

**Mississauga.**

**Strong.**

**Ready.**

City of Mississauga

# **Economic Recovery Plan**

Creative Industries

October 26, 2020

City of Mississauga,  
Culture Division



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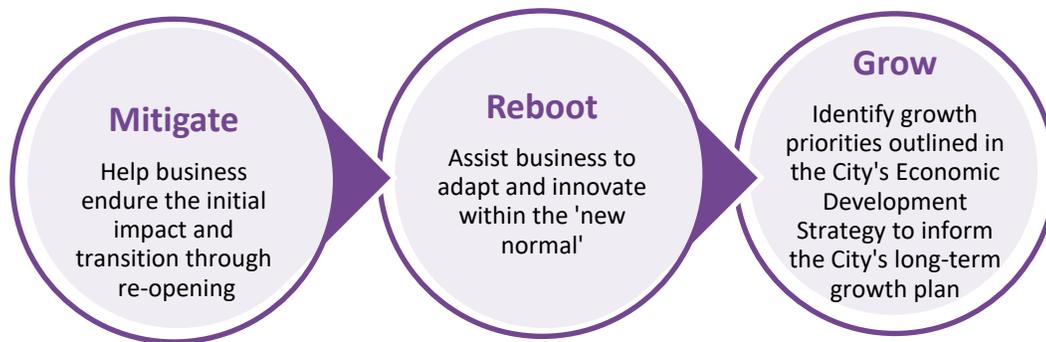
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## Section 1:

# Economic Recovery Plan Phases

The Economic Recovery Plan reflects phases found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate Reboot and Grow. These phases are not time-specific, with the understanding and expectation that there may be overlap between them. These phases will guide the City's economic recovery activities and outline milestones of recovery efforts.



### Mitigate

Mitigation efforts are crucial to help businesses endure the initial impact of COVID-19, transition through re-opening phases of the economy, and adapt to any future restrictions. By assessing and responding to immediate needs of business, the City will be in a better position to support effective mitigation practices that will facilitate a faster and stronger economic recovery.

### Reboot

Economic recovery in this phase is focused on assisting businesses, workers and residents adapt and innovate within the 'new normal' of COVID-19. This phase is associated with health and safety measures during virus containment, including varying levels of physical distancing, testing and contact tracing.

### Grow

The Grow phase aligns with the success of a proven COVID-19 vaccine or an effective treatment period. The growth priorities outlined in the Economic Development Strategy (2020-2025) will inform Mississauga's long-term growth plan.



## Section 2:

# COVID-19 Economic Impact

## Overall 2020 Impact

Pre-Covid-19, Ontario's creative industries which include the music, book, magazine, film, television and interactive digital media sectors, both domestically and internationally, were considered a global success story. "Collectively and individually, these industries are strong and growing, and make important contributions to the Province's economy and cultural vitality."<sup>1</sup>

Since the beginning of the COVID-19 pandemic, the Province has indicated that 350,000 jobs in Ontario's culture sector have been lost to date resulting in an estimated \$17.5 billion drop in economic impact from the culture sector to Ontario's economy.<sup>2</sup> A nationwide artist impact survey conducted by Music Canada also found that nearly half of respondents reported losing more than 75 per cent of their income.<sup>3</sup>

In Mississauga, the story is no different. Local creative industries and entrepreneurs were forced to cease operations and are facing mass uncertainty. Mississauga's famed facility *Metalworks* reopened its registered private career college and recording studios in Stage 3. According to Founder Gil Moore enrollment and bookings have been down and their live event production business remains almost at a standstill. Moore believes the Studio and Production Group business may not return to normal levels until a COVID-19 vaccine is available. As there are still many unknowns about what the future brings, the main concern for this sector is financial sustainability.

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<sup>1</sup> Ontario Creates. An agency of the provincial government whose mandate is to be a catalyst for economic development, investment and collaboration. [https://ontariocreates.ca/uploads/Bar/Strategic-Plan/OMDC\\_Strategic\\_Plan-2017.pdf](https://ontariocreates.ca/uploads/Bar/Strategic-Plan/OMDC_Strategic_Plan-2017.pdf)

<sup>2</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall Minutes, Thursday, April 23<sup>rd</sup> 2020

<sup>3</sup> Music Canada & Connect Music Licensing - Artist Impact Survey: <https://musiccanada.com/news/covid-19-continues-to-hit-the-music-industrys-most-vulnerable-music-canada-survey/>

## Recovery

The Minister of Heritage, Sport, Tourism and Culture Industries sits on Ontario’s Economic and Jobs Recovery Committee, chaired by the Minister of Finance; this confirms the important role of the cultural sector in the province’s recovery strategy.<sup>4</sup> The City of Mississauga’s Culture staff participates in provincial town halls to receive updates and sits on sector-specific subcommittees to provide input and feedback. The City of Mississauga’s Economic Recovery Plan – Creative Industries aligns with provincial guidelines and plans.

