



Corporate Report

General Committee
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DATE: May 21, 2009

TO: Chair and Members of General Committee
Meeting Date: June 3, 2009

FROM: Janice M. Baker, CA
City Manager and Chief Administrative Officer

SUBJECT: **Mississauga Culture Master Plan**

RECOMMENDATION: That the Mississauga Culture Master Plan attached to the Corporate report dated May 21, 2009, entitled "Mississauga Culture Master Plan" from the City Manager and Chief Administrative Officer, be approved to provide guidance to the Culture Division and that future budget submissions reflect the recommendations outlined in the Plan.

BACKGROUND: The Culture Master Plan was undertaken in the summer 2008. The City hired Canadian Urban Institute (CUI) and a team of leading cultural planning specialists including AuthentiCity, Artscape and Novita to help develop the Plan. This team was contracted to achieve the following objectives:

1. Identify a sustainable, long term vision for arts, culture and heritage in the city of Mississauga.
2. Develop a list of actionable recommendations and an implementation plan for the next five years.
3. Develop comprehensive knowledge of the arts, culture and heritage landscape in Mississauga.
4. Identify and assess gaps in service including culture infrastructure, funding, communication etc.
5. Identify growth prospects, avenues for partnership with external stakeholders, and opportunities for collaboration among City departments to achieve Mississauga's strategic objectives.

Critical to the success and development of the Master Plan was the importance of conducting wide and ongoing public consultation including public meetings on October 22, 2008 and December 4, 2008. The engagement methodology used for the study involved both traditional and new media to reach out to residents and stakeholders for their input into the study. In addition, the consulting team conducted extensive research into cultural activity in Mississauga and analyzed the best practices of Canadian and international cities with characteristics comparable to Mississauga to help inform their approach.

The Culture Master Plan draws upon both established and innovative best practices in municipal cultural planning and identifies how cultural resources and activities can contribute to achieving Mississauga's strategic objectives. The Plan takes a big picture view of culture and the role it plays in Mississauga, such as creating new jobs, completing our neighbourhoods and opportunities for youth. This Master Plan extends beyond the arts in Mississauga to address all aspects of culture including heritage, cultural attractions and the overall development of quality urban spaces. Consequently it is a Cultural Master Plan that sets out a road map for Mississauga to achieve a globally unique cultural identity and broadly based opportunities for all citizens to contribute to Mississauga's cultural vitality.

In November 2008, an interim report addressing a series of recommendations to help build financial stability among arts and culture organizations in Mississauga was brought forward to Council in order for any funding considerations to be considered in time for the 2009 budget. The recommendations were approved by Council and are captured in the final Master Plan.

Building upon the consulting team's research and the public's on-going input, CUI developed seven (7) strategic directions to guide Mississauga's cultural development. These directions are:

1. Strengthen arts, culture and heritage organizations.
2. Encourage community celebrations and festivals.
3. Strengthen cultural infrastructure.
4. Build partnerships and increase collaboration.
5. Strengthen the flow of information.

6. Identify cultural nodes and create an artful public realm.
7. Attract and support creative individuals.

These directions were presented and vetted through stakeholders at the December 4, 2008 public meeting for affirmation. Each of the strategic directions was then expanded upon with specific recommendations developed for the Plan.

COMMENTS:

On April 1, 2009 a draft of the Master Plan was presented to Council and permission was granted to seek final public input on the Plan. On the same day the draft "Arts and Culture Master Plan" was posted on the city's website for public viewing and was distributed to all of the City's 19 libraries. As well, as requested by Council, any organization or individual who asked for a printed copy of the Plan was provided a copy for review.

Public consultation on the Draft Master Plan was sought through a number of channels including letters/emails received, a public meeting on April 16, 2009, online feedback survey, and presentations made to specific organizations.

Letters/E-mail comments received

Between April 1 and April 30, 2009, 16 letter or email comments were received by the project team. Several submissions from stakeholders make mention of specific projects they would like to see happen in the context of the Culture Master Plan. The Master Plan team welcomes these submissions. However, as this is a long term strategic plan, specific projects for specific groups are not the focus of this document. This list will be reviewed by staff in the Office of Arts and Culture for consideration on their work plan. A summary of the comments and the project team response is included in Appendix 1: Stakeholder Comments and Responses.

Public Meeting – April 16, 2009

On April 16, 2009, the Office of Arts and Culture hosted a public meeting at the Civic Centre, Tower Garden Café. To offer flexible scheduling options there were two identical sessions offered to the public to attend, either 3-5 pm or 6:30-8:30 pm.

