

A woman with long dark hair is sitting at a wooden desk. She is wearing a grey long-sleeved shirt and blue jeans. In front of her is a white laptop and a white keyboard. She is holding a pen in her right hand. The background is a solid orange color.

Mississauga Arts Council

Strategic Plan
2021-2024



A BRAVE NEW WORLD

CCOVID-19 has had a catastrophic impact on Mississauga artists' well-being and economic security. Venues will be closed for over a year, and their futures are at risk. Artists have lost income and opportunities, examples include:

- Performing theatres, halls, movie theatres & galleries closed to the public;
- Bars & restaurants closed to the public;
- Festivals, shows, classes cancelled;
- Artist revenue streams have been eliminated, delayed, or significantly reduced;

COVID-19 has knocked arts economy growth back by years, and the recovery following the pandemic will take resilience and effort by the entire arts community. Mississauga Arts Council (MAC) needs to lead this effort.

COVID-19 raised opportunities for MAC to focus services on:

- Transforming MAC into an Arts Services Organization;
- Accelerating the transition of artists on-line with timely education and digital innovation;
- Creating new performance opportunities outdoors;
- Helping Mississauga artists find access to new markets on-line in new virtual marketplace;
- Connecting artists with recovering business community, building stronger linkages between that community and our artists;
- Re-skilling our artists as '*artpreneurs*', enabling them to be more entrepreneurial and take on new demands in business and technology;
- Focus on growing external relationships and funding;
- Enhance/enrich Micro-grant targeted initiatives.

These challenges and their related opportunities require MAC to transform its business more rapidly than envisioned before COVID-19. The need to mentor, support and develop Mississauga artists into '*artpreneurs*' has never been as urgent. This will require MAC to reach into all arts communities and provide the services that are needed most.

MAC'S VISION, MISSION, VALUES AND STRATEGY

The Mississauga Arts Council is dedicated to accelerating progress toward the attainment of our Vision of Mississauga, as a vibrant cultural community where arts and culture thrive!

VISION

Promote a thriving Arts Economy in Mississauga.

MISSION

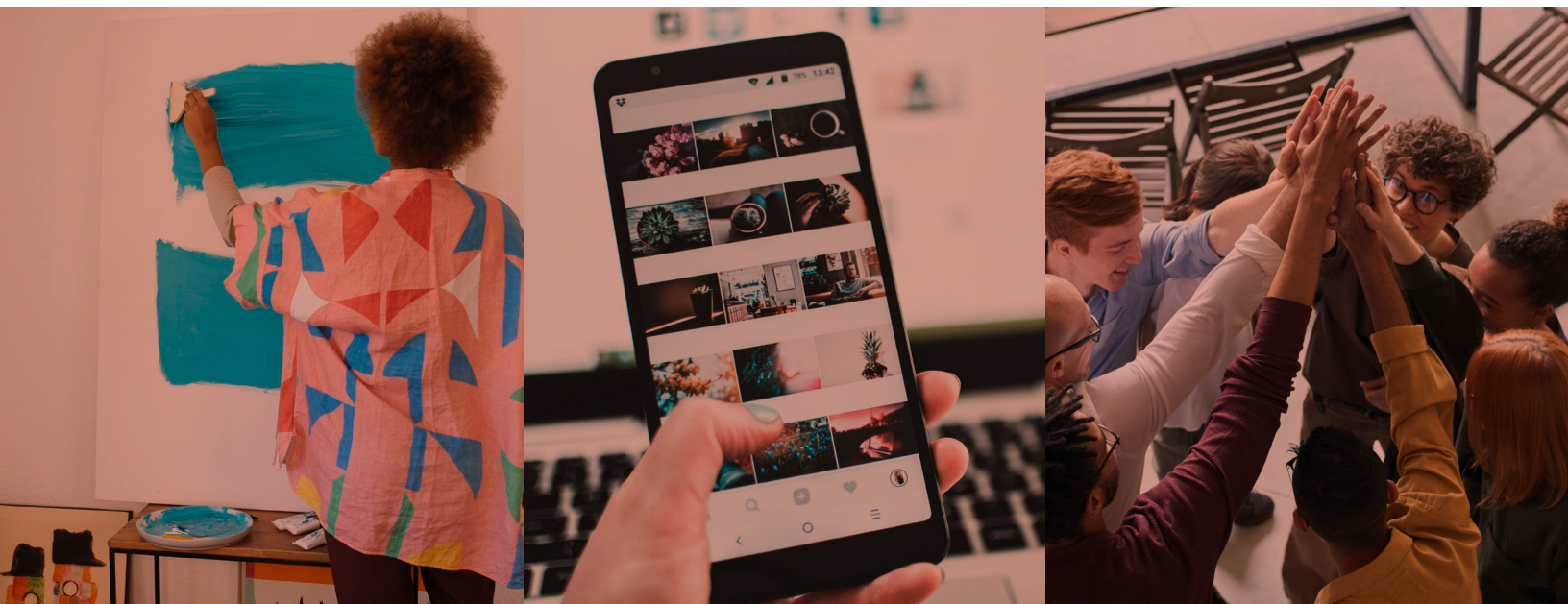
Empower the Arts Economy by: Creating opportunities & capacity; Connecting artists to audiences and each other; and Celebrating artist's achievements

MAC'S VALUES

MAC believes in the value of creative collaboration, facilitating partnerships, encouraging healthy competition between artists and strengthening creative communities of all types.