Critically, until a vaccine is made available, the path of economic recovery will depend on the success of creative industry workplaces safely resuming activity.

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<sup>4</sup> Ontario Jobs and Recovery Committee: <https://www.ontario.ca/page/ontario-jobs-and-recovery-committee>



## Section 3: Impact on Creative Industries

### About Film, Television and Music and its Importance to the Economy

Ontario has long stood as a substantial player in Canada's film and television production industry, as well as in the global market.

- 2017-2019 were particularly strong years for Ontario's film and television production sector.
- This sector contributed \$2.16 billion<sup>5</sup> to the provincial economy through 343 productions in 2019, up a substantial 14.3% from 2018.
- The film and television industry continues to be an increasingly strong employer in Ontario. In 2019, this sector generated 44,540 full-time direct and spin-off jobs.<sup>6</sup>

In 2019, the City's film revenue reached a recordsetting high of \$727,000. For 2020, film revenue was forecast to reach more than \$900,000 in keeping with upward trends. With the opening of a sixth studio in Mississauga in 2021, Culture staff anticipates increased location filming resulting in additional revenue for the Corporation. Depending on the ability of film production to scale according to provincial guidelines, revenues are difficult to estimate however reports from industry leaders are favourable to a strong sector recovery.

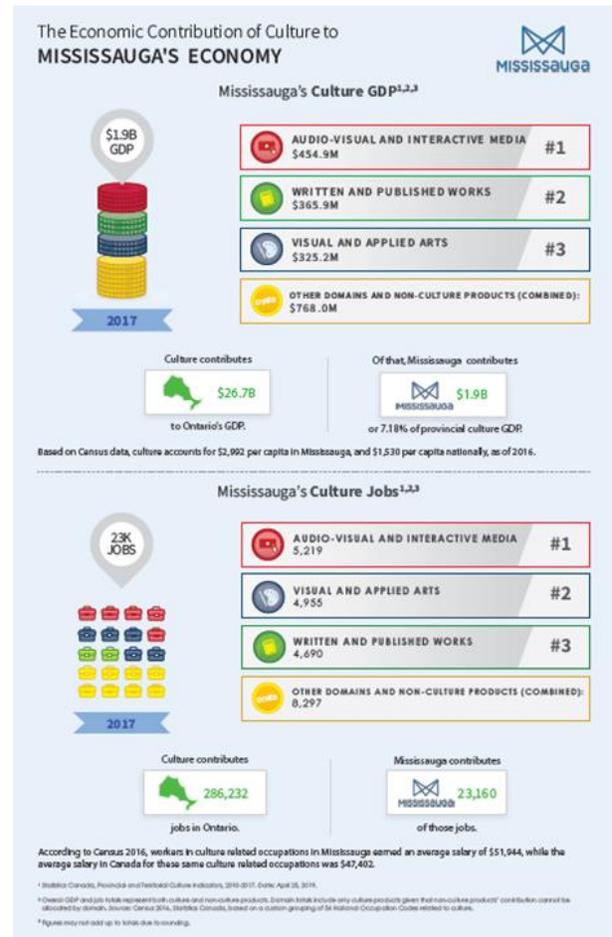


Figure 1 - Film and Video is included in Audio-Visual and Interactive Media. Alone it contributes \$245,575,292 to Ontario's GDP (2017)

<sup>5</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall, Thursday, April 23rd 2020

<sup>6</sup> Ontario Creates, Ontario Film and Television Production 2017 - 2019, [https://ontariocreates.ca/assets/images/research/Statistics/Eng/Ontario-Creates-2019-Prod-Stats-Combo-Sheet\\_2020-02-27\\_En.pdf](https://ontariocreates.ca/assets/images/research/Statistics/Eng/Ontario-Creates-2019-Prod-Stats-Combo-Sheet_2020-02-27_En.pdf)

