6, 2023. The proposed PPS groups land use planning policies under five pillars:

- Generate an appropriate housing supply

- Make land available for development
- Provide infrastructure to support development
- Balance housing with resources
- Implementation

With relevance to the culture venues, programs and services work, the proposed PPS also requires municipalities to:

- Update cultural heritage policies to align with recently OHA amendments that focus on conserving protected heritage properties.
- Prepare for the impact of climate change and create strategies to reduce greenhouse gas emissions and improve air quality.
- Undertake early engagement with Indigenous communities and coordinate with them on land use planning, and the identification, protection and management of archaeological resources, built heritage resources and cultural heritage landscapes to support knowledge sharing, consideration of Indigenous perspectives in decision making and the identification of impacts of decisions on section 35 Aboriginal or treaty rights.

The public comment period closes on August 4, 2023, and final policies are anticipated to be released in the fall of 2023.

## Ontario Heritage Act

The *Ontario Heritage Act* (“OHA”) enables the identification and protection of cultural heritage resources and archaeological resources in Ontario. The province and municipalities can identify and protect properties of cultural heritage value or interest and designate heritage conservation districts to protect several properties in the same area. The criteria that a property must meet in order to be protected with a municipal heritage designation are outlined within Ontario Regulation 9/06: *Criteria for Determining Cultural Heritage Value or Interest* (“O. Reg 9/06”). When a property has been designated, the OHA regulates and describes what alterations and demolitions can be made.

The OHA was recently updated with the introduction of Bill 23, *More Homes Built Faster Act*, in 2022. Municipalities across the province, including the City of Mississauga, are updating their Heritage Registers by designating properties with cultural heritage significance and removing others formerly deemed to have heritage potential that may not be eligible for designation.

## Development Charges Act

The *Development Charges Act* allows a municipality to impose charges against land to pay for increased capital costs that result from increased demand for services when an area is developed. Specific requirements must be met for a development to be eligible for such charges, and charges may only be imposed if a development results in increased needs for specific services listed in the *Development Charges Act*, including services related to parks and recreation services, but not land acquisition, and public health.

# Appendix 9: Community Profile and Disaggregated Data

## Disaggregated Data

Many types of sources and data sets were used when developing this Plan, and will be used when implementing its recommendations. One specific data set that will be consulted is disaggregated data. Disaggregated data is a data set that has been broken down from larger sets into detailed sub-categories, such as by region, age, level of education, language, gender identity and racialized identity.

Disaggregated data collection, analysis and use provides a deeper understanding of the intersection of various experiences facing communities in Mississauga. Reviewing disaggregated data will be essential for developing and delivering appropriate culture programs and services, as well as creating more welcoming and accessible environments at culture venues.

In this Appendix section, disaggregated data will be derived from the 2021 Census for the City of Mississauga. This disaggregated data will enable City staff to highlight underlying trends and patterns and which communities and areas of the city are currently underserved or require layered review and response when providing programs and services. Better solutions can be developed for how to serve residents, creatives and visitors through combining disaggregated data review and analysis with other tactics such as public engagement and market analysis.

## Community Age Profile

The 2021 Census recorded the median age in the City of Mississauga at 40.8 years (2.3 years older than the 2011 Census), indicating the population is aging, however it is slightly younger than the 41.6 years for Ontario as a whole. Between the 2011 and 2021 Census periods, there were approximately 28,500 fewer children and teens under the age of 20 while the number of persons 55 years of age and older grew by over 57,000 persons. The 55+ age group now represents 31 per cent of the City’s population whereas the figure was 24 per cent in 2011. The number of younger adults (20 to 34 years) has been modestly increasing over the past three Census periods.

Table 1: Overall age structure in Mississauga, 2021 Census

Proportion of Population	
Children (0 to 9)	9.1%
Youth (10 to 19)	11.9%
Younger Adults (20 to 34)	21.1%
Mature Adults (35 to 54)	26.4%
Older Adults (55 to 69)	19.7%
Seniors (70+)	11.3%

Source: Mississauga Census Subdivision, 2021 Census, Statistics Canada

Environics Analytics reports indicate that the largest concentration of residents under the age of 10 is found in Service Area A in the northwest with over 17,000 children. Service Area A (see Map 1 for reference of Service Area boundaries) also has the largest total population. If using the proportion of any one age group as a percentage of the total Service Area population, Service Areas C and E have the highest proportion of children.

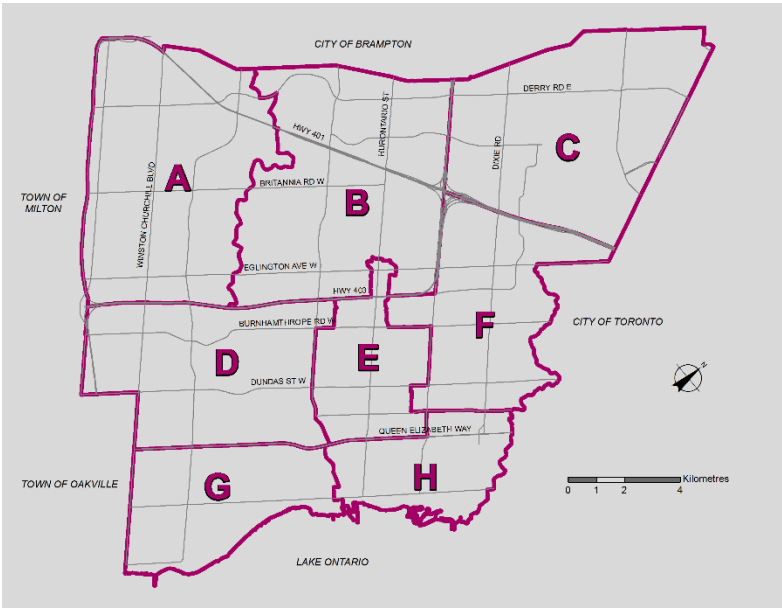
Environics Analytics reporting also shows the largest number of older adults 55+ in Service Area A and Service Area B due to their large total population. When looking at the 55+ group as a percentage of the population, the highest rates are found in Service Areas F, Service Area G and Service Area H where more than one in every three persons fall under the City’s definition of an older adult.

Table 1: Age Structure by Service Area, 2021 Census

	A	B	C	D	E	F	G	H
Children (0 to 9)	9.7%	8.9%	11.5%	8.8%	10.0%	9.0%	8.8%	8.8%
Youth (10 to 19)	12.8%	12.2%	11.7%	10.2%	8.9%	9.9%	10.9%	8.8%
Younger Adults (20 to 34)	23.5%	25.1%	25.8%	23.8%	26.0%	20.8%	20.7%	19.8%
Mature Adults (35 to 54)	27.4%	26.1%	25.7%	23.2%	26.8%	25.0%	25.3%	26.6%
Older Adults (55 to 69)	18.0%	19.0%	14.6%	21.0%	16.6%	20.0%	21.0%	21.6%
Seniors (70+)	8.5%	8.6%	10.6%	13.1%	11.7%	15.3%	13.2%	14.3%

Source: Environics Analytics, 2022.

Map 1: City of Mississauga Service Area Boundaries





## Income

The 2021 Census reported that Mississauga's average income for private households was \$126,500, higher than the provincial average of \$116,000. Environics Analytics reports that communities located south of the QEW along with Service Area B have the highest average incomes while lower average incomes are found in Service Areas E and Service Area C, the latter of which is 32 per cent less than the city wide average.<sup>29</sup> Statistics Canada reports that 9.4 per cent of the population falls within its Low Income Measure After Tax (LIM-AT) standard. 12% of children under the age of 18 and 12 per cent of older adults above the age of 65 are living in LIM-AT households.

Table 3: Overall after tax income levels for private households in Mississauga, 2021 Census

Proportion of Private Households	
Under \$20,000	23.9%
\$20,000 to \$39,999	31.7%
\$40,000 to \$59,999	20.7%
\$60,000 to \$79,999	11.5%
\$80,000 to \$99,999	6.3%
Over \$100,000	5.9%

Source: Mississauga Census Subdivision, 2021 Census, Statistics Canada

Table 4: Average Private Household Income by Service Area, 2021 Census

Service Area	Average Income
A	\$138,238
B	\$140,371
C	\$86,206
D	\$137,040
E	\$90,442
F	\$105,372
G	\$180,946
H	\$143,269
Citywide	\$125,736

Source: Environics Analytics, 2022

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<sup>29</sup> Future Directions Report: Environics Analytics, 2022

# Education

Among those age 15 years and over, the 2021 Census reported that 61 per cent of the population held a postsecondary certificate, diploma or degree compared to 57 per cent across the province. 25 per cent of Mississauga’s population held a high school diploma or equivalent, slightly lower compared to the province (27 per cent). The remaining population (13 per cent) do not hold a certificate, diploma or degree.

# Language

According to the 2021 Census, 44 per cent of Mississauga residents list English as the language most often spoken at home, a significant decrease of 16 per cent from the previous census. This rate is consistent with the regional rate (47 per cent) although significantly below the provincial rate (68 per cent). More than one out of four residents (26 per cent) list a non-official language (e.g., other than English and French). The top five non-official languages spoken at home across Mississauga in 2021 were Urdu (5.0 per cent), Arabic (4.6 per cent), Mandarin (3.2 per cent), Polish (3.1 per cent), and Punjabi (2.9 per cent). Over the past 10 years the top five non-official languages spoken at home have remained similar although each has grown around 2 per cent.

Table 5: Top Five Non-Official Languages Spoken at home in Mississauga, 2021 Census

Proportion of Population	
Urdu	3.4%
Arabic	2.9%
Mandarin	2.5%
Punjabi (Panjabi)	2.1%
Tagalog (Pilipino, Filipino)	1.4%

Source: Mississauga Census Subdivision, 2021 Census, Statistics Canada

Table 6: Top Five Non-Official Languages Spoken by Service Area, 2021 Census

Service Area	Top Five Non-Official Languages Spoken at Home
A	Urdu (8%), Arabic (8%), Mandarin (4%), Tagalog (2%), Spanish (2%)
B	Urdu (8%), Arabic (6%), Punjabi (5%), Cantonese (4%), Mandarin (3%)
C	Punjabi (21%), Urdu (5%), Gujarati (4%), Hindi (3%), Italian (3%)
D	Urdu (5%), Polish (4%), Mandarin (4%), Arabic (4%), Tagalog (3%)
E	Arabic (10%), Urdu (5%), Polish (4%), Tagalog (4%), Spanish (3%)
F	Polish (6%), Ukrainian (5%), Urdu (4%), Italian (3%), Arabic (3%)
G	Polish (4%), Arabic (2%), Mandarin (2%), Spanish (2%), Tagalog (2%)
H	Polish (4%), Portuguese (3%), Italian (3%), Spanish (2%), Ukrainian (2%)

Source: Environics Analytics, 2022

# Immigration

Similar to previous census periods, 53 per cent of Mississauga’s population was made up of immigrants in 2021 which is significantly higher than the provincial rate (30 per cent). Recent immigrants arriving in the five-year period between 2016 and 2021 represented 14 per cent of the total foreign-born population. Service Area E has the largest proportion of immigrants (63.7 per cent), closely followed by both Service Area C and Service Area B (62.9 per cent and 62.6 per cent respectively). Even in Service Area G and Service Area H which have the smallest proportion of immigrants, more than one out of three people are reported as foreign-born residents.

The 2021 Census records 62 per cent of Mississauga’s population as being racialized, a consistent increase since 2011 and 2016 when the rates were 54 per cent and 57 per cent, respectively. In comparison to the Region of Peel as a whole whose racialized population comprises 69%, Mississauga is slightly lower but is nearly double that of the province (34 per cent). In 2021, the three largest racialized cultural groups consisted of South Asian (25 per cent), Chinese (7 per cent), and Black (7 per cent) populations.

Table 7: Proportion of Immigrant Population by Service Area, 2021 Census

Service Area	Proportion of Immigrant Population
A	55.6%
B	62.6%
C	62.9%
D	50.1%
E	63.7%
F	56.7%
G	36.3%
H	35.0%

Source: Environics Analytics, 2022

# Equity Opportunities Areas in Mississauga

The Future Directions Culture Plan currently does not provide venues or deliver programs and services through a Service Area model, but rather focuses on providing culture throughout the city by analyzing access and usage through disaggregated data and opportunity areas. These opportunity areas can be areas that already have a concentration of culture venues, creative industries and activations where additional investment in cultural infrastructure and creative spaces can happen. These areas can also be identified as equity-deserving areas, where there is a lack of culture spaces and activations, and areas where population growth is anticipated and expansion of spaces, programs and services would benefit accessibility for the community.

Equity and growth serve as useful criteria to help guide decisions on where to focus further public engagement and opportunities. It helps City staff plan for new and/or expanded

projects, programs and services to serve residents and creatives, while also planning for the future.

The Urban Growth Centres have been informed by the *A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019* and Major Nodes identified in Map 2 below have been developed by the City's Planning & Building department.