Notification of the public meeting included the following:

- Direct email invitations to all of the Master Plan stakeholder database participants;
- Email invitations to all Grant clients;
- Eight (8) mobile signs positioned geographically throughout the City;
- Notification in the Mississauga News on April 8, 2009; including the CityScape listings on April 1, 8 and 15, 2009;
- Feature story and notice of the public meeting in the April 15, 2009 Novae Res Urbis– Greater Toronto Area edition;
- Coverage on Rogers Television – First Local;
- City of Mississauga Electronic reader board signs;
- Signage at the Civic Centre; and
- Notice on City of Mississauga intranet and internet website.

In addition, with cooperation of partners in the community, notification of the public meeting was distributed to:

- Members of the Mississauga Board of Trade;
- Members of the Mississauga Arts Council;
- Students of the University of Toronto at Mississauga;
- Posted on MIRANET website (a city-wide network of); and Ratepayer and Residents' Associations in Mississauga).

The purpose of the meetings was to discuss the draft Master Plan, clarify any questions and seek feedback in order to help fine tune the Plan before it was finalized and presented to City Council for adoption. The meeting included a presentation of the draft Master Plan, small table group discussion regarding feedback on the plan, facilitated full room discussion and final wrap up closing remarks. More than 70 participants attended the two public meetings. A draft meeting report was prepared and circulated to the participants for their review. A final copy of the meeting report is attached as Appendix 2: Final Public Meeting report.

People at the public meeting were very enthusiastic about the Plan and a summary of key messages from the public meeting are included in the final public report. Some participants felt that more time was needed to read the Plan and to inform other community stakeholders who were not present. Based on this feedback, the deadline for public feedback was extended by an additional week to April 30, 2009, thereby providing a total of 30 days since the release of the draft Plan.

Online Feedback survey

Residents also provided their feedback on the draft Master Plan through an Online Survey. In total, there were 106 respondents who participated in the survey. Out of these 106 respondents, 20 provided specific comments. Responses from the online feedback have been very positive, with 80% believing that the Master Plan was either excellent or good. (see p. 7 of Online Feedback Survey). As well, respondents believe strongly that the Master Plan will strengthen arts, culture and heritage sector in Mississauga. A summary of the Online Feedback survey is included in Appendix 3: Online Feedback Survey.

Other Presentations to Organizations

Since the release of the draft Master Plan, staff from the Arts and Culture Office also attended specific organization meetings to share the highlights of the Plan and/or discuss specific details of the Plan with stakeholders. These organizations included, the Mississauga Arts Council, Mississauga Heritage Foundation, Art Gallery of Mississauga, Heritage Advisory Committee, Living Arts Centre, and Friends of the Museum. This ongoing engagement with stakeholders has been valuable time spent in sharing views of how the recommendations could be implemented and clarifying specific details of the Plan. Staff believe that this ongoing dialogue and collaboration with our community partners will be vital in moving forward with the implementation of the Plan.

Of specific note, staff made a presentation to the Heritage Advisory Committee at its meeting on April 28, 2009. The Committee received the presentation and determined the following:

HAC 0026-2009

“That the deputation made by Susan Burt, Director, Office of the Arts and Bonnie Dowhaniuk, Project Manager of the Arts and Culture Master Plan, Office of the Arts, to the Heritage Advisory Committee at its meeting on April 28, 2009 with respect to the Arts and Culture Master Plan be received and that the Heritage Advisory Committee endorses the Arts and Culture Master Plan.”

This recommendation was approved by General Committee on May 6, 2009 and subsequently adopted by City Council on May 13, 2009. A copy of this recommendation and endorsement is included as Appendix 4: Heritage Advisory Committee Endorsement.

Summary of Responses

Based on the feedback received from the direct email/letters, public meeting and online feedback survey the overall response to the plan has been very positive. Generally people feel that the Plan is thoroughly researched, imaginative and reflects what was said in the public meetings and workshops. People recognize the role that cultural resources can play in achieving economic, social and other strategic objectives. They also understand and endorse the role for the Office of Arts and Culture in integrating culture into city policies and programs and enabling cultural vitality through partnerships and collaboration.

Many of the comments indicate that the public has waited a long time for a Culture Master Plan and they are anxious to move forward with action. This was reflected by the fact that throughout the commenting period several stakeholders provided the project team with comments on how they would like to see the recommendations implemented. These ideas and comments will be an excellent resource for the Office of Arts and Culture in going forward with the implementation of the Plan and will be reviewed by staff for consideration in their work plan. There have been some minor edits and additions to the final document that are captured in the appendices, among the changes they include the following:

- Mississauga's comparative standing with respect to public art galleries: the plan stated on p. 9, "Mississauga is on par" and now states "Mississauga's public art gallery has neither the size nor profile when compared to other similar sized Canadian cities."
- Changed the Plan to include the Living Arts Centre (LAC) on p. 10 of the Plan to mention that "VAM and LAC are two of Mississauga's few communal centres for the practice of visual arts."