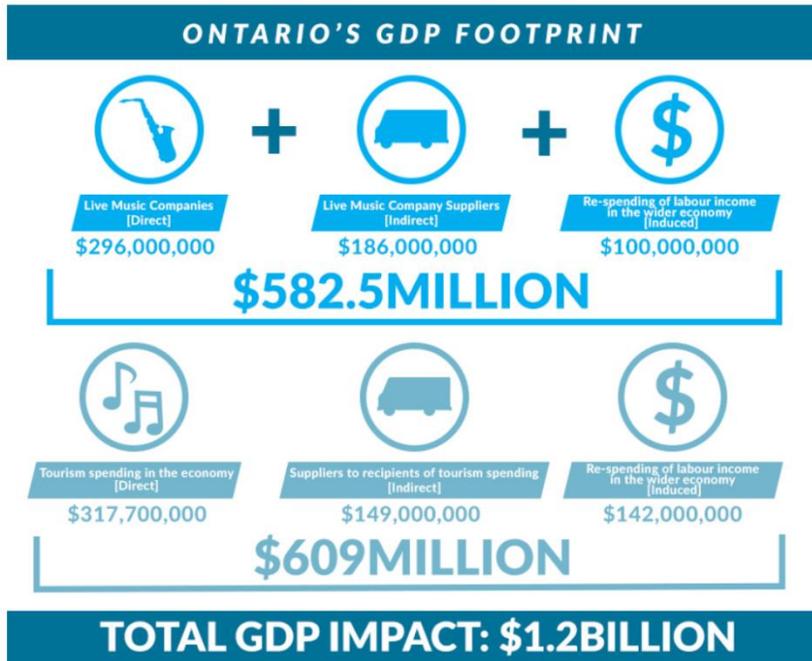


Figure 2 Source: *Live Music Measures Up: An Economic Impact Analysis of Live Music in Ontario* (Music Canada, 2015)

Similarly, Ontario's music sector is a significant economic driver and the live music sector in particular was poised for growth. The economic impact of the music sector in Ontario generates:

- 10,500 live music full-time equivalent jobs with tourism activity accounting for an additional 9,520.<sup>7</sup>
- 4,028 jobs in the sound recording and music publishing sectors, representing 45% of the 8,986 jobs created nationally<sup>8</sup>

A recent economic impact analysis of live music in Ontario also found that 83 percent of live music companies in the province expected revenue growth pre-COVID.<sup>9</sup>

With Mississauga's proximity to Toronto (Canada's largest music market), the city is positioned to benefit from a strong regional music economy. Mississauga's sound recording sector contributes \$40,148,892 to the provincial GDP and creates 409 FTE jobs.<sup>10</sup>

<sup>7/9</sup> Music Canada, *Live Music Measures Up* – 2015 <https://musiccanada.com/resources/research/live-music-measures-up/>

<sup>8</sup> Statistics Canada – 2018. Table 36-10-0452-01 Culture and sport indicators by domain and sub-domain, by province and territory, product perspective <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610045201>

<sup>10</sup> Statistics Canada, *Provincial and Territorial Culture Indicators, 2010-2017*. Date: April 25, 2019. <https://canadacouncil.ca/research/research-library/2019/04/provincial-and-territorial-indicators>

## COVID-19 Impact on Film, Television and Music

In 2020, Mississauga was anticipating another record summer in film and television production when COVID-19 measures abruptly halted all filming activity under Federal and Provincial orders.

Filming production activities were part of Ontario's Stage 2, however implementation was delayed within the Golden Horseshoe due to COVID-19 key public health indicators. The Minister of Heritage, Sport, Tourism and Culture Industries has streamlined tax credits for the film industry and ensures they will remain stable. <sup>11</sup> Reports from the Canadian Media Producers Association (CMPA) and the Minister's Film Advisory Board are optimistic about the volume of business expected in the sector once the industry is able to resume operations. Demand for content needed for video on demand (VOD) services is at an all-time high. <sup>12</sup>

Before the COVID-19 pandemic hit, multiple local music sector development initiatives and programs were underway that have now be adapted or advanced, and will now form the foundation for this economic recovery plan.

With a deep talent pool, world-class music education and production facilities, unique live music spaces such as Celebration Square, Living Arts Centre, Paramount Fine Foods Centre, and Meadowvale Theatre as well as a rich, expanding musical history, the City is well-positioned to help develop and enhance the economic and social impacts of the local music economy.