MAC'S STRATEGY

To provide valuable communications and marketing services to individual creatives and groups, to bring more art experiences to more communities across the city, to advocate for development of our city's arts economy.



CREATE, CONNECT, CELEBRATE

MAC has three concepts that capture how we seek to accelerate growth in the arts economy:

CREATE

Create is about growing new opportunities for artists to use their talents, gain public exposure and valuable experience. This includes all media marketing, project development, career support for individual artists and groups.

CONNECT

Connect focuses on innovative communications connecting new partners for collaborations, infusing value into networking events, connect artists with sustainable practices and connecting funders to investments in the arts.

CELEBRATE

Celebrate ensures artists are recognized and rewarded for their accomplishments. For instance, The MARTYS showcase creative excellence drive broader public awareness, create excitement, inspire greater quality of artistic expression and performance, increases public participation with artists and arts in Mississauga.

STRATEGIC PRIORITIES

MAC is adopting five strategic priorities as we reposition ourself in the ever-changing arts marketplace. Strategic Priorities are the game changers of the MAC Strategic Plan. These are not “tweaks” to status quo. Adopting and executing these priorities will enable MAC to transform as an organization to meet the challenges imposed by COVID-19. These priorities will also ensure we take advantage of the opportunities that the new reality has provided us. The benefits of these priorities to Mississauga artists, residents and businesses, will be to ensure Mississauga is a vibrant community in which to live, work and play.

STRATEGIC PRIORITIES

1. Develop Increased Public-Private Sector funding partnerships

2. Drive Digital Innovation

3. Increased Emphasis on the Arts Economy

4. Enhanced Community Outreach

5. Agile and Entrepreneurial Business Model

KEY ENABLERS

1. Agile and Entrepreneurial Staffing Capacity

2. New Executive Director Responsibilities

3. Community Outreach



DEVELOP INCREASED PUBLIC-PRIVATE SECTOR FUNDING PARTNERSHIPS

MAC has been successfully engaging the Mississauga business community for several years to develop funding partnerships. This is a strategy which we will be much more actively pursuing, enabling large funding participation as well as working with smaller businesses to help develop micro grant participation. Micro grants can be used to fund single artists, or small-scale endeavors. MAC will develop new Matchmaker Micro-grants in partnership with local businesses that foster the development of innovative arts projects and strengthen ties across sectors.

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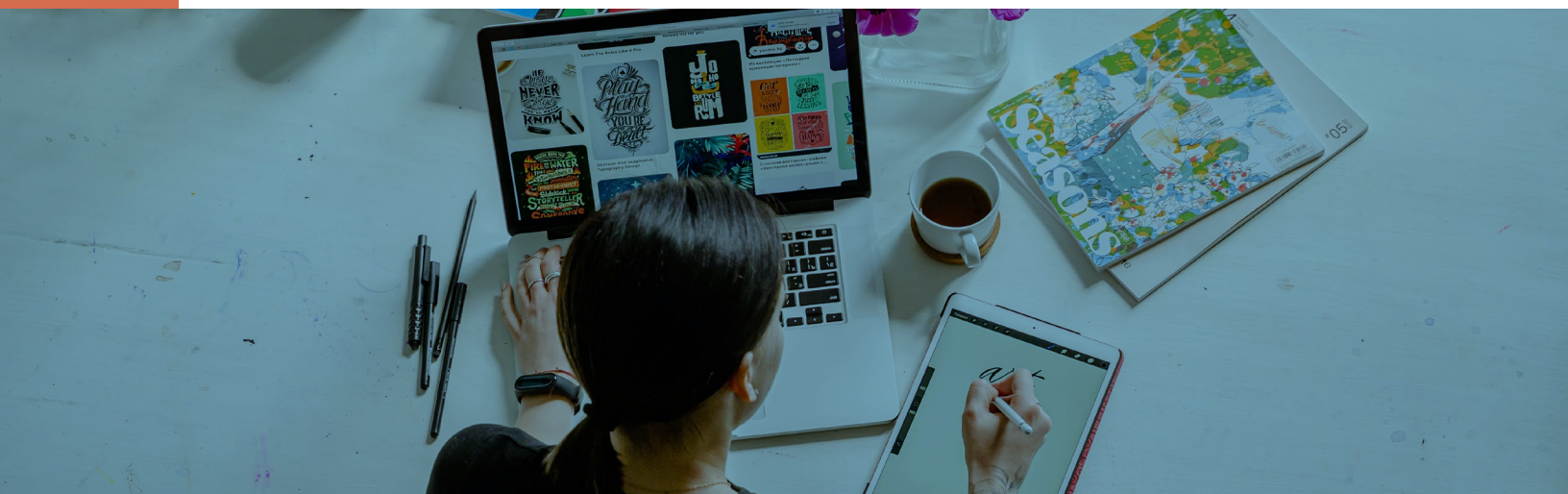
DRIVE DIGITAL INNOVATION