Equity Opportunity Areas identified in Map 2 below are drawn from the Region of Peel's Neighbourhood Index. The Neighbourhood Index provides a measure using the following set of indicators to measure well-being:

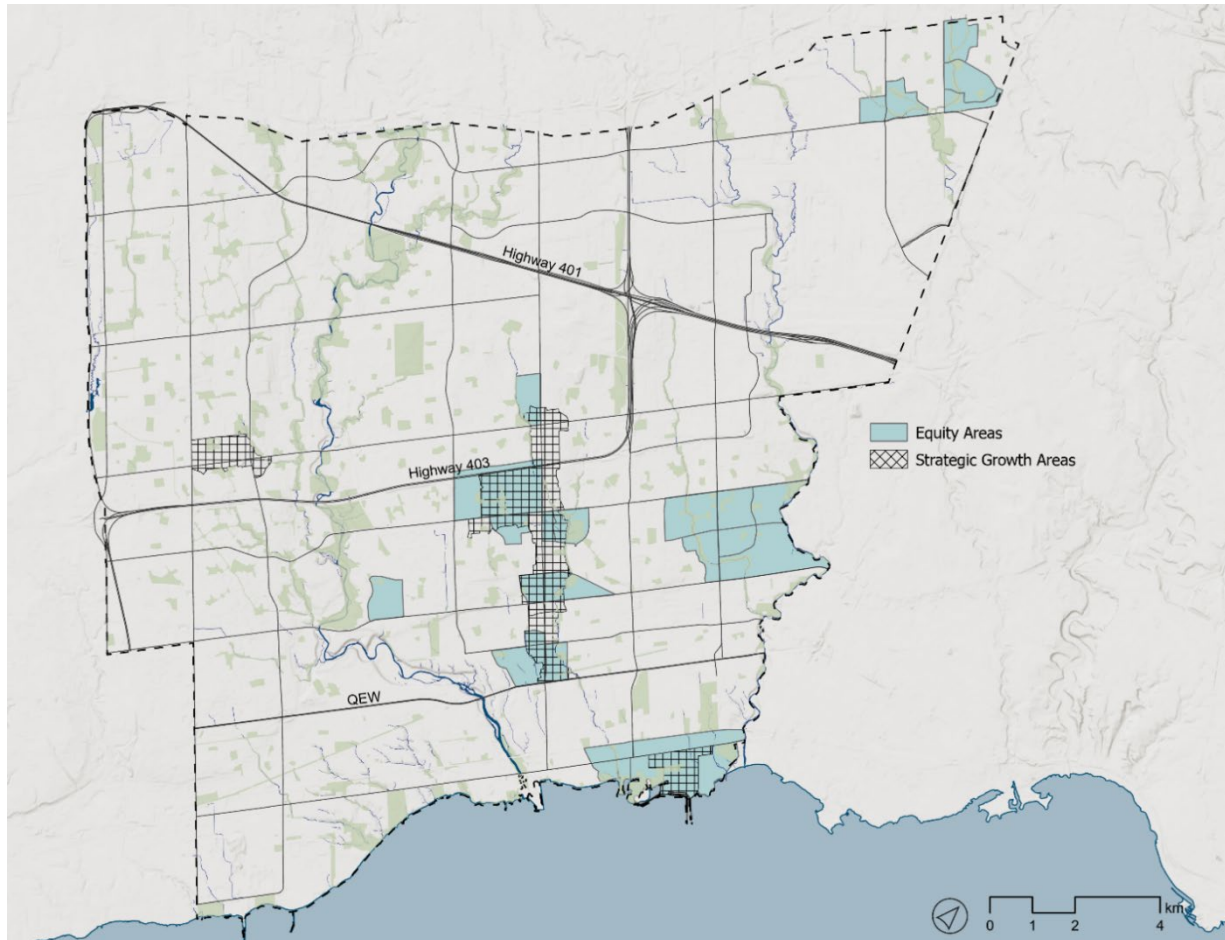
1. Socio-demographics: population information such as age, immigration, and ethnicity.
2. Economic opportunity: income, housing costs, employment, and education.
3. Resident engagement and belonging: information about how connected people feel to their neighbourhood.
4. Health: how healthy people feel and children's readiness for school.
5. Safety: crime rate in the neighbourhood.
6. Physical environment: housing conditions and how close people live to places like parks.

The neighbourhoods that scored "Low" on this index are considered as Equity Opportunity Areas.

While there has been significant culture investment in many of the areas identified on Map 2, utilizing equity area and growth sector data, along with disaggregated data, will ensure that the future implementation of Culture Plan recommendations is prioritized for communities and areas that will see the most impact in terms of utilization and social benefits.



Map 2: City of Mississauga Equity Opportunity Areas and Growth Areas, Region of Peel Neighbourhood Index and City of Mississauga Planning & Building Department



Source: O2 Consultants, 2024 Future Directions Parks, Forestry & Environment Plan

## Appendix 10: Engagement Summary

Engagement was an important part of crafting the 2024 Future Directions Culture Plan. Two phases of engagement were undertaken over a one year period between September 2022 and December 2023. City staff worked collaboratively to engage with a wide range of engagement participants including Indigenous Communities, residents, visitors, community organizations, business communities, cultural organizations, Creative Industries and City of Mississauga Mayor, Council and staff. Engagement results were used to inform all aspects of the plan.

The following table outlines the schedule of engagement, which engagement activities were undertaken with which types of participants, and the number of participants in each activity.

Engagement Type	Audience	Session Focus	# of Participants
External Engagement			7041
Indigenous Communities Consultation	Six Nations of the Grand River	CMS-wide	n/a
Indigenous Communities Consultation	Mississaugas of the Credit First Nation	CMS-wide	n/a
Virtual Public Engagement Session	General public	CMS-wide	20
Online Survey		CMS-wide	7021
Group Meetings	Community Organizations, including: Resident Groups/BIAs/Outdoor Community User Groups, MIRANET, School Boards, Community Agencies, Youth, and Older Adult Providers and Clubs	CMS-wide	72
Group Meetings	Educational Institutions and Student Unions, including: Sheridan College (Office of Inclusive Communities, Creative Industries Management program, Sheridan Student Union), and University of Toronto Mississauga (Department of Visual Studies, Centre for Student Engagement, Office of the Vice-President and Principal External Relations, UTM Student Union)	Culture-specific	7
Pop-up Engagements	General public	Culture-specific	387

Engagement Type	Audience	Session Focus	# of Participants
Cultural Organization Consultations	<b>Key Mississauga-based Arts, Culture and Heritage Organizations</b> , including: Mississauga Arts Council, Art Gallery of Mississauga, Visual Arts Mississauga, Heritage Mississauga and Blackwood Gallery	Culture-specific	11
Creative Sector Consultations	<b>Creative Industries Organizations and Professionals</b> , including: Canadian Live Music Association Ontario Creates and the Green Screen Initiative, Film Ontario, City of Ottawa Cultural Development team members, Jeff Wolpert, Director, Music Technology & Digital Media, Catherine Moore, Adjunct Professor, Music Technology & Digital Media, and Metalworks.	Culture-specific	11
Culture Storytelling & Discussion event	<b>Mississauga-based Arts, Culture and Heritage Organizations and Professionals</b>	Culture-specific	62
<b>Internal Engagement</b>			
Individual interviews	<b>Mayor and Councillors</b>	CMS-wide	12
Culture Staff Engagement	Commissioner, Community Services	Culture-specific	1
Culture Staff Engagement	<b>Culture Leadership</b> , including Managers of: Indigenous Relations, Heritage & Museums, Culture Planning, City-wide Programs, Venue & Event Services, Culture & Events, and Culture Services (former)	Culture-specific	7
Culture Staff Engagement	<b>Culture Staff</b> teams	Culture-specific	61
Culture Staff Engagement	<b>Culture Staff</b> , all full-time team members	Culture-specific	57-60
Culture Staff Survey	<b>Culture Staff</b> , all full-time team members	Culture-specific	16
City Staff Focus Groups	<b>City of Mississauga Staff</b> , including: Community Services (Tourism), City Manager's Office (Equity and Inclusion, Human Resources, Talent Management), Planning & Building (City Planning Strategies, Development & Design, Economic Development Office), Transportation & Works (Traffic Management & Municipal Parking, Rapid Transit Program Office, Infrastructure Planning & Engineering Services), Facilities & Property Management, Corporate Services	Culture-specific	35

## Indigenous Communities Consultations

The City of Mississauga is committed to ensuring that the perspectives of our Treaty partners and all Indigenous communities who have stories to tell within Mississauga are incorporated into Future Directions. Community Services' Business Planning team led engagement with the City's Indigenous partners with the support of Mississauga's Indigenous Relations, Heritage & Museums team. Working through the Manager of Indigenous Relations, Heritage & Museums, invitations to meet and discuss Indigenous community interests in relation to the 2024 Future Directions project were issued to representatives for the:

- Haudenosaunee Confederacy
- Huron-Wendat First Nation
- Mississaugas of the Credit First Nation
- Six Nations of the Grand River

During Phase One, initial meetings were hosted with Six Nations of the Grand River and Mississaugas of the Credit First Nation. The framework for how both Nations would engage with the City through the 2024 Future Directions project was established during the initial meeting. The framework and next steps included:

- Circulating the 2024 Future Directions Culture Plan to each Nation for review and comment; and
- Hosting a dedicated meeting with each Nation to discuss their input and how their interests and needs are or could be better incorporated.

Input and feedback from each participating Indigenous community was received during Phase Two of engagement and integrated into the 2024 Future Directions Culture Plan.

## Virtual Public Engagement Session & Community Survey

Community Services worked together to connect with the general public through a virtual engagement session and an online survey.

### Virtual Public Engagement Session

The virtual public engagement session kicked off with an invitation to share what people's "happy space" around the city is, which included: Streetsville Memorial Park, Frank McKechnie Community Centre, Celebration Square, Riverwood Park, Jack Darling Park, Parks along the Lakeshore, Kariya Park, Lakefront Promenade and Meadowvale Theatre.

Participants shared about **what culture means to them** and the majority of their responses focused on personal aspects of culture, including the way people live their lives, customs, language and linguistic approaches, Heritage, religion, passed down from generations to generations, emotions and changing over time. Other responses focused on expressions of culture including 'arts,' 'museums and exhibitions,' 'music' and 'dress codes.'



When it came to describing **how reflected and included people feel in Mississauga's arts and culture scene**, a newcomer to Mississauga who had been in the city for eight months shared that cultural events at Celebration Square had helped to give them a sense of belonging.

Other participants shared that they feel unable to **participate in arts and culture programs and events** in the city because of:

- A lack of time due to work, family, community and volunteer commitments, or prioritizing visits to other spaces (such as parks).
- The unaffordable cost of living, which results in people having a lack of time because of needing to put additional focus on earning income and strained financial resources.
- The distance to events and inaccessible locations by convenient and efficient public transportation routes.

In order of incidence, participants commented that they **would feel more reflected and included, or would want to participate more** if there is:

- More local cultural programs and events distributed across the city
- More awareness and promotion of what's going on
- Culture incorporated into daily life and more apparent in the public realm
- Better programming and attractions compared to neighbouring cities

The majority of participants focused on sharing **where they want to see more arts and culture**. They want to see more cultural experiences spread across the city and in every ward. They talked about making sure that culture is convenient, closer to home and present in community spaces such as Community Centres, libraries and parks. They also spoke of wanting to see more arts, culture and heritage animation and activation in the public realm, and temporary activations in vacation spaces, which could also help to beautify the city. They specified that East Mississauga and Meadowvale in particular as areas underserved by arts, culture and heritage experiences.

In terms of **high quality arts and culture experiences**, participants shared that they could look like:

- Designated spaces for culture in Community Centres and libraries
- Places that provide access to the lake and opportunities to get together
- Programs and events at the Living Arts Centre
- Evening programming, such as light shows
- Holiday displays and festivals
- Parades
- As temporary activations in vacant spaces

## Survey Demographic Summary

The following is a high-level summary of the demographic profile of households who responded to the survey.

- There were a total of 15,424 people living in responding households, representing approximately 2 per cent of Mississauga's population.
- Compared to the 2021 Census, responding households were over-represented in infants and toddlers (under 4 years), children and youth (ages 5 to 13 years), teenagers and young adults (ages 14 to 25 years), and mature adults (36 to 50 years). Conversely, responding households were under-represented in adults (26 to 35 years), older adults (51 to 69 years) and seniors (70+ years). This is common as family households are more likely to complete a survey of this type.

Table 2: Age Group Distribution of Responding Households

Age Group*	Survey Sample		2021	Difference
	Number of Persons	%	Census	(+/-)
Under 4 Years	917	6%	4%	2%
5 to 13 Years	2,201	14%	11%	3%
14 to 25 Years	2,364	15%	13%	2%
26 to 35 Years	2,002	13%	14%	-1%
36 to 50 Years	3,441	22%	19%	3%
51 to 69 Years	3,295	21%	27%	-6%
70+ Years	1,204	8%	13%	-5%
<b>Total</b>	<b>15,424</b>	<b>100%</b>	<b>100%</b>	

\* Note: Age categories used in the public survey are not consistent with the age categories used in the Statistics Canada 2021 Census; however, for high-level comparative purposes they are acceptable for the purposes of this analysis.