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<sup>11</sup> Globe and Mail, <https://www.theglobeandmail.com/arts/film/article-the-canadian-film-industry-is-on-pause-but-once-its-back-how-can/>

<sup>12</sup> Ontario Ministry of Heritage, Sport, Tourism and Culture Industries: Minister MacLeod's Multi-Sector TeleTownhall, Thurs April 23rd 2020



## Section 4:

# Culture Division's Response and Support

From the onset of the pandemic, the Culture staff took immediate action to 'pivot' services to best support Mississauga's creative industries. Supporting Mississauga's local creative economy is at the core of Culture's work. Ongoing dialogue and engagement with all sectors continues to be foundational to this Division's recovery work. Through continuous customer feedback, staff is able to engage with businesses and entrepreneurs to provide support and raise awareness of Culture's services.

At the onset of the pandemic, a number of initiatives were undertaken to better understand the impact of COVID-19 on local creative industries. In the spring of 2020, Culture was invited to assist with the Mayor's Town Hall for Arts, Culture and Heritage organizations. This team also participated in economic recovery and supporting roundtables hosted by the Economic Development Office (EDO) to identify future recommendations that Culture could deliver to aid future recovery efforts. Surveys were included to inform these discussions.

**In addition, Culture staff asked Arts & Culture, Community and Cultural Festivals & Celebrations grant program participants to answer the following questions:**

1. How has COVID-19 affected their organization?
2. What steps were taken to overcome these challenges?
3. Did their organization face liquidity issues due to the current situation?
4. How did they intend to use the City's 2020 approved grant funding?

**The primary impacts outlined by the city's local live music organizers that participated were as follows:**

- No access to places of work/spaces
- Cancellation of programs
- Cancellation of events (All 2020 Festivals in Mississauga were cancelled; some moved to online events)
- Reduction in sponsorship/fundraising dollars
- Concerns about future funding supports

**Some positive impacts were also identified:**

- Expansion of digital offerings (this was the primary focus of 2020 spending)
- New partnerships
- New opportunities to hire artists and musicians

Although very few organizations are facing liquidity, the main concern of these creative organizations remains financial uncertainty. As there are still many unknowns about the future, organizations are unsure of sustainable funding opportunities (such as government and sector-specific grants) and if they will be able to cover costs moving into 2021 and beyond. The music and film sectors were some of the hardest hit by the COVID-19 pandemic. The live music sector will be one of the last to recover as the traditional live music model relies on large gatherings in tight quarters.

**To ensure Culture Division's response is timely and relevant, staff continues to engage and participate in sector-specific dialogue:**

- Music Office staff have been active in participating in national conversations with the Canadian Live Music Association and a network of Canadian music offices. These discussions helped staff better understand the impact of the COVID-19 pandemic on the music industry across the country as well as sharing mitigation measures and other supports available from industry and other levels of government.
  - *This team assisted other sections within Culture to compile background and a comprehensive collection of resources for the arts and culture community; these resources were used to inform the Mayor's Arts and Culture Town Hall as well as a resource for those participating in the meeting. These resources are regularly updated on Culture's website: [Artist and Industry Resources' page](#) and are shared as needed.*
- The Film Office was closed on March 16, 2020 due to the COVID-19 pandemic as all permitted film production across the world ceased. Film Office staff quickly pivoted to focus on film-related projects as well as supporting other pandemic-related work. Film Office staff also participate in industry calls regionally, provincially and nationally to contribute to reopening plans and share best practices for safe resumption of business. The Film Office was able to re-open for permitting in late July 2020.
- [Temporary Patio Program](#) - Culture staff worked with Planning & Building and Transportation and Works' staff to permit patios on public and private properties. At the same time, amendments to the Encroachment By-law and Prohibit Sale of Goods on Highways By-law allowed installation of patios on public property. These temporary actions represent good planning; they also ensure restaurant capacity can be expanded in a safe and responsible manner in response to the physical distancing requirements of the Provincial Emergency Order.



## Section 5:

# Identifying Economic Recovery Plan Priorities

To be effective, the City's COVID-19 Economic Recovery Plan must be flexible and responsive to the evolving impacts of the pandemic on the global and local economy. Some of the most severely impacted creative industries such as Film, Television and Music will require enhanced service delivery and resources to reboot and grow. Since the onset of the pandemic, priorities have been identified through continuous engagement with sector-specific stakeholders and customers including:

- Canadian Film & Television Commissions (CFTC)
- Ontario's Film Advisory Board's Subcommittee (for training and development within the industry)
- Canadian Live Music Association
- Ontario Creates
- Ministry of Heritage, Sport, Tourism and Culture Industries
- Local film offices (Toronto, Hamilton, Brampton, Brantford, Durham) and music offices (Toronto, London, Vancouver, Ottawa, Hamilton, and Kitchener)
- Film production companies
- Culture grant funding recipients
- Collaboration with internal partners (Parks, Recreation, Planning & Building, Transportation & Works, Enforcement) to identify ways to adapt processes and adjust to the "new normal"

The Plan's framework allows for flexibility to react to the local sector's needs through the various phases of economic recovery. In addition, the City will take direction from the strategic priorities outlined in the Culture Master Plan (2019).