- Ribfest was added to the list of festivals with attendance of 5,000+ on p.39
- The word “quantum” was replaced with the word “amount” for clarity on p.62.
- Under “Create a Cultural Mapping Partnership” on p. 69, the list of stakeholders was changed:
 - To remove the double listing of Mississauga Arts Council
 - To add Museums
 - To add a new category: Resident Stakeholders (Ratepayer, Community and Special Interest Groups)
- The word “accessible” was added on p. 77 to state: “Secure affordable and accessible live/work space.”
- Changing the name of the Plan from Arts and Culture Master Plan to Mississauga Culture Plan.
- Changing the name of the Office of Arts & Culture to Culture Division.

The Cultural Sector

As recommended by the Project study team, the name of the final Master Plan report has been revised to “Mississauga Culture Master Plan” and the “Office of Arts and Culture” will be renamed “Mississauga Culture Division,” to reflect an all encompassing sector.

The Province of Ontario, Ministry of Culture is moving towards establishing a consistent and coherent definition of culture for the purposes of planning. The underlying rationale is that a shared understanding of cultural issues will enable municipalities to integrate culture into municipal planning systems as they are defined by provincial statutes.

This broader vision of cultural activity is in keeping with the transition in other large cities away from a narrowly defined focus on individual disciplines. Culture captures arts, heritage, festivals, celebrations etc. Feedback from the Heritage sector is supportive of this direction. In fact, most other municipalities within Southern Ontario refer to their area of responsibility as “culture.”

STRATEGIC PLAN: The Culture Master Plan has taken a comprehensive and strategic approach to developing and maintaining culture vitality in Mississauga. As a result, the actions recommended in the Plan support the five strategic pillars for change of the Strategic Plan. Specific linkage is referenced in the Strategic Pillar for Change “Cultivating Creative and Innovative Businesses, Strategic Goal: Strengthen Arts and Culture.”

FINANCIAL IMPACT: Recommendations of the Mississauga Culture Master Plan will be implemented through a variety of mechanisms. First, where funding does not already exist, the Corporate Business Planning process will be the tool to make requests to fund the priorities outlined in the Plan. Second, the capital prioritization model will act as a filter to further rank projects. Through these processes, recommendations requiring additional financial or human resources will be approved by Council as part of the annual budget review. However, a number of the recommendations do not require additional funding, but rather a change in how the Office of Arts and Culture works with the community.

CONCLUSION: The City of Mississauga has a new Culture Master Plan. The Mississauga Culture Master Plan provides a framework and a longer-term vision that identifies key opportunities and strategies that the Office of Arts and Culture can implement over the next five years to help transform Mississauga into a culturally significant Canadian city. The Plan recommends key actions to build financial stability and increase the organizational capacity of cultural organizations, strengthen cultural infrastructure at the neighbourhood level, strengthen the flow and access to information about cultural resources and activities to leverage public works and private sector development to enhance cultural resources and create artful, livable communities. For an overview of the Plan, see Appendix 5: Executive Summary – Mississauga Culture Master Plan.

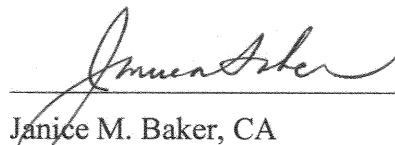
The actions recommended in the Culture Master Plan support the five strategic pillars of change of the new Strategic Plan. Its strategic directions complement those of the Growth Management Strategy and the draft Official Plan. The Culture Master Plan sets out strategies and processes to develop and maintain cultural vitality in Mississauga – the fourth pillar of sustainability. The Mississauga Culture Master

Plan introduces the cultural lens that along with economic, environmental and social policies are the key tools of a sustainable plan to re-urbanize and transform Mississauga.

Based on the collaborative and comprehensive approach taken in the development of the Plan, the Office of Arts and Culture is confident this Master Plan is a thorough document with appropriate and realistic initiatives that will ultimately play a significant role in the achievement of the city's vision.

ATTACHMENTS:

- Appendix 1: Stakeholder Comments and Responses
- Appendix 2: Final Public Meeting report.
- Appendix 3: Online Feedback Survey
- Appendix 4: Heritage Advisory Committee Endorsement
- Appendix 5: Executive Summary – Mississauga Culture Master Plan.



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City Manager and Chief Administrative Officer

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