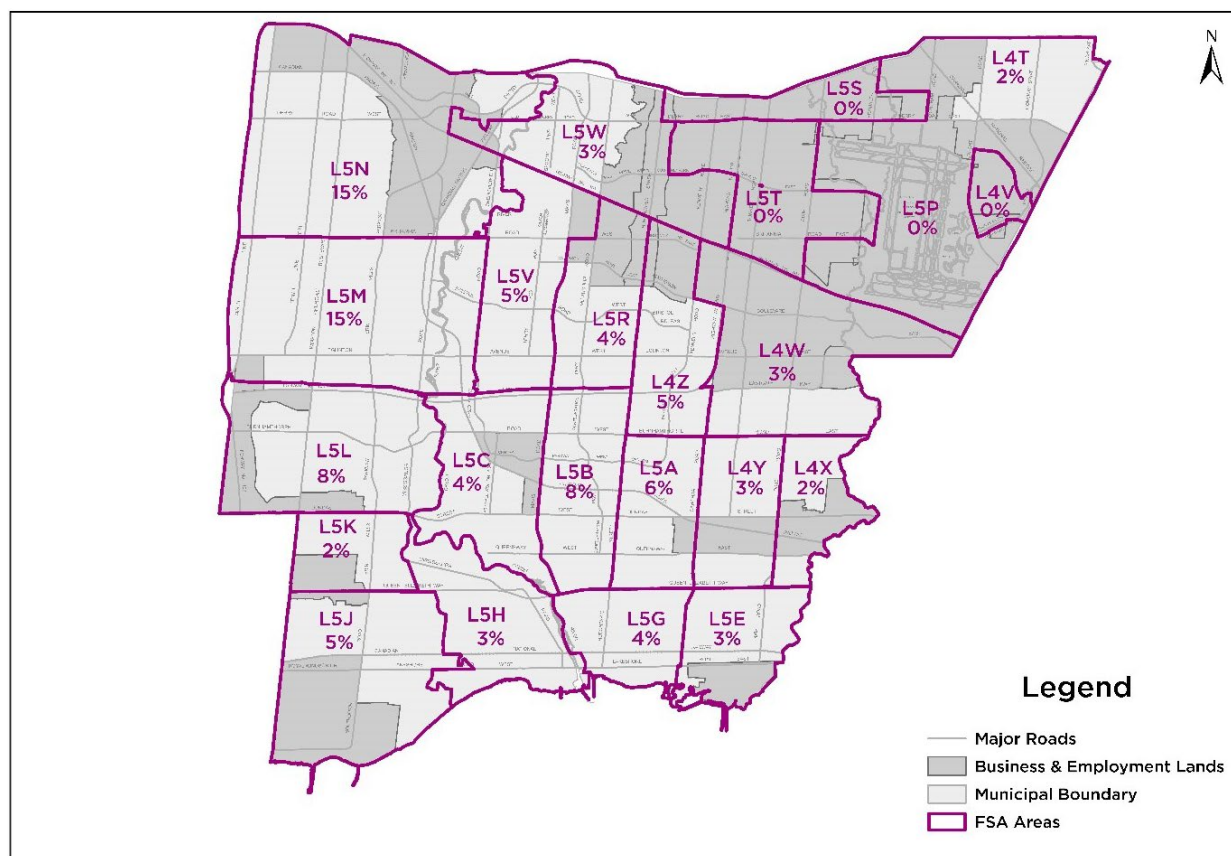
- 43 per cent of survey respondents were between the ages of 30 and 49 years.
- More than one-quarter (26 per cent) of survey respondents have lived in Mississauga for more than 30 years. One-in-five (22 per cent) survey respondents have lived in the City for 11 to 20 years. 17 per cent of survey respondents are generally considered to be new residents, who have lived in Mississauga for less than five years.
- English is the most common language spoken at home, which was identified by nine-in-ten (91 per cent) survey respondents. Other common languages included Urdu (6 per cent), Hindi (6 per cent), French (5 per cent) Arabic (4 per cent), and Cantonese (3 per cent). This is generally consistent with the 2021 Census as the most common languages spoken at home are English, Chinese (e.g., Cantonese, Mandarin, etc.), Urdu, Arabic, Punjabi, Polish, and Tagalog (Filipino).
- Responding households in the L5N postal code area were over-represented compared to Canada Post household data by Forward Sortation Area (FSA). The L5N area is bound by Highway 401 to the north, Highway 407 to the west, Britannia Road West to the south, and Levi Creek to the east. By contrast, responding households in the L5B postal code were

under-represented compared to Canada Post household data by FSA. The L5B area is bound by Highway 403 to the north, Mavis Road to the west, Queen Elizabeth Way to the south, and Hurontario Street to the east. Generally speaking, responding households are representative of the distribution of households across Mississauga. Less than one percent of survey respondents were non-residents (e.g., Milton, Oakville, etc.); experience demonstrates that this response rate from non-residents has no impact on the overall survey results.

Table 3: Distribution of Responding Households by Postal Code

Postal Code	Survey Sample		Canada Post Postal Code FSA	Difference (+/-)
	#	%		
L5M	666	15%	13%	2%
L5N	663	15%	11%	4%
L5L	340	8%	6%	2%
L5B	337	8%	12%	-4%
L5A	257	6%	8%	-2%
L5V	233	5%	6%	0%
L5J	229	5%	4%	1%
L4Z	209	5%	6%	-1%
L5G	193	4%	4%	1%
L5C	161	4%	4%	0%
L5R	156	4%	5%	-2%
L4W	134	3%	3%	0%
L4Y	128	3%	4%	-1%
L5H	124	3%	2%	1%
L5E	119	3%	2%	1%
L5W	114	3%	2%	0%
L4T	97	2%	4%	-2%
L5K	91	2%	2%	0%
L4X	74	2%	3%	-1%
L4V	4	0%	0%	0%
L5P	4	0%	0%	0%
L5T	2	0%	0%	0%
L5S	0	0%	0%	0%
Do not know / Prefer not to answer	66	1%		
Other	36	1%		
Total	4,437	100%		

Table 4: Geographic Distribution of Responding Households by Postal Code



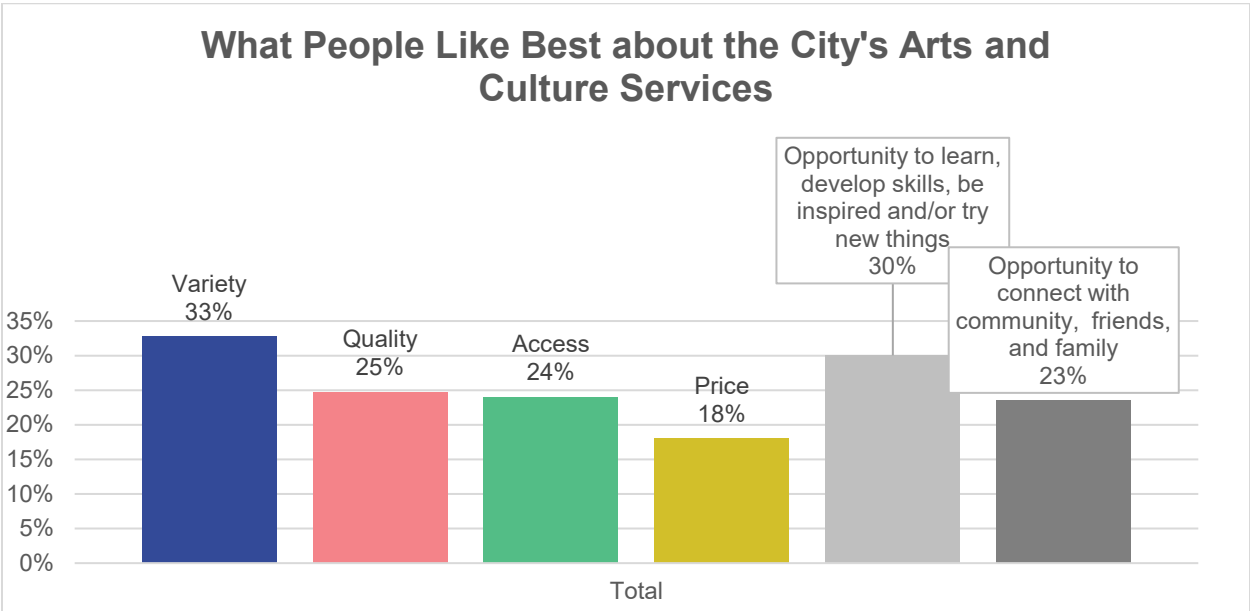
- Nearly two-thirds (61 per cent) of survey respondents identified as a woman and one-third (33 per cent) identified as a man. Approximately one percent of survey respondents identified as gender non-confirming/non-binary or genderqueer and five per cent preferred not to answer.
- More than one-quarter (26 per cent) of survey respondents had a household income of \$110,000 or more. By comparison, the median household income in 2020 was \$102,000 or \$89,000 after tax.
- Four-in-five (80 per cent) survey respondents use a personal vehicle as their primary mode of transport, either as a driver or a passenger. Other common modes of transport included MiWay public transit (9 per cent) and walking. (6 per cent).
- More than one-third (38 per cent) of survey respondents identified as a Racialized Person, which included people who are non-Caucasian in race or non-white in colour and do not include Indigenous Peoples of Turtle Island/North America. Less than one percent of survey respondents identified as an Indigenous Person of Turtle Island/North America, half (54 per cent) of whom were a First Nations Indigenous Person and nearly one-third was Metis (31 per cent).
- Nearly one-tenth (9 per cent) of survey respondents identified as a person with a disability. Among this sub-group, 43 per cent had a mobility/dexterity limitation such as a physical disability. 35 per cent had a mental/emotional health disability and 34 per cent had a chronic health condition. Other disabilities that were identified included, but were not

limited to, hearing, learning or behavioural, neurological, vision, developmental, and speech/language.

Survey Results

The public online survey began by asking common questions about all of Community Services’ service offerings, participation and attendance, travel times and how people like to learn about what’s going on around the city. Then questions related to specific focus areas within Community Services, including culture, were asked. This section provides an overview of culture-related responses to the common questions, as well as responses to the culture specific questions that followed.

Common Questions



The top three responses to **what they like best about the City’s Arts and Culture Services**, which represent 63% of responses, indicate that people enjoy not only experiencing arts and culture, but also how it can move them to action and opportunities for hands on participation and skill building.

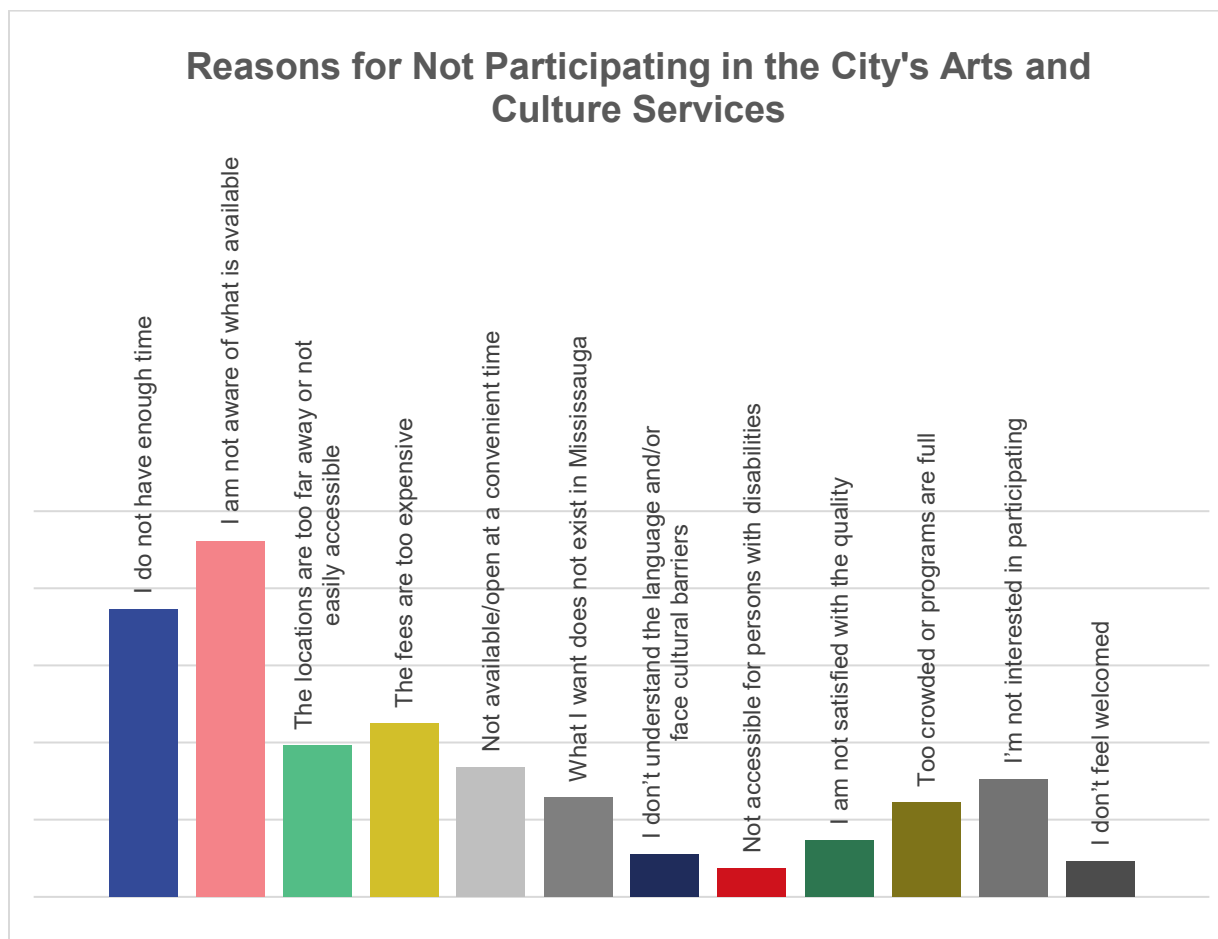
The additional comments provided in response to this question focused on:

What people appreciate	Cultural diversity	Children's events and programs	belonging	Cultural heritage
Community spaces	Dance	Learning activities, programs and growth opportunities	Festivals, events and entertainment	Diverse range of experiences

What they want more of	More arts and culture overall	More programs, including for older adults	More availability
More accessibility	More promotions	More exhibitions, markets and local artists showcases	



Respondents also shared that they want to see more arts and culture across Mississauga, as well as some specific locations, including Port Credit (incl. Brightwater, Mineola), Lakeview, and Meadowvale Community Centre.



The top reason that people said they were **not able to participate** was that they are not aware of what is going on. This has been a common theme across most of the responses to the online survey. The second most popular reason was that people don't have enough time, and some of the other reasons that followed in popularity could explain why that is, including that:

- Locations are too far away and not easily accessible
- Activities are not available or open at a convenient time

Other popular responses including 'what I want does not exist in Mississauga' and 'I'm not interested in participating' may indicate that available programming may not be meeting the needs and interests of some people. Some survey respondents elaborated on this by sharing their desire for: Cultural diversity, Generational diversity and Adult programming.