## Challenges & Opportunities Identified by Creative Industries

Insights from this sector have highlighted a number of challenges which could also prove to be opportunities.

**Film and Television: Despite re-opening the sector in Stage 2, filming and production work will be limited in its scope.**

- Ontario's health and safety protocols for on-set production (Ontario Health and Safety Act, Section 21, [www.filmsafety.ca](http://www.filmsafety.ca)) include physical distancing measures that will reduce film crew size and number of staff in studio and on location; these protocols are consistent with other provinces and U.S. states that have announced their re-opening guidelines.
- Production is also limited due to travel restrictions and quarantine measures.

## Music:

National groups such as the Canadian Live Music Association<sup>13</sup> and Canadian Federation of Musicians<sup>14</sup> stress that the COVID-19 pandemic will have a prolonged impact on the music industry. Federal pre-budget briefs from these two groups focus primarily on increased and extended funding through programs like the Canada Emergency Response Benefit (CERB), Canada Emergency Wage Subsidy (CEWS) and Employment Insurance (EI). Metalworks Founder Gil Moore confirms the CEWS and the Canada Emergency Commercial Rent Assistance (CECRA) program have provided some relief to the music production sector. While this level of funding is beyond what a municipality would be able to provide, common themes of mitigating the impact of the pandemic in the short and medium term help to inform elements of Mississauga's plan.

On a more local scale, submissions from the Canadian Live Music Association to the Province of Ontario paint a picture of recovery where the live music sector plays an important role in the Province's broader economic recovery efforts. Particularly in the Reboot and Grow phases, the goal of this recovery plan is to incorporate music into a long-term growth strategy.

## Understanding the Opportunities – what we heard

Despite the challenges, all creatives remain optimistic, eager to fully operate and welcome opportunities for economic recovery support. The following are key opportunities highlighted by the creative industry business community that can support local recovery and growth:

- Access to sustainable funding opportunities
- Identifying and removing barriers to film and music (policies, administration)
- Digital online support:
  - Resources to assist in moving to online platforms
  - Support of virtual platforms for online content
  - Live events – help with organizing safe events
- Marketing:
  - Co-promotion of the 2021-2022 arts & culture programs and events to encourage public support
  - Collaboration on a digital directory showcasing artists and creative businesses
  - Assistance with new methods of attracting audiences

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<sup>13</sup> Canadian Live Music Association - Arriving Alive: Recommendations to Protect the Future of Canada's Live Music Economy, Infrastructure and Cultural Impact, <https://canadianlivemusic.ca/wp-content/uploads/2020/08/CLMA-2021-Pre-Budget-Brief-Arriving-ALive.pdf>

<sup>14</sup> Canadian Federation of Musicians - Written Submission for the Pre-Budget Consultations, <https://cfmusicians.afm.org/news/written-submission-for-the-pre-budget-consultations>

## Additional Considerations: Culture Master Plan and Cultural Policy

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate creative industry development, the core priorities for a sustained creative economy are outlined in the Culture Policy and Culture Master Plan 2019-2029 (as part of Future Directions). The [Cultural Policy](#) applies to all aspects of arts and culture that contribute to Mississauga's economic and social growth; it provides clarity around decision-making, allocation of resources, and the role of Culture within the City's Strategic Plan.

The [Culture Master Plan](#) continues to guide both immediate and long-term planning efforts. This plan was developed with extensive public engagement and informed by several strategies, studies and policies.

**The Culture Master Plan identifies five strategic priorities to ensure Mississauga becomes a thriving creative city:**

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

## Guiding Themes and Priorities: Economic Recovery Plan

Culture Division's Economic Recovery Plan priorities reflect both the urgent and evolving needs of creative industries that will emerge through recovery, while at the same time continue to build upon the strategic priorities that will guide the City's path towards sustained economic prosperity.