COVID-19 has greatly reduced performance venue access for almost all artists. This requires MAC (and most arts communities/organizations) to urgently embrace digital platforms as both a performance medium and a source of revenue generation. For artists to continue practicing their art, digital literacy is necessary. Digital media is new to many artists, but it presents many opportunities as well. MAC is embracing digital platforms and helping local artists by developing and implementing our new Digital Hub and Marketplace - MartyHub.com

3

INCREASED EMPHASIS ON THE ARTS ECONOMY

COVID-19 has closed, or greatly reduced access to performance and display venues for all artists. During the summer, outdoor performances are possible, but winter weather restricts these limited possibilities. Cancellation and restrictions to performances and live events greatly restricts Mississauga's artists abilities to maintain a sustainable income. MAC is embracing the Arts Economy in a strategy to assist Mississauga's artists with their ability to craft a living in these difficult times.



4

ENHANCED COMMUNITY OUTREACH

It is understood that some communities in Mississauga are well represented and extremely active in MAC and Mississauga's arts scene. There are also a number of marginalized communities that have not participated actively in Mississauga arts. MAC is placing a strong focus on engaging these marginalized communities.

5

AGILE AND ENTREPRENEURIAL BUSINESS MODEL

An economy impacted by COVID-19 will pose a number of challenges for artists over the foreseeable future. Frankly, if we can be assured of anything in the upcoming years, it is that businesses and organizations will need to be adaptable as plans can change, and change rapidly. MAC has had a stable business model and sustainable organization for many years, but we know we cannot take this for granted.



KEY ENABLERS

MAC sees the following three key actions as requisite to achieving of our strategic plan.

1

AGILE AND ENTREPRENEURIAL STAFF CAPACITY

MAC will need to make changes to its staffing, adding resources that are agile (can be proactive, as well as respond actively to changes) and have a strong business acumen to help bring the Arts Economy to life. MAC added two new resources to Administration and Marketing, while also making the difficult decision to reduce its current staff resources by two, clearing some budget headroom in order to respond proactively to current digital opportunities and needs.

2

NEW EXECUTIVE DIRECTOR RESPONSIBILITIES

Beyond active community engagement, MAC's other two pillars are Digital Media and increased Public Private Funding efforts. MAC is proposing these two activities be the key focus of the Executive Director in the upcoming two years. Successfully driving these activities will require creativity and proactive initiative as well as dedicated commitment to these efforts. The Executive Director will focus on the Arts Economy and growing it with an effective digital media strategy. The Executive Director will also identify and develop public/private fund-raising opportunities coincident with developing strong business, education and community partnerships.

3

COMMUNITY OUTREACH

Better engaging marginalized communities is a key pillar of the MAC strategic plan. MAC requires the means to expand opportunities for creatives from marginalized communities to work and sustain themselves. There needs to be a strong effort made to expand the reach of the arts and creative experiences into marginalized communities. This starts with new partnerships and creative strategies.

PUTTING THE STRATEGIC PRIORITIES TO WORK

The Mississauga Arts Council will be implementing and putting our Strategic Priorities into practice over the 2021 to 2023 period. We will be developing new partnerships and programs that serve our strategic priorities, and help grow the arts economy in Mississauga.



STILL SERVE OUR STAKEHOLDERS

The MAC strategic priorities are essential to developing Mississauga's arts culture, however, MAC has a number of ongoing programs that have served Mississauga's artists well for many years. Though these programs will likely need to be delivered differently because of COVID-19 restrictions, MAC is still intending to support and grow popular programs:

- The Mississauga Arts Awards (The MARTYS).
- The Masquerade Ball (fundraiser and artist showcase).
- Work opportunities for artists as performers, mentors, and teachers in creative events of all sizes.
- Promoting artists' events and achievements through MAC's Social channels.
- Coaching and supporting artists' career moves and development.
- Producing educational opportunities for creatives to learn, perform and teach (TD Culture Lab).
- Producing numerous Open Mics, both digital and in-person, for emerging and young talents.
- Partnering with popular Festivals to produce visual art presentations and special musical events for youth.
- Growing artist decorated utility box opportunities with Bell and Electra.
- Enhancing our Member Artists Directory online through our new MartysHub.
- Our Media Makers program that delivers filmmaking education to youth with instruction in schools and new film showcase opportunities.