While not reflected in the survey question itself, several respondents shared that they have health and safety concerns about participating, including that they:

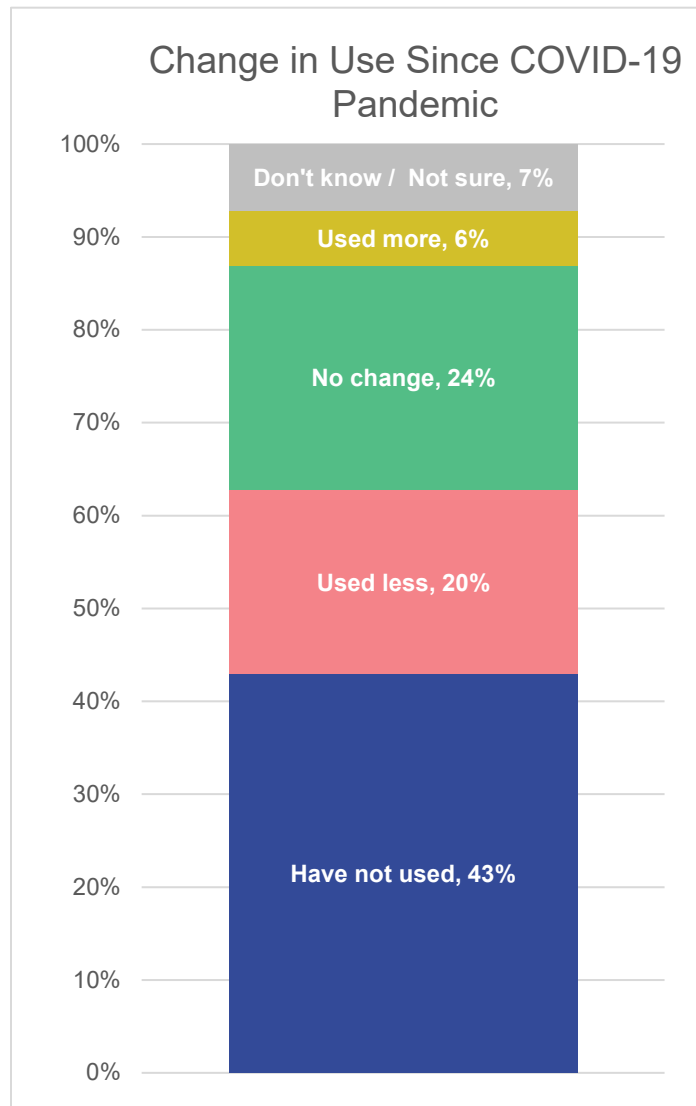
- Have an illness or are immunocompromised
- Are concerned about COVID-19 spread and infection

- Have mental health issues
- Experience discomfort with large events and loud spaces
- Have chemical sensitivities that can be triggered by scents

Of the survey participants that responded to the question of **how their use of Arts and Culture Services has changed since the COVID-19 pandemic**, more than 40% shared that they had not used arts and culture services since its onset. This high response could be due to provincial and municipal restrictions that did not permit community gathering or access to community and public spaces, as well as some respondents not having used arts and culture services before the pandemic.

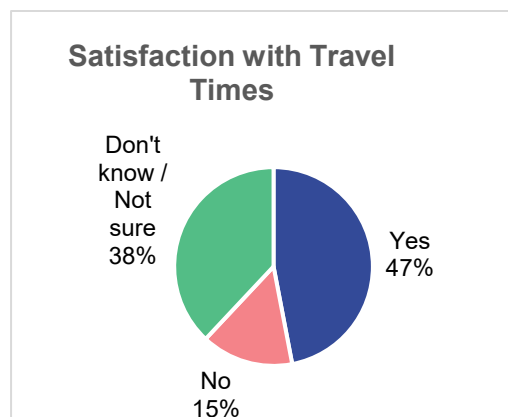
Some respondents maintained their connection to arts and culture services; 30% continued to use arts and culture services as they had before the COVID-19 pandemic started or increased their use. These participants may have used non-impacted services offered by the Culture Division or may have embraced the wide array of virtual arts and culture experiences offered during the pandemic, including live performances, museum events and creative workshops.

The majority of respondents said that they are satisfied with travel times to get to arts and culture services around the city. This could be due to a number of factors, such as:



- 80% of survey respondents said that they use a personal vehicle as their primary mode of transport
- Participants may be more likely to use arts and culture services if they live in close proximity to them

More than half (53%) of respondents were not satisfied or were not sure how they felt about travel times. The respondents that did now know or were unsure were most likely not accessing arts and cultural services on a regular basis, or this high proportion may indicate that there is a lack of awareness of where arts and culture services are located.



City Webpages (including mississauga.ca, mississaugalibrary.ca, mississauga.ca/recreation, culture.mississauga.ca, mississauga.ca/fire, etc.)	<div></div>	64.49%
ActiveMississauga.ca	<div></div>	47.84%
E-Mails or E-Newsletters	<div></div>	54.16%
Social Media (including Twitter, Facebook, Instagram, TikTok)	<div></div>	38.95%
Transit Shelter Posters or Advertisements on Buses	<div></div>	13.06%
Media and News Stories	<div></div>	18.09%
Radio Advertisements	<div></div>	8.79%
Search Engines (e.g. Google)	<div></div>	30.73%
Electronic Display Boards at Facilities and Transit/Bus Stops	<div></div>	15.47%
Newspaper Print	<div></div>	8.84%
Posters at Community Centres, Libraries, Arenas, etc	<div></div>	31.24%
Brochures and Flyers	<div></div>	22.14%
Other (please explain) r2	<div></div>	

When asked about **how people learn about what the City of Mississauga offers**, digital tools and platforms were most common response. More than 30% of respondents prefer learning about what is offered through City webpages, emails or e-newsletters, ActiveMississauga.ca, social media and through search engines. However, more than 30% of respondents said that they also like to see posters at City spaces such as Community Centres, libraries, arenas, etc.

Of the respondents who provided additional comments, they shared that they also like to learn about what's offered:

- By visiting local libraries; and
- Through word of mouth and community organizations.

They also suggested that the City could work with local or international influencers to get the word out.

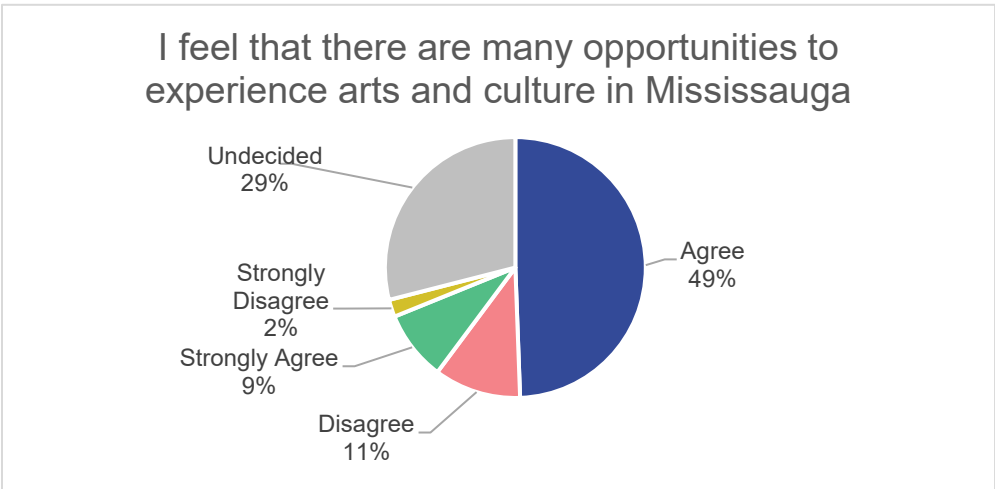
Culture-specific Questions

The following word cloud interprets the results of the multiple choice question, “To me, culture means.” The multiple choice options provided in the question focused primarily on creative and cultural expressions of culture.

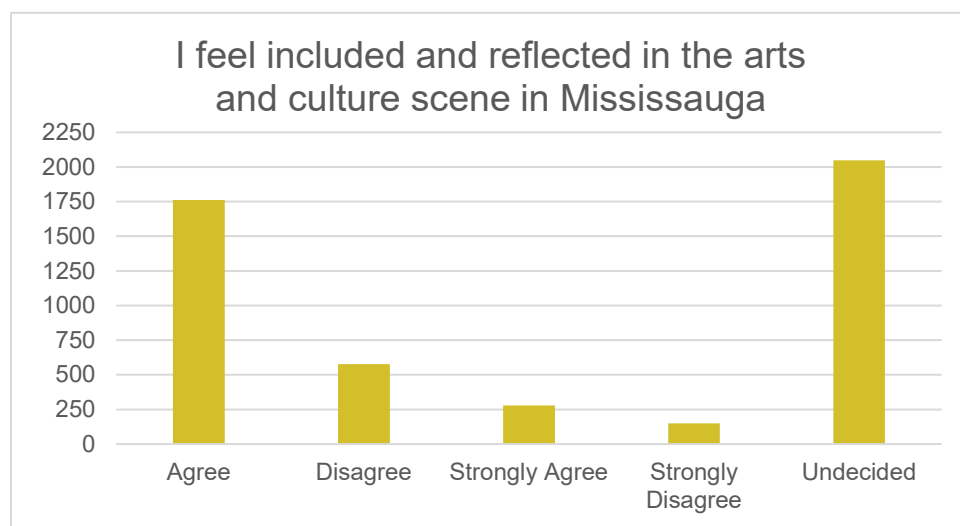


Survey respondents most strongly identified with “heritage, history and stories” and “festivals, events and celebrations,” which are two major areas of focus in Culture Division programs, services and facilities. The next most popular answers could present an opportunity to build on what residents identify with and value through the Culture Division’s venues, programs, services and supports.

Of the answers provided in the ‘Other’ field, in general people shared that culture is everything related to human life and is what gives life meaning. The most common comments in order of occurrence were: ‘All of the above;’ ‘Community gathering and belonging;’ ‘Performing arts and dance;’ ‘Equity, diversity and inclusion;’ ‘Values, beliefs, behaviours and customs;’ and ‘Truth and Reconciliation.’



Mississauga's culture scene appears to be on the right track in terms of the volume of **opportunities that exist to experience arts and culture** in the city. The majority of public survey respondents (58%) shared that they strongly agree or agree with the statement, and only 13% of respondents said that they strongly disagree or disagree.



In terms of how **included and reflected people are feeling**, the overwhelming majority (86%) of survey respondents said that they either 'strongly agree' and 'agree' (43%) or feel undecided (43%). The large proportion of undecided responses points to an opportunity for Mississauga's arts, culture and heritage scene to help people feel included and reflected by centering equity, diversity and inclusion in their work.

The general public's reported **frequency of interaction with arts and culture services, programs, events, spaces and/or facilities** also point to the need for greater promotion of opportunities, and inclusion and reflection of Mississauga residents. The majority of respondents shared that they never interact with services. The top five Culture Division offerings that people interact with a few times a year or less (rarely), in order of incidence, were:

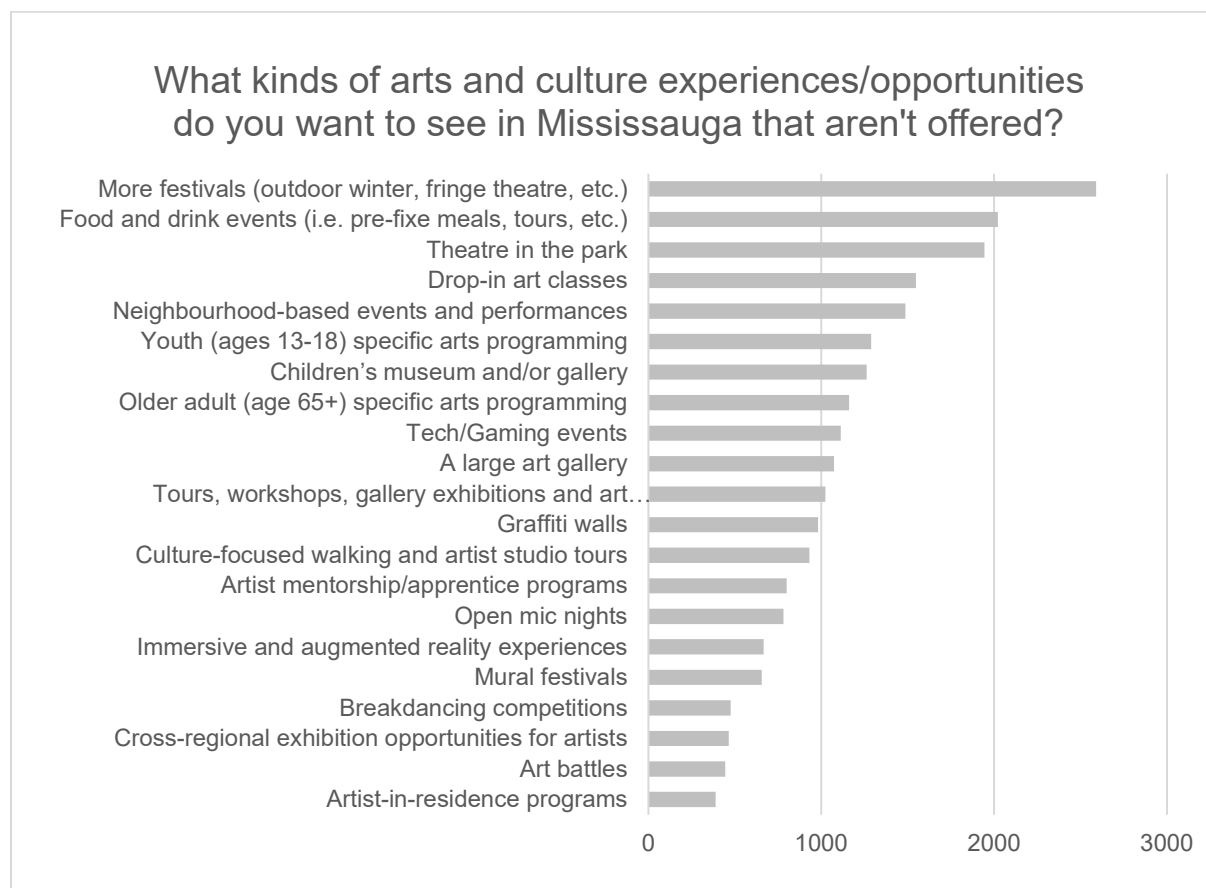
1. Living Arts Centre
2. Festivals and events
3. Celebration Square
4. Public Art
5. Paramount Fine Foods Centre
6. Summer Concert Series