Through the various engagements and the COVID-19 Culture-related services, programs and activities provided in 2020, the following themes have emerged and have become the priorities Culture staff is focused on:

### Theme 1: Build Confidence

A [national survey by Music Canada and Abacus Data](#) of over 700 professional musicians found that "the number of bookings so far for 2021 is lower than usual, and many don't expect a quick return to the stage – either because of government restrictions or personal discomfort performing while the risk of the virus exists." <sup>15</sup>

- 85% agree that if they can't perform live, they will have a difficult time making a living as a professional musician.
- 96% report that their income from music has been negatively impacted.

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<sup>15</sup> Crowded Out: What Canada's professional musicians say the impact of the pandemic has been on their lives, art, and, work - Music Canada and Abacus Data (July 2020), <https://abacusdata.ca/crowded-out-musicians-live-performances-covid19-pandemic/>

- 85% of professional musicians say others depend on them for revenue from live, in-person performances – other professional musicians, their managers, and teams that help them tour and perform.
- 75% have applied for and were approved for the Canada Emergency Relief Benefit. 14% did not qualify to receive CERB.

Although the transition to digital content is helping in the short-term, it won't be a long-term solution.<sup>15</sup>

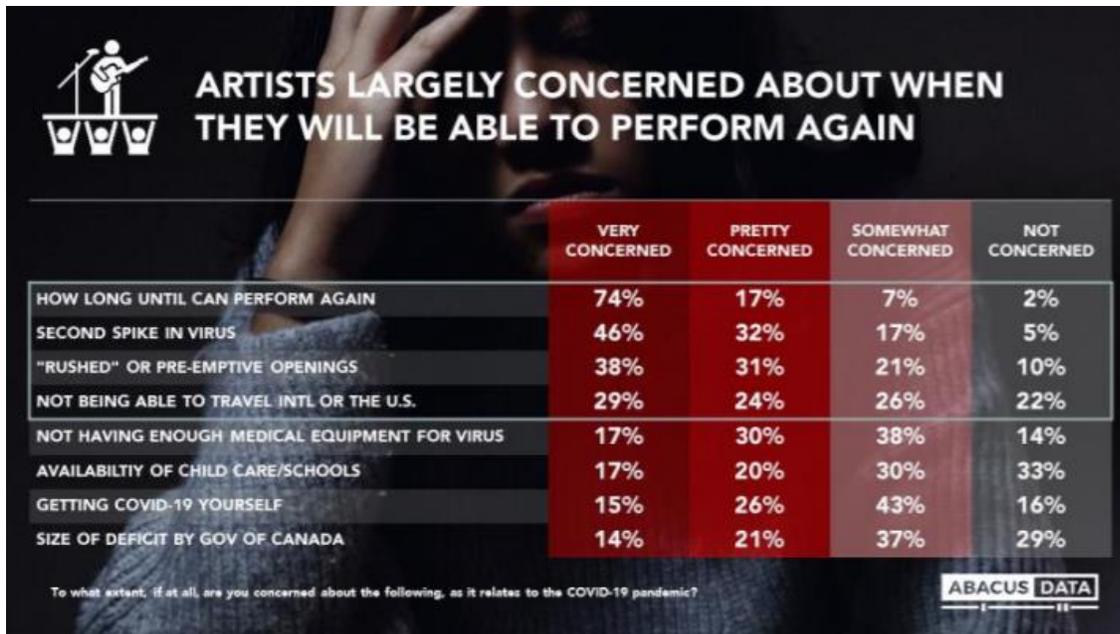


Figure 3 Source: Crowded Out: What Canada's professional musicians say the impact of the pandemic has been on their lives, art, and, work - Music Canada and Abacus Data (July 2020)

The same survey<sup>15</sup> asked professional musicians what would make them comfortable performing again and found:

- Providing clean and safe designated areas for professional musicians and having rules about clean rooms, equipment, and stages at venues were critically important for at least 70% of professional musicians.
- For others, these measures would do little to ease concerns. Some other measures do little to ease concerns about live performances. For example, reducing the number of concertgoers at a venue, or administering temperature checks would only make about half of professional musicians feel more comfortable about performing.
- Many would find a government licensing system tied to cleanliness or random audits of venues helpful, but the impact on reducing unease and increasing comfort is not universal.