For respondents that were avid users of Culture Division offerings, reporting a frequency of use of Very often (weekly or more), the top 10 used offerings, in order of incidence, were:

1. Celebration Square
2. Festivals and events
3. School programs



4. SaugaLive social media and website
5. Paramount Fine Foods Centre
6. Living Arts Centre
7. Summer Concert Series
8. Creative Classes
9. Public art
10. Creative activations in public space



Survey participant responses ranking the **kinds of experiences/opportunities they would like to see** reinforced themes seen throughout their responses to the other survey questions. The top 10 experiences/opportunities they would like to see, as shown in the chart above, represent 67% of responses, and include:

- More festivals, outdoor theatre and creative programming (drop-in and registered programs)
- Programming and events focused on food and culinary experiences
- Neighbourhood-based cultural experiences
- Programming targeting youth and older adult age groupings
- Major cultural institutions such as a large art gallery and a children's museum/gallery
- Focus on digital industries including through tech/gaming events

# Group Meetings

## Community Organizations

Community Services worked together to engage with various community organizations, including resident groups, Business Improvement Areas (“BIAs”), MIRANET, school boards, community agencies, youth and older adult providers and clubs, through a series of focus groups. Several themes emerged from these conversations:

### **Be open and supportive of community-initiated activities:**

Engagement participants spoke of their ambition to get involved, collaborate and (co-) host programs and events, as well as a drive amongst artists and creatives to experiment and be inventive. They expressed a desire for the City to be more supportive of these types of activities, and to be more open to new ideas and approaches coming from outside of the corporation. Participants suggested that the City’s grants capacity could be as grassroots as possible by supporting events and activities hosted in local neighbourhoods. They are also looking for the City to review and alleviate current barriers to hosting gatherings and cultural programming to make it easier to get approvals.

The City’s role as a facilitator was also referenced as an opportunity to support community activities. BIAs and Resident Groups are looking for the City to facilitate opportunities to bring them together so that they can collaborate and leverage one another’s assets, and those of the City, such as promotions and marketing channels, space and funding.

### **Support places to experience, make and produce art, events and activations:**

A broad range of participants spoke about a lack of access to spaces, both indoors and outdoors, for experiencing, making and producing art, events and activations across the city. For Mississauga’s artist community, the need for affordable studio and workshop production spaces that support artistic freedom was identified. While speaking with School Boards, the Ministry of Education’s Community Use of Schools Program was discussed as an opportunity to embed arts and cultural uses within surplus school spaces.

Other participants spoke about their desire for more cultural amenities, programmatic elements and events to bring people together in community and climate responsible public spaces, such as existing community facilities and underutilized local parks.

Participants referred to the cost of rental infrastructure to operate large festivals and events in parks as a barrier to producing events. They shared that they would like to see more permanent infrastructure in public places such as electricity and water access, band shells or stages, etc. to offset these costs.

### **Support belonging by reflecting the cultures that make up Mississauga:**

Many participants shared that they want to see their cultures better reflected and represented across Mississauga and its cultural opportunities. Youth expressed that they want to learn about new cultures so that they can travel from home and support their education. School Boards echoed this desire by identifying a need for more opportunities for students with cultural ties outside of Mississauga and/or Canada to continue to celebrate and share their heritage.

Other participants referenced specific opportunities to better reflect culture, such as by portraying different languages through marketing and within programming and events. As well as by recognizing other cultures when we're speaking to children and youth, and capitalizing on the role that schools can play in celebrating culture.

**Provide opportunities to incubate creative talent and build capacity:**

Schools Boards and youth agreed that they would like to see more opportunities for students to engage in cultural experiences and build upon their leadership skills via rich volunteer opportunities, co-op placements and community-connected experiences. Participants shared specific opportunities for the City to tie cultural opportunities into academic programs such as the DCO30 and Ministry of Education's Specialist High Skills Major Arts & Culture programs. They also expressed a desire for summer co-op program opportunities with the Living Arts Centre to be re-instated.

**Invest more in Mississauga's arts and culture scene:**

Overall, participants want to see more funding, space and promotions dedicated to arts and culture in Mississauga. They want to see an increase in per capita arts and culture grants spending to support Mississauga with being a thriving culture city and bring it on par with other large municipalities. Participants shared that artists in Mississauga are looking for more support from the City with the resources they need to produce art and be an artist including funding and access to affordable workspace.

Funding to support cultural production was referenced as a core need, but participants also spoke of wanting to see discounted opportunities for students and classes to be exposed to rich cultural opportunities through Mississauga's culture venues such as the Living Arts Centre. Participants expressed concern with increasing commercialization of culture facilities, and that some cultural spaces are being dominated by organized City programming. Many participants spoke about arts and culture needing to be better promoted across the city, and that they want to see more of it in their daily lives.

**Tailor cultural opportunities for specific groups:**

Participants would like to see programming and spaces designed for specific demographic groupings, such as youth and older adults, instead of standard age groupings.

Youth shared that they want access to youth-friendly arts and culture spaces and programs can help them build on and showcase their artistic talents. In particular, they identified a need for access to accessible, safe music rehearsal spaces in active public facilities that could accommodate groups of between five to 40 people. Youth also want to attend more arts events, showcases, exhibits and presentations at galleries across the city.

Representations of older adult communities shared that they would be interested in attending smaller gatherings such as drumming workshops and speaking events. Their current barrier to participation is limited access to culture facilities by public transit, and so they expressed a desire to explore alternative means of City transportation such as shuttle buses.

## Educational Institutions and Student Unions

In addition to engagement with community organizations, City culture staff also hosted group meetings with Sheridan College and University of Toronto Mississauga through faculty, community-oriented offices and student unions. The following themes emerged from these discussions:

- **More advance communications about arts and culture across the city:**  
Several opportunities to increase communications with academic audiences were shared including student orientation packages, newsletters, social media pages and campus poster. Students should be provided with information about events, festivals and opportunities around Mississauga, as well as what the City offers in terms of student pricing and/or discounts.
- **Create mutually beneficial partnerships to exchange resources:**  
All participants spoke about their interest in partnerships and collaboration to support advancement of their goals and strategic plans and those of the City and local community groups. Specific opportunities for collaboration included:
  - Connecting with UTM faculty and students for bespoke, evidence-based research.
  - Working with Sheridan College's Office of Inclusive Communities to create equity, diversity and inclusion training supports for the cultural and creative sectors.
  - Collaborating with Sheridan College's Creative Industry Management program researchers and students on creative problem solving to create positive community impacts.
- **Showcase Mississauga's cultural diversity and create community:**  
Participants see a value in the City creating more educational resources and programming about the histories, interests and issues of equity-deserving and Indigenous communities in Canada. They also see a role for the City in creating inclusion and excellence oriented celebrations to encourage and create community for equity-deserving groups such as Indigenous students and students that identify as 2SLGBTQ+. Sheridan College Student Union highlighted an opportunity for the City to partner with them to support food and culinary programs and experiences to support the health and wellness programs for newcomers to Canada, equity-deserving groups and Indigenous communities.
- **Building the capacity of students through culture:**  
Participants see opportunities for the City to collaborate with educational institutions to provide experiential learning, mentorship and career development pipelines for students. Opportunities include:
  - Creating community mentorship opportunities to compliment UTM's Access Program partnership with the Peel District School Board.
  - Creating paid and meaningful local internships, co-operative ("co-ops") placements and practicums for students to support program requirements and volunteering opportunities.
  - Offering opportunities for students to produce cultural events such as spoken word, poetry and festivals.
  - Developing creative infrastructure pipelines so that people with all levels of talent can get involved, including project budgets for emerging through mid-career level and to larger professional level artists and creatives.

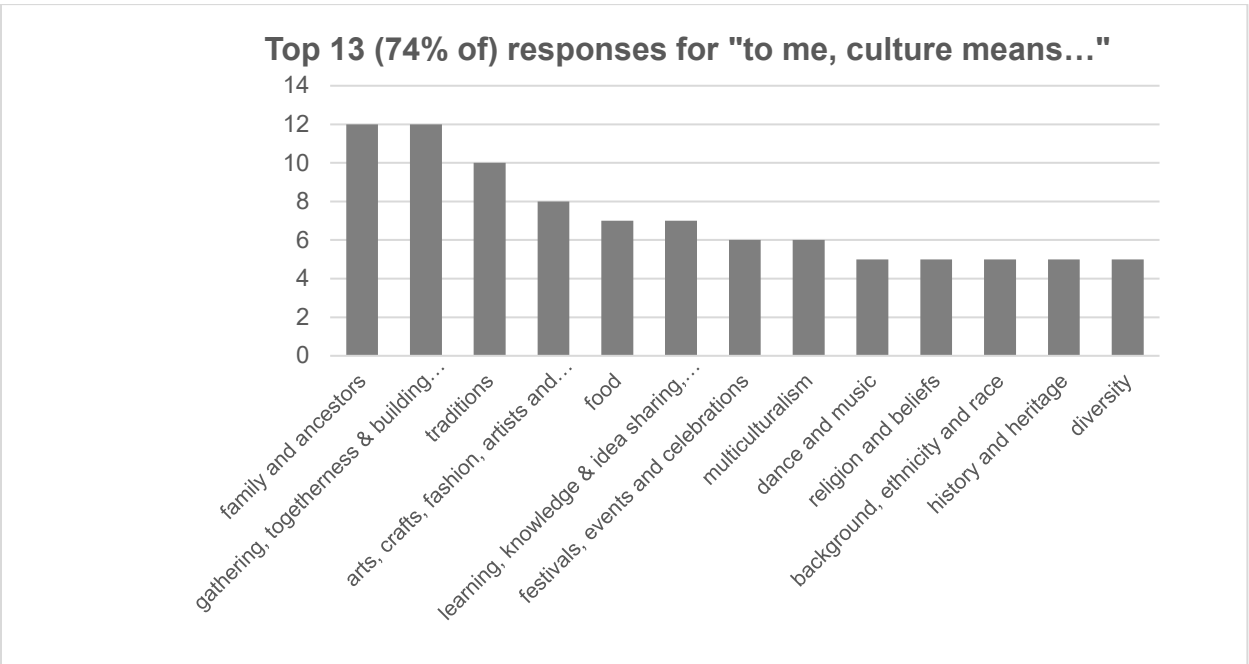
# Pop-up Engagements

City culture staff hosted six pop-up engagement events to meet people where they were, as they were going about their everyday lives. These events were hosted in a variety of cultural and community spaces, including: Huron Park Community Centre, River Grove Community Centre, Mississauga Celebration Square, Mississauga City Centre Transit Terminal, Mississauga Seniors Centre and the Small Arms Inspection Building.

Engagement boards were set up at each location to seek out input related to five specific questions. Participants were invited to write their responses on sticky notes, add dot stickers to the engagement boards, and/or chat with City culture staff who wrote notes to record general input.

## To me, culture means...

The most frequently mentioned participant responses show how personal the idea of culture is, with the majority of people referring to ‘family and ancestors,’ ‘gathering, togetherness & building community,’ and ‘traditions.’ People also strongly identified with creative spaces and activities such as ‘arts, crafts, fashion, artists and production spaces,’ ‘food’ and ‘festivals, events and celebrations’ as expressions of culture. Responses also show that people associate ‘learning, knowledge & idea sharing, understanding’ and ‘multiculturalism’ with culture.



## What kinds of arts and culture experiences do you want to see in Mississauga?

Engagement participants shared a wide range of ideas for what arts and culture experiences they want to see focused on six key themes. The following table summarizes their ideas:



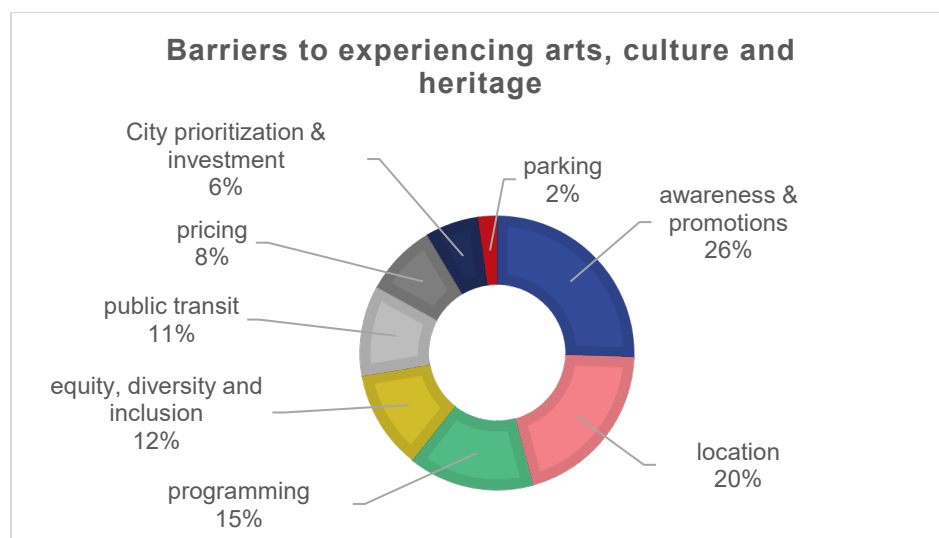
Theme	Arts and culture experiences	# of mentions
Types of artistic expression	Live music, concerts and small-scale shows and events	13
	Festivals and events, artisan markets and wellness fairs	11
	Food trucks, classes, events and festivals, and local restaurants	9
	Dance and theatre events and programs	5
	More depth in arts and avant garde theatre	3
	Museum exhibits outside of museums	2
Diverse cultural experiences	Cultural dance, theatre, music, festivals and events, programs and public art	21
	Indigenous cultural exhibitions, events, programming and shops	6
	Inclusive and diverse experiences, including gender identity	5
	African culture, arts and exhibitions, and black-owned businesses and markets	4
	Language classes and meet ups	4
Cultural and community spaces	Spaces for meet ups, games and local clubs (e.g. older adults, political, activity-based)	9
	Convenient, walkable and safe public spaces to gather, hang out and do activities	5
	Amphitheatres, spaces for open mic, spoken word and karaoke	4
	Art galleries and exhibition spaces	3
	Youth-friendly spaces, public, retail and commercial, like arcades and bowling alleys	2
Interventions and activities in the public realm	Artwork, public art including sculptures, graffiti and murals, colour everywhere	8
	Outdoor activities and community gardening	4
	More interactive experiences around the city	3
Arts and cultural programming	Opportunities to learn, share, participate and create art	7
	Workshops and drop-in programs, more spots in registered programs	3
	Visual arts programs, and activities during festivals	2
	Workshops and classes such as wood working, and writing for older adults	2
Artist supports and opportunities	Support for local and emerging artists	3
	Open calls for submission for emerging and mid-career artists	1

Participants also shared that arts and culture experiences should be available year-round with more activities spread across the city in the summer, and inclusive and accessible with a focus on being free or low cost, family friendly and designed for all abilities. There is a strong desire to see events and festivals of all sizes spread across the city and in local neighbourhoods. They suggested that all spaces in the city should be used to bring arts, culture and heritage directly to people.

### *Are there barriers to experiencing arts, culture and heritage?*

The following pie chart shows that the top barrier experienced is a lack of awareness of what's going on around the city and a need for better promotions (26%), with location coming in a

close second at 20%. Participants also referenced challenges with programming (15%) and a desire for greater equity, diversity and inclusion (12%) as barriers.



Participants also flagged needs for community amenities and opportunities for additional arts and cultural animation and activation.

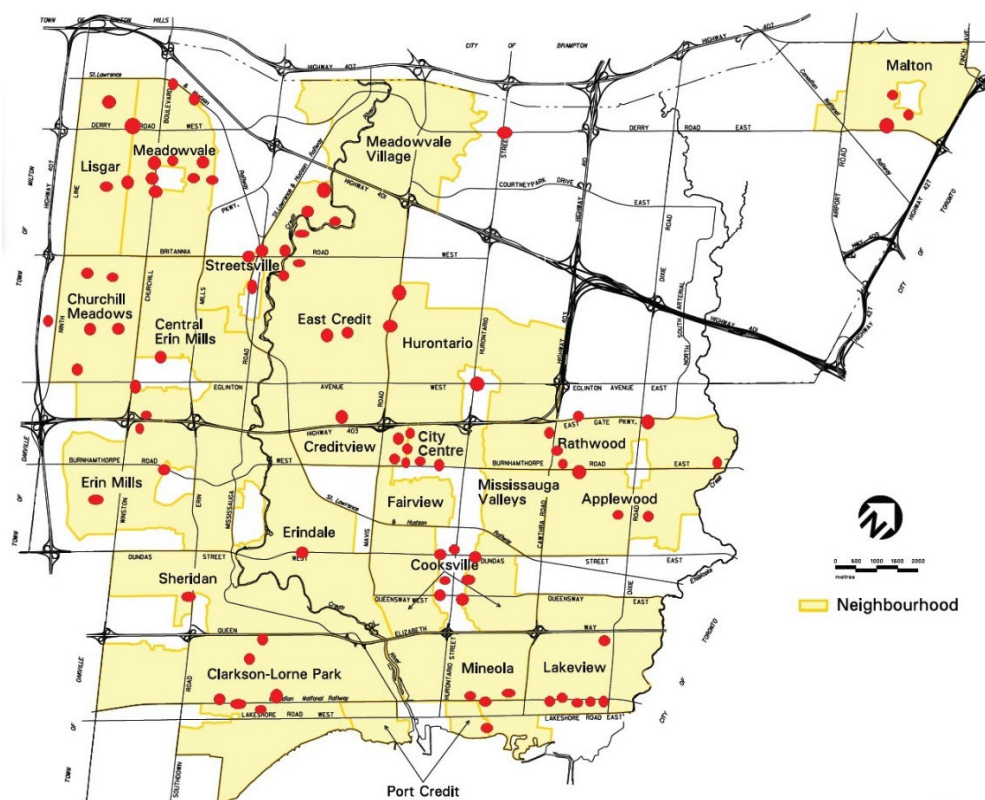
Additional details about each of these barriers were also provided by participants. In summary:

- **Awareness and promotion:** There is an overall lack of awareness of what's going on across Mississauga. Opportunities for improvement could include: providing advance notice and seasonal event listings, creating a centralized and accessible website for people to post and find information about cultural opportunities, and targeting youth and students through colleges and universities, and posterage at schools and libraries.
- **Location:** The vast majority of participants shared that they want arts and cultural events, facilities and spaces, and programs located in their neighbourhoods and close to home. They also want to see activities distributed around the city, and located where they already are in community spaces, places and events.
- **Programming:** Many participants felt events and programs were inconveniently scheduled, happened infrequently and that there are a lack of options to meet their needs (e.g. daytime programming for night shift workers, after school and Sunday programs for children, extended evening hours and programming, and matinees). Other participants encounter not enough spots in registered programs and technical challenges when booking.
- **Equity, diversity and inclusion:** Overall, participants want to see experiences that are focused on specific cultures and demographic groupings, to feel more welcome and to be able to participate in social bonding and community building alongside arts and cultural experiences.
- **Public Transit:** Participants shared that travelling to arts and culture experiences can be challenging because: transportation options are impacted by your age and ability to get places, there can be long transit wait times and routes don't always take you to where activities are happening. Opportunities for improvement include offering free transit for major events, monthly shuttle buses to events, and locating cultural events and activities with easy access to transit and multi-modal transportation options.

- **Pricing:** The top comments about pricing were that events and programs are too expensive, and participants would like to see affordable pricing for specific demographic groups such as older adults.
- **City prioritization and investment:** Participants commented that it doesn't feel like the city prioritizes arts and culture. They called for increased outreach and funding. They also shared that there are not enough venues for local artists, and that there is rental competition for artist exhibition spaces.
- **Parking:** The availability of parking was of concern, and participants shared a desire for free parking.

### *Are there underserved areas in the city where you want to experience or participate in arts, culture and heritage?*

Participants identified underserved areas of the city by adding dots on a map. The following map shows that the top areas identified as being underserved include: Meadowvale/Lisgar, Streetsville and Cooksville/City Centre.

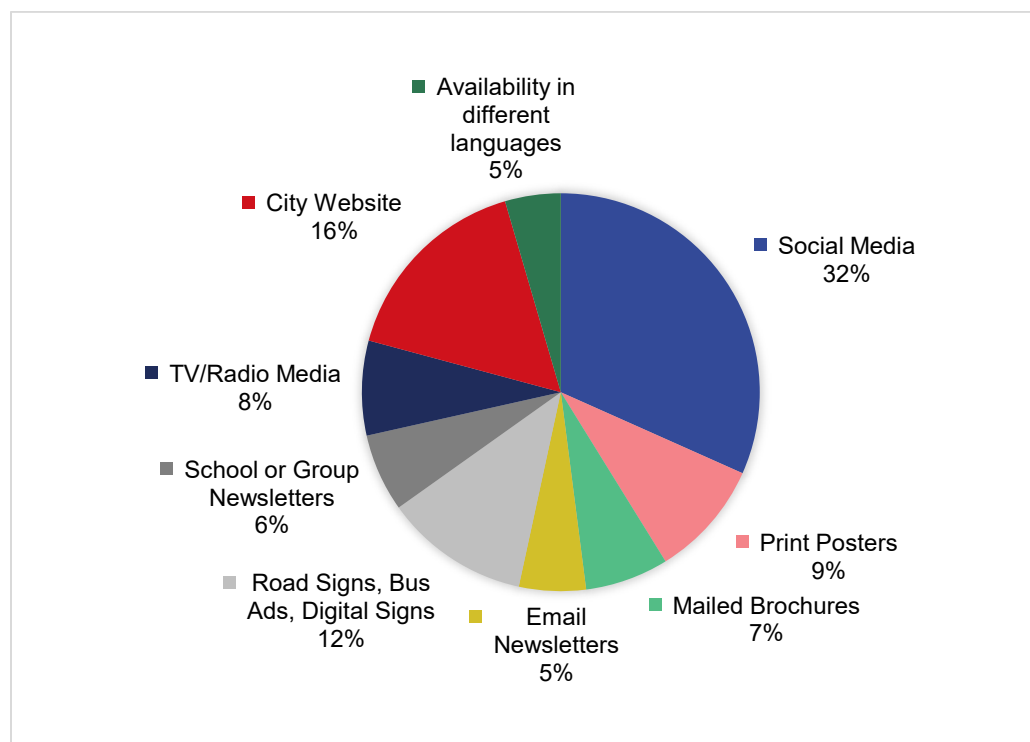


### *How do you like to find out about events, programs, activities and services?*

Digital platforms such as social media (32%) and the City of Mississauga website (16%) are popular sources of information. However, the third most popular way to learn about what's happening is through road signs, bus ads and digital signs (12%) located throughout the city. And more traditional methods of communication, including print posters (9%), TV/radio media

(8%) and mailed brochures (7%) come in close as the fourth, fifth and sixth most popular ways to learn about what's going on in the city.

In addition, participants shared that Google searches are a primary way that people find out about activities in Mississauga, they want a centralized calendar of events, more promotion on local media sites such as BlogTO and Insauga, and that having a translation button on Instagram would be helpful to increase inclusivity of targeted advertisements.



## Cultural and Creative Sector Survey & Discussions

The engagement team spoke with individuals and groups working in cultural and creative sectors at the provincial and local Mississauga level to identify needs, interests and realities for these sectors at the local level and in the wider context of provincial, national and international trends and realities. This engagement included one-to-one meetings, group and virtual meetings and an online survey.

### Cultural organizations

There was also a wider, virtual discussion and storytelling event held for all cultural organizations, creative industry professionals, individual artists and creatives. There were also one-to-one meetings held with key cultural organizations in Mississauga. The following feedback is a summary from all these engagement events:

- Exploring opportunities to increase and/or improve cultural spaces
- Need access to culture-friendly spaces with affordable fees and accessibility for many creative disciplines

- Creatives don't often know where to go for space access or what kinds of spaces are available
- Increasing public awareness of what's happening in arts, culture and heritage across Mississauga
- Extending the programs and offerings to support more diverse range of artists and creative practices to grow the creative sector
- Supporting the sustainability of the culture sector to increase capacity to grow for both organizations and artists
- Fair pay for artists and creatives
- Advocacy to provincial and federal parliaments and business owners to increase available supports
- Supporting arts programming for mental health and wellness
- Creating cross-connections between arts and cultural groups, artists, the City and private sector
- Distributing arts, culture and heritage activities to increase awareness, interest and increasing community impact
- More openness to hosting cross-cultural and cross-disciplinary events
- Better transportation options to cultural venues and event spaces
- A lack of understanding of and opportunities for equity-deserving artists, creatives and organizations

## **Creative industry organizations and professionals**

The engagement team contacted many different creative industry professionals from municipalities to music and film industries. Feedback mainly focused on how municipal culture workers can support the cultural and creative sectors, and included:

- Learn about, understand, acknowledge and support community-definitions of culture to be as inclusive as possible
- Culture is ever evolving and developing – definitions will change over time as communities, generations and external pressures change
- Culture is an advocate for how to do things and its how things can get done in a municipality
- Creative industries are in a transition to digital – creators are starting their practices with digital tools without relying on traditional artistic skills and disciplines
- Noise and amplified bylaws, available amenities and permitting can limit creative events, like music festivals
- Explore meanwhile spaces as an opportunity when buildings are vacant
- Funding is needed to address provincial funding shortfalls
- Look to providing in-kind support and contributions, such as access to facilities and spaces, technical support, reducing barriers, among others



- Professional development opportunities that can include helping students and emerging practitioners
- Increasing awareness, marketing and promotion of local music events
- Industries want to engage more with local community and expand outreach
- Film sector is challenged to match provincial growth target of \$5 billion due to filming locations and workforce training, retention and growth
- Film sector wants publically-owned locations accessible for filming for business continuity and continued growth
- Utilize resources to support employment pathways
- Providing attractive and interesting environments, food, programs and events for visiting talent and production crews
- Supporting affordability and access so people can live where they work
- Advocating for and/or providing training and economic development supports
- Connecting with local schools and community organizations to support clear pathways to careers
- Ensure built environment maintains unique features and characteristics, i.e. heritage properties, schools, theatres, bridges and parks, and not all glass towers
- Creative industries are highly supportive of climate change mitigation and are looking to lessen carbon footprint during productions

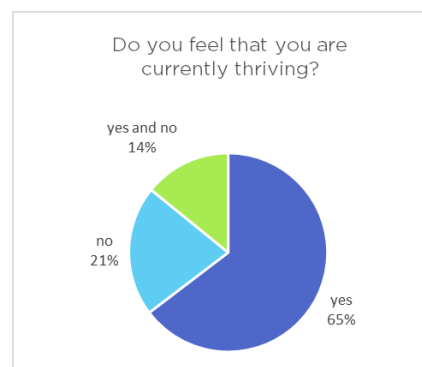
## Culture sector survey

The online survey for the cultural and creative sectors differed from the public survey released for the wider Future Directions engagement. This survey was sent out to community cultural organizations, individual artists, creative industries and educational institutions and departments that focus on arts, culture and heritage. The following is feedback received from that survey.