"In short, while there's a genuine desire to get back out and perform again, many musicians remain deeply concerned about the risk to their health, their families' health, and the health of those they perform with and in front of."<sup>15</sup>

There is no question that live music lovers are missing live music however, “an overwhelming majority of Ontarians are afraid that a second wave of COVID-19 is near, with levels of anxiety remaining unchanged since the pandemic first erupted in the province in March 2020. Around 83 per cent of Ontarians surveyed say they’re worried that social distancing and lockdown measures are being relaxed too quickly, as schools and businesses open again. And 73 per cent say they’re becoming more wary of people’s abilities to properly follow protocols that curb the spread of illness”.<sup>16</sup>

According to the Canadian Independent Venue Coalition without government support, over 90 per cent of Canadian independent music companies are predicted to permanently close within the next 6 months.<sup>17</sup> Since the launch of the Coalition, the Federal government has launched a \$20 million fund to provide emergency financial to the Canadian live music sector including venues, festivals, managers and more.<sup>18</sup>

To build back confidence in this sector, Culture staff will:

- Work with other divisions (Recreation, Parks, Libraries) to re-open venues and facilities safely for film and music production as well as professional musicians and concertgoers (with clear guidelines and processes).
- Provide opportunities for musicians and artists to perform live
- Develop marketing campaigns that target specific audiences to cultural events and build public confidence
- Partner with Tourism Mississauga to expand cultural tourism efforts.
- Provide sustainability advice and support this sector through the development of new Culture grants that can assist the creative sector.
- Explore skills development programs and partnership opportunities with external cultural organizations such as Artscape Ontario.

## Theme 2: Remove Barriers

The Creative Industries sector has identified the need to remove barriers that impede this sector from re-booting and growing. City policies and processes need to be updated; they need to be more responsive to business needs and include more modern and efficient ways of working (i.e. remotely and digitally).

For example, the Film Policy was first created in 2005 before online permitting, payment and permit approvals became standard business practice. Similarly, the Noise Policy, first created in 1980, is now

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<sup>16</sup> The Toronto Star, August 31, 2020, “Most Ontarians Fear a Second Wave of COVID-19, Survey Says”, <https://www.thestar.com/news/canada/2020/08/31/most-ontarians-fear-a-second-wave-of-covid-19-survey-says.html>

<sup>17</sup> Canadian Independent Venue Coalition – What’s At Risk, <https://www.supportcanadianvenues.ca/>

<sup>18</sup> Government of Canada, <https://www.canada.ca/en/canadian-heritage/news/2020/07/background-final-component-of-phase-2-of-the-covid-19-emergency-support-fund-for-culture-heritage-and-sport-organizations.html>

being reviewed to make it more responsive to meet the needs of both residents and businesses. The potential changes will cover aspects such as the complaint response process, residential and construction noise exemptions, permitted periods for amplified sound, and noise thresholds. Reviewing and removing these types of barriers while still balancing the needs of residents will ensure everyone who lives, works, learns and plays in Mississauga can enjoy a more liveable community.

### **Theme 3: Attract Investment**

Ensuring Mississauga remains competitive and attractive to film and music production is vital to Mississauga's recovery efforts. Maintaining and securing Mississauga's position as a film industry leader in Ontario as well as an emerging music city will be achieved by:

- Processing permits efficiently to meet demand.
- Focusing on providing excellent customer service as well as addressing resident concerns.
- Taking proactive measures to identify and reduce potential concerns associated with filming and live music.
- Continuing to work with industry investors to find suitable venues (for music) and locations that meet industry needs (studio production).
- Advocating for the inclusion of infrastructure to enable the growth of film and music production into developments across the city.
- Educating our residents about the benefits of filming and live music to our creative economy.
- Proactively marketing Mississauga as a film and music-friendly city locally, nationally and internationally.
- Proactively participating in industry recognition opportunities such as TIFF, Canadian Music Week



## Section 6:

# Delivering our Creative Industries Plan

## Role of Economic Development Resiliency Task Force

The new Economic Development Resiliency Task Force will support the delivery and implementation of the City's economic recovery plans. With membership including business and community leaders, the Mayor and select members of Council, the Task Force will be well-positioned to review data, policies and services to inform the Economic Recovery Management Team. The Economic Recovery Management Team includes representation from Land Development, Culture, Tourism (Overseen by Tourism Mississauga Board) and the EDO.

## Role of Culture Division:

Culture Division will be responsible for rebooting and growing the Creative Industries which include these portfolios:

**Film and Television:** The Film and Television Office is part of Culture Services, Culture Division within Community Services. Film Office staff, in consultation with other City staff, as appropriate, is responsible for approving Film Permit Applications as they relate to City Property, (not including Highways).