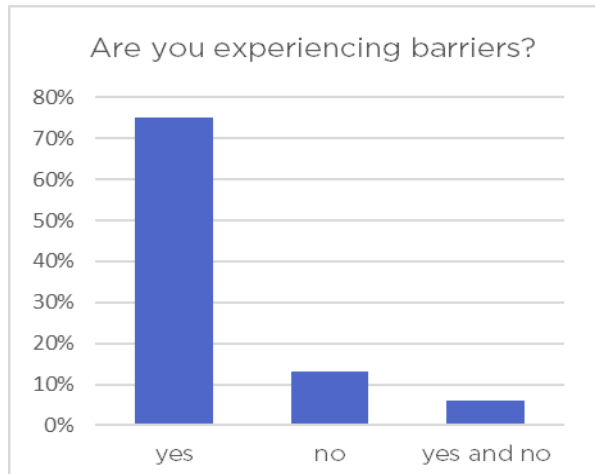
### *Do you feel that you are currently thriving as a creator and/or cultural organization in the City of Mississauga?*

Out of the 14 responses received to this question, the majority of respondents (65%) shared that they do feel like they are thriving. Four of these respondents said that was due to City support.

For those that said they did not feel or somewhat felt that they are thriving (35%), the most common reasons were: difficulties in remaining sustainable, lack of promotion of cultural organizations, missing connections to academic growth opportunities, and limited availability of accessible and barrier-free spaces to create, collaborate and meet with other creative workers.



*Are you experiencing any barriers in your creative practice (e.g. access to space, equipment, audiences; lack of time and/or funding; opportunities to share or pitch your creative ideas, etc.)?*



The majority of respondents (75%) commented that they are experiencing barriers in their creative practice. The top three reported barriers, starting with the most common response, include: lack of consistent funding, lack of access to affordable and adequate indoor and outdoor spaces.

Other participants also mentioned as barriers a lack of awareness of what cultural organizations do and what's going on, opportunities to be seen and heard at events, support for non-traditional artworks, discipline-specific equipment in live performance venues and time. As well as a need for enthusiastic volunteers and service upgrades at City rental spaces.

#### *What supports are needed to make things better?*

Survey respondents focused on the following top five supports as opportunities to reduce barriers and improve organization and professional sustainability:

1. Operational and program funding
2. Increased awareness of supports for artists and local talent, cultural organizations and opportunities for residents
3. More cultural spaces around the city
4. Capacity development and training opportunities, and assistance
5. Support for networking and collaboration opportunities

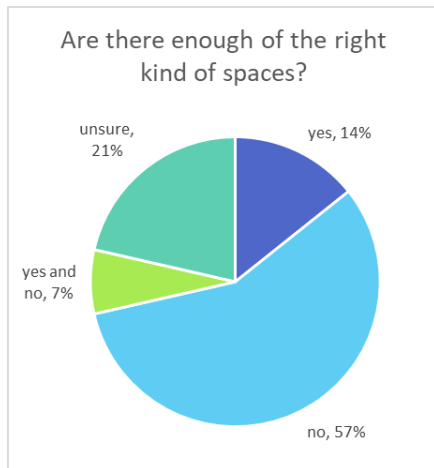
Other participants also notes that supports could include: continuance of the live music grant program, improved communications between City departments, and a willingness to take a chance and open up opportunities for contemporary or experimental artwork.

### *What would be the features and location of your ideal work space?*

A wide variety of space characteristics and requirements were shared through responses to this question as shown in the following table:

<b>Space Characteristics</b>	Quiet and calm
	Spaces that support live music and unamplified singing/playing
	Centrally located
	Accessible by public transit
	Supported by technical production staff
	Open and welcoming to queer/trans and disabled/neurodivergent people
	Financially accessible
	Useful for multiple creative disciplines, but not all
	Connected to an arts not-for-profit as a social enterprise
	Close by other businesses or creative spaces
	Collaboration spaces
	Appropriate for arts exhibitions
	Flexible spaces to accommodate multi-function spaces
<b>Space requirements</b>	Larger spaces (incl. an addition to Leslie Log House, or a convention style centre)
	Mid-sized venues and stages
	Small performance spaces
	Table and chair set ups
	Projectors and screens provided
	Kitchen facilities provided
	Washroom facilities
	Close to accessible entrances
	Professional light and sound
	Offices with computer, printers and internet access
	Outdoor area with stage, washrooms and parking
	Access to real upright of grand piano
	Audio recording studio space and equipment

### ***Are there enough of the right kind of spaces across the city to support creative practices?***



The majority of survey respondents said that 'no' there are not enough of the right kind of spaces. The kinds of spaces they're looking for include: artist studio buildings (alike to Artscape projects) leveraging corporate partnerships, creative hubs, spaces conducive to experimentation and trying different things, and venues for live music, open mics, musician jam sessions, songwriting, etc.

The survey respondents that selected 'yes and no' (7%) qualified their answers by sharing that there are too few spaces or that spaces exist but are in need of transformation to support creative practices.

### ***What spaces and places round the city could add (more) to the vibrancy of Mississauga's culture scene? Are there any underserved areas of the city?***

Opportunities for exploring Mississauga's identity focused on actions that the City could take, including: directly engaging, collaborating and building partnerships with creative organizations focusing on positive community impact, centering diversity, equity and inclusion including reflecting the values of diverse communities, connecting with youth, and hosting multi-organizational and multi-disciplinary events and supporting cultural festivals.

### ***What do you think would make people feel more included in Mississauga's culture scene? And how do we enable people outside of the culture sector and creative industries to get involved in creating?***

Building on comments about centering diversity, equity and inclusion, survey respondents shared that overall they would like to see: a shared sense of ownership and recognition, more diversity and inclusion at events and cultural spaces, and identification and reduction/mitigation of municipal barriers and policies.

### ***As we grow into a city of 1 million people, and also aspire to be a more walkable city, what implications does this have for the arts, culture and heritage scene in the future?***

Participants felt that growth and more connected communities will support growth of the culture sector, and stated that: people will come across art happening in the real world more often, potential audiences for cultural experiences such as local artists performances and art installations will grow, more artists could live in the city, worries about parking will decrease, the city will feel more like a community, instead of a place where you need to drive to access things and increased access will provide more opportunities to explore hidden gems locally.

### ***How do you factor the public good into your work? How can we work together to advance it?***

Respondents provided many examples of how they include the public through their work, such as: opening meetings and activities to non-members, providing all-ages, family-focused events,

providing free and accessible public resources such as quarterly zines, writing contests, music events, etc., featuring cultural diversity and promoting multiculturalism, representing, uplifting and working with queer, trans, BIPOC peoples and people with disabilities, offering time and resources in-kind to people in need, purpose-driven creative arts, increasing awareness of what's happening in the city, supporting many artistic genres, promoting volunteerism, incorporating history and arts into more activities, and championing and supporting the public good.

***How are you working to embed Truth and Reconciliation, and equity, diversity and inclusion in your work?***

Mississauga's culture sector is making organizational changes and focusing on programming opportunities to embed Truth and Reconciliation and equity, diversity and inclusion in their work. Examples that respondents shared included having a diversified Board of Directors, staff and membership, and focusing programming and artistic works on themes of diversity and living together, inclusion, paying respects to diverse communities, on all-ages and sharing real and lived experiences.

Active strategies that respondents are using to increase inclusion include: learning, listening and uplifting, as well as providing more access and support to marginalized groups.

***What actions are you taking to meaningfully address climate change, become more environmentally sustainable and join the circular economy?***

When it comes to addressing climate change, environmental sustainability and joining the circular economy, many respondents said that they would like more information and support in this area. Others shared that they are taking opportunities to include prompts about nature in their work, learning how to use nature for meditative purposes to increase awareness and appreciation, reducing waste, educating others on climate change realities, promoting public transit use, support staff with working from home part time to reduce commuting and reflecting lived experiences in their work.

***How can Mississauga's cultural scene be better promoted so that people know what's coming up in advance?***

They highlighted various opportunities for promotion, including: social media campaigns, collaboration and partnership with local organizations to stimulate cross-promotion, a cultural calendar and/or events listing that supports community submissions, publishing in local news outlets, public realm promotions such as signage and bridge/underpass advertisements on LED signs, and radio and newsletter advertisements. Respondents also mentioned networking as an ideal way to support promotions, and an interest in having the City facilitate opportunities for groups such as cultural charities to connect with one another.

***What opportunities are there (or do there need to be) to elevate advocacy and the voices of the culture sector and creative industries?***

Promotion of what's happening is one aspect of communication needed to support the city's culture sector, and another could be opportunities to elevate advocacy and the voices of those working in cultural and creative sectors.



Respondent provided ideas for how the City can facilitate this process, by: creating places where cultural groups can meet, communicating with and asking for input and feedback from the cultural and creative sectors, providing networking opportunities to help build the City's artist community, advocating for experimental artworks, promoting cultural organizations, encouraging people to get involved in local cultural charities, partnering with key artistic groups and people to stimulate growth in the culture sector and leveraging the energy and efforts of passionate volunteers with available time.

***What opportunities are there to create greater collaboration amongst cultural groups and creatives across the city?***

Suggested tactics for supporting greater collaboration amongst cultural groups and creatives included: promoting opportunities through radio, television and local media, hosting annual meetings with key stakeholders, creating spaces where collaboration can happen, encouraging the creation of shared work spaces and “energy exchange” programs to facilitate access, creating networking opportunities and artist meet ups, introducing charities to one another, creating campaigns to encourage people to get involved and facilitating cross-cultural artistic collaborations.

## **Mayor & Council Interviews**

The Commissioner of Community Services and Manager of Business Planning interviewed the Mayor of Mississauga and Councillors to help identify infrastructure and service shortfalls, challenges and opportunities, and general observations. Themes shared through these discussions include:

- Supporting more animation, public art, programming and events in outdoor spaces across the city, including creating supportive cultural infrastructure such as amphitheatres, electricity service, etc.
- Ensuring that culture venues are accessible and inclusive of local communities and that their utilization is maximized
- Fostering relationships and partnerships with School Boards to support cultural use of school properties, as well as program collaborations
- Assessing the impacts of Bill 23 on culture venues, programs and services
- Continued support of cultural community organizations such as the Mississauga Symphony Orchestra and Art Gallery of Mississauga
- Better promotion of cultural venues, programs and services
- More diverse programming

## Culture Staff Engagement and Survey

Engagement with culture staff included leadership consultations, team meetings with culture Lines of Business (“LOBs”), and Culture Divisional meetings. Meetings were attended by all full-time culture staff members. After the Culture Divisional meeting an online survey was circulated to build on questions asked through prior consultations. Culture staff were invited to share their thoughts about the previous Culture Plan, the 5-year horizon for culture and how the City’s commitments and strategic priorities can be meaningfully addressed through culture.

### Culture leadership

The following themes emerged from consultations with culture leadership:

- Culture is a part of our daily lives, and it adds value to residents’ everyday experiences throughout the city.
- Mississauga’s culture scene is dynamic, and should include a diversity of experiences that appeal to everyone. There is a lot going on, and cultural happenings and services need to be well promoted to be well attended.
- Cultural activity is an economic driver in the city as shown in job and gross domestic product numbers per sector.
- The key priority over the next five years will be to deepen the City’s commitment to and action on equity, diversity, inclusion and justice, Truth and Reconciliation, and climate change and environmental sustainability and in doing so address objectives such as accessibility, access and affordability, through culture. Opportunities to incorporate these commitments into culture include:
  - Integrating Truth and Reconciliation into culture operations.
  - Integrating and supporting health and wellness.
  - Improving the accessibility of culture venues and programs, and encouraging and providing resources to producers and clients that we work with to do the same.
  - Creating a standardized approach to compensation for activities such as engagement participation, that is supported across the City of Mississauga.

### Culture staff

In summary, culture staff are committed to realizing the City’s commitments and strategic priorities through culture. The following lists summarize the key themes that emerged across each staff engagement opportunity:

#### Truth and Reconciliation

- Dedicate more time and resources to engagement with Indigenous Communities and urban Indigenous peoples.
- Establish strong and/or strengthen partnerships with Indigenous communities and Knowledge Keepers to create and support programming with Indigenous content, and to explore alignment with our funding priorities.

- Increase indigenous programming and representation across culture venues.
- Find a balance between sharing contemporary and historical indigenous content and stories using a variety of mediums.

### **Equity, diversity, inclusion and justice**

- Ensure fair, equitable and standardized compensation for artists across the City of Mississauga that are not discipline-dependent, but follow industry standards.
- Engage with equity-deserving groups including unhoused populations, newcomers, linguistic communities, black communities and 2SLGBTQ+ to identify and integrate their diverse needs into arts, culture and heritage.
- Expand and require the use of accessible language and translation of program materials, programming, signage and subtitling.
- Highlight diverse content through programming year round instead of only focusing on specific months with cultural celebrations.
- Build a vision and protocol for offering diverse programming at all culture venues, which includes balancing the diversity of clients we work and being fair and equitable in our dealings.
- Grow Museums of Mississauga capacity to share the diverse and complete story of Mississauga (past and present) through enhanced collections storage, and promotion and interpretation using digital tools and technologies.

### **Climate change, environmental sustainability and circular economy**

- Reduce greenhouse gas emissions by installing power tie-ins, using online payments, undertaking facility heat and energy audits and upgrades, etc.
- Extend the lifespan of materials and reduce material consumption (i.e. stop using single use plastics, facilitate productions resource sharing between clients)
- Support multi-modal active transportation options through our venues (i.e. EV-charging stations, bike share, transit or carpooling initiatives for shows)
- Improve waste disposal practices across culture venues.

### **Affordability and access**

- Continue to participate in the City of Mississauga's Active Assist program that gives residents in low-income households and newcomers with refugee status free access to recreation and culture programs.
- Create resources for cultural and creative sectors to increase understanding of available supports, including culture venues and services.
- Spread out the geographic location of festivals and events to create more opportunities to access cultural experiences throughout the city.

### **Health and wellness**

- Acknowledge our impact, and start integrating or supporting it in our work.
- Continue to provide free events, exhibitions and programs to create community, and offer opportunities for social interaction and connection.

- Connect and collaborate with local arts and culture organizations, such as Mississauga Arts Council, who are focusing on arts and mental health.

### **Accessibility and universal design**

- Review how facilities are managed and our culture programming for opportunities to increase accessibility. Work with external clients and producers to encourage considerations related to accessibility and universal design in external programming.
- Undertake physical accessibility audits of all culture venues.
- Hire staff through the Ready, Willing and Able program.

### **Cultural and creative sector growth and sustainability**

- Support creative partnerships by creating better connections between City staff, arts, culture and heritage communities, creative industries and other municipalities.
- Provide capacity development programs and exposure to national and international creatives and content.
- Identify and alleviate City policy and process barriers that impede cultural and creative sectors activities.
- Invest in high quality arts education programming and professional dedicated arts spaces and equipment through Culture Programming Hubs, the Living Arts Centre Studios, the Small Arms Inspection Building north building redevelopment, etc.
- Explore new modes of work, take risks and be experimental (e.g. less repeat programming, engage in pilot projects) in Mississauga's culture scene.
- Open culture venues and programs to new and emerging artists, other creative workers (e.g. musicians, event planners, promoters, etc.) and underrepresented cultural styles, activities and practices.

### **Vibrancy across the city**

- Increase and geographically distribute cultural animation and experiences across the city, especially in underserved areas such as North Mississauga (e.g. Churchill Meadows, Lisgar, Malton, etc.)
- Amplify arts and cultural experiences and animation at culture venues, and ensure they are well documented and promoted.
- Increase investment in staffing and customer services at culture venues, including dedicated facility and high trained arts staff, to support clientele-focused operating procedures and provide excellent customer service.

Engagement activities also included discussion of creating provision standards to guide culture venues, programs and services. Culture staff shared that they collectively want to support the public good through their work. They also see provision standards as an opportunity to recognize the City's role in providing accessible, affordable and equitable access to cultural experiences by balancing revenue generation with investment into culture and prioritizing qualitative results over quantitative standards. As a starting point, they envisioned that provision standards for the City's culture venues, programs and services could include progression ladders for:

- Supporting each step of a creative’s career path from initial exposure to culture as a youth through to professionalization.
- Providing a range of appropriately sized, designed and outfitted venues for different types and sizes of productions and events.
- Supporting cultural and community organizations through the process of initial idea generation through to becoming an established group in the city by providing resources such as grants, capacity building, audience development and other in kind supports.

## City Staff Focus Groups

City of Mississauga staff teams working outside of culture were also engaged through the 2024 Future Directions engagement process. Departments and teams were selected based on existing working relationships with culture staff and the frequency of their collaboration together.

City staff were asked about the five-year vision, goals and major initiatives of their focus areas, how arts, culture and heritage and the City’s commitments and strategic priorities factor into their work, opportunities for partnership and collaboration, and anything that culture staff should be aware of such as upcoming legislative, policy, program and/or services changes.

The following table identifies which staff teams were engaged.

City Staff Team(s)
Community Services: Tourism (“TM”)
City Manager’s Office: Equity and Inclusion Office (“E&I”), and Human Resources, Talent Management (“HR”)
Planning & Building: City Planning Strategies (“CPS”), Development & Design (“D&D”) and Economic Development Office (“EDO”)
Transportation & Works (“T&W”): Traffic Management & Municipal Parking, Rapid Transit Program Office, and Infrastructure Planning & Engineering Services
Corporate Services: Facilities & Property Management (“F&PM”)

A number of specific opportunities for new and continued collaboration were discussed during the meetings. The following list captures key takeaways from City staff engagement across all of the Departments engaged.

## Overall

- Cultural considerations are embedded in the thinking and projects of all of the City Departments, Divisions and/or Business Units engaged. City staff expressed an interest in integrating arts, culture, heritage and Creative Industries into the design of and budgeting for programs, facilities, infrastructure and services.
- Several engagement participants expressed a strong interest in integrating public art and placemaking interventions into their work, including T&W, EDO, CPS, D&D, TM and F&PM. They see cultural amenities, programs and interventions as a way to build community,



develop a sense of place, create quality spaces, increase vibrancy and tell the story of Mississauga.

- Opportunities exist to improve communication and collaboration so that teams are connecting earlier on in project planning and design.

## **Future Partnership & Project Opportunities**

- City staff working in the E&I, F&PM, CPS, D&D and T&W are planning for or currently undertaking projects that support Culture Division staff recommendations for how to address the strategic objectives through its facilities, programs, services and supports.
  - E&I sees several opportunities to work with culture staff to establish an EDI framework for their work, which could be expanded to other areas of the City. Activities over the next five years could include: creating an EDI plan, undertaking equity audits, developing clear performance indicators, metrics and benchmarking, embedding EDI tools in projects, using EDI-based HR and staffing practices, undertaking EDI training and supporting psychological safety in the workplace.
  - F&PM staff are creating a five-year Accessibility Plan that will classify all facilities, set minimum level requirements, and provide for how culture venues, programs and services can be made more accessible to meet legislative requirements.
  - F&PM staff are working to reduce greenhouse gas emissions through city facility renovations and new construction, and by prioritizing green standards during annual equipment lifecycle replacement and maintenance planning. Sustainability measures could be featured as demonstration projects in culture facilities.
- Culture staff should establish a clear understanding of what cultural programming and infrastructure is needed around the city. Embedding strong policy and language in the Official Plan and Council-approved plans and strategies would support the work of CPS and D&D by ensuring requests of development proponents are early, strategic, firm and reasonable.
- There is an opportunity within City Centre to create a Downtown Innovation Cluster that supports and grows Mississauga's culture sector and creative industries alongside other businesses by leveraging available assets including the:
  - EDO's IDEA Square One work and shared spaces, business and entrepreneurial expertise and programming;
  - Living Arts Centre's production studios, event spaces and meeting rooms; and
  - Central Library's recording studio, makerspace and work spaces.

Such a cluster could include partnerships with Sheridan College programs to nurture graduates and encourage new business development in Mississauga.

- EDO envisions working together to develop spaces that can support Creative Industries within the Lakeview Innovation District, in particular digital arts and production.
- The Municipal Parking unit of T&W highlighted opportunities for the culture staff to collaborate on new municipal parking structure designs by:

- Incorporating cultural infrastructure and shared use spaces into a potential mixed-use parking development to be constructed adjacent to Scholar's Green and Sheridan College, across the street from Living Arts Centre.
- Informing creative design of a potential parking structure in Lakeview Village.

## **Gaps in City Organization, Services and/or Programs**

- TM's promotional focus will shift toward the first/best/only that Mississauga has to offer and away from promotion of small cultural and community events and programs.
- Due to provincial legislative changes (e.g. Bill 109), a lack of site plan approval opportunities for dwellings with less than 10 units will put many designated heritage properties at risk. It will be important to identify heritage properties as early as possible, and issue requests for heritage conservation, interpretation and commemoration supported by a Terms of Reference.
- Targeted supports for digital industries are lacking within the Economic Development Office's (EDO) industry focus areas and culture services' current offerings. There are no plans to offer these supports in the next five years on behalf of EDO.
- Current City organization may not adequately support and nurture small, unique businesses and experiences that are important contributors to work/life balance and quality of life.
- Business retention strategies and supports are lacking for high growth areas impacted by intensification and development where many small, diverse and/or culture-based businesses presently exist. EDO is not likely to include such a program in their next five-year strategy; however, they could support one alongside partners such as Tourism Mississauga.
- F&PM staff commented that there is no clear, robust process in place for engagement of Indigenous communities or urban Indigenous peoples, or for hiring Indigenous professionals through capital projects.

## Appendix 11: Cultural Districts



Port Credit Cultural District

Note: Maps are subject to change

### Legend

Cultural District Boundary

0 1 2 3 4 5 Km

 MISSISSAUGA

Produced by Geospatial Solutions



Future Directions - Cooksville Cultural District

### Legend

Cultural District Boundary

0 1 2 3 4 5 Km

 MISSISSAUGA

Produced by Geospatial Solutions





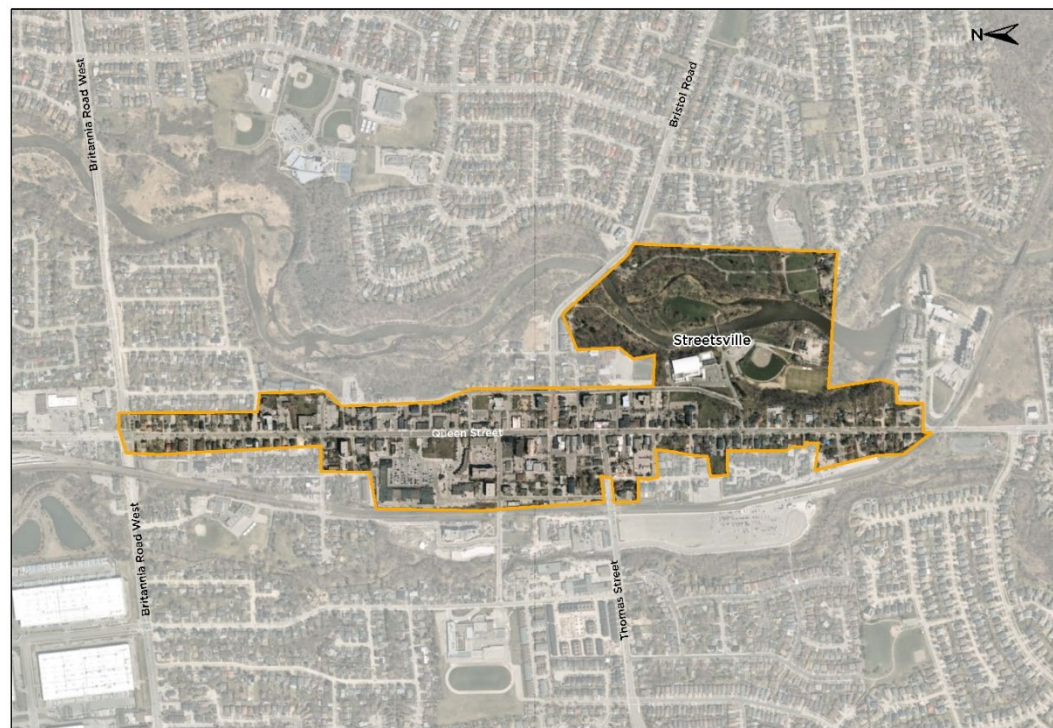
**Downtown Core Cultural District**

Note: Maps are subject to change

**Legend**  
 Cultural District Boundary

0 1 2 3 4 5 Km

**MISSISSAUGA**  
 Produced by Geospatial Solutions



**Streetsville Cultural District**

Note: Maps are subject to change

**Legend**  
 Cultural District Boundary

0 1 2 3 4 5 Km

**MISSISSAUGA**  
 Produced by Geospatial Solutions





**Clarkson Cultural District**

Note: Maps are subject to change

**Legend**  
 Cultural District Boundary

Km  
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**MISSISSAUGA**  
 Produced by Geospatial Solutions



**Malton Cultural District**

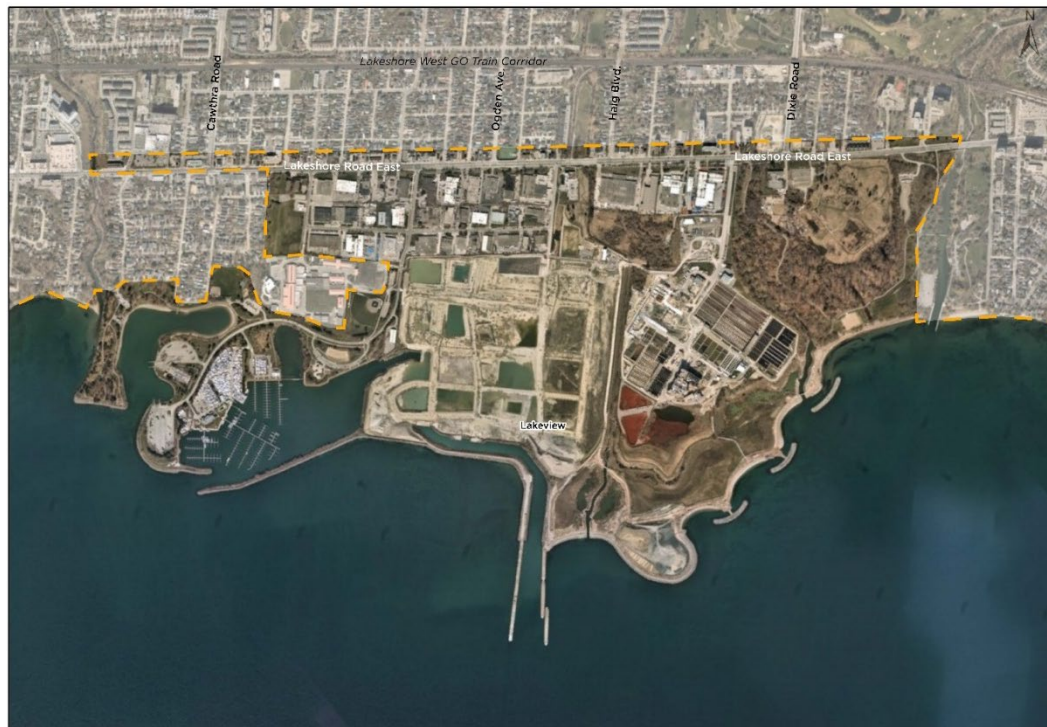
Note: Maps are subject to change

**Legend**  
 Cultural District Boundary

Km  
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 Produced by Geospatial Solutions





# Future Lakeview Cultural District

Note: Maps are subject to change

## Legend

Future Cultural District

0 1 2 3 4 5 Km

MISSISSAUGA

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