Council reviewed a reopening plan for film and television in July 2020; a number of measures were undertaken to ensure the health and safety of residents and film production companies. For specific details and guidelines for filming as they pertain to COVID-19, please visit:

[www.mississaugaculture.ca/film](http://www.mississaugaculture.ca/film)

**Music:** The Music Office is part of Culture Services, Culture Division within Community Services. In July 2019, a Music Development Coordinator was hired to grow the live music sector. To ensure there is a framework in place to develop and grow this sector, a detailed Live Music Strategy with a detailed action plan is being developed for Council approval in 2021. For more information on Music Office initiatives and/or to receive updates on the Strategy, please email: [culture.operations@mississauga.ca](mailto:culture.operations@mississauga.ca)



## Section 7:

# Activating the Plan

It is important to note that the City's phases of recovery - Mitigate, Reboot and Grow - are not based on time but the needs of the local business community as the economy transitions through the various stages of provincial recovery. Therefore actions begun in one phase may continue into following phases as needed.

Mississauga's strength as a city is rooted in the diversity of its people and the same is true for the city's creative economy. Within all of the actions identified below, the City of Mississauga will ensure that consideration for the important role BIPOC and underrepresented creatives play in our economy and arts communities is incorporated in all phases, including program design, calls for applications, committee composition and program delivery.

## Film and Television

### Mitigate

- **Virtual Film Office** – Sustained support for the film industry with almost all office functions continuing virtually with staff working from home.
- **Remote payment solution** - For the comfort of clients and staff, all payments are being processed over the phone by credit card. Culture staff is working with Finance and IT staff to look at a long-term solution.
- **Collaborate with stakeholders to build confidence in the new approach to filming** – Strengthen support for filming in underutilized City-owned spaces; connect production companies with residents' associations to give back to the neighbourhoods in which they film.

### Reboot

- **Identifying Barriers to Filming & Workable Solutions Project** - Using input from industry stakeholders and benchmarking research to identify barriers to filming in Mississauga, the project aims to address areas where the Mississauga Film Office is not aligned with industry standards, internal efficiencies, the Film Policy (03-06-05) and supporting bylaws
- **Support digital signature process** - Where neighbourhood approval is required, for the safety and convenience of residents by limiting in-person interactions, Ontario Creates proposed the following strategy that has been implemented across Ontario filming jurisdictions:
  - Productions will no longer canvas door-to-door. Productions will letter affected residents with a release form indicating their filming plans and requested approvals. Residents will then be asked to object by phone or email. If the majority of residents do not object to the requested exemption(s), the film permit will be issued.

- For permits that require residential approval in sensitive neighbourhoods, staff will continue to consult with the Ward Councillor.
- In keeping with the City's current policy, if 20 per cent of affected residents or less do not object, the film permit will be issued.

## Grow

- **Increase number of Mississauga locations on the Ontario Creates Locations Library** – Collaborate with Ontario Creates to scout and photograph new residential, commercial, institutional and industrial properties to be included on the database used by professional location scouts
- **Invest in marketing and industry recognition opportunities** – Prioritize opportunities to market Mississauga to the international film industry at events (i.e. TIFF, Association of Film Commissioners International (AFCI) Locations Show) and invest in local industry recognition such as *Sauga Says Thanks* industry event hosted by the Culture Division.
- **Invest efforts in continued studio expansion** – According to a recent article in the Pointer: “The lack of studio space in Toronto is proving to be Mississauga’s gain. With its heritage of suburban planning, Toronto Pearson Airport, and proximity to Etobicoke, where the film industry is already established, the City offers the perfect ingredients for movie expansion.”<sup>19</sup>

*Mayor Bonnie Crombie refers to Mississauga as **Studio City North**<sup>20</sup> based on the tremendous growth and potential of current studio development and expansion. Culture staff will continue in its efforts to support the growth of this sector in partnership with other City staff from: Planning & Building, Transportation & Works, Economic Development Office, Mississauga Fire Services, and Mayor’s Office as well as City Council as a whole.*

<sup>19</sup> The Pointer, “Can Mississauga’s investment in the film industry turn it into Bollywood of the West?” <https://thepointer.com/article/2020-08-03/can-mississauga-s-investment-in-the-film-industry-turn-it-into-bollywood-of-the-west>

<sup>20</sup> Mayor Crombie, “Mayor Crombie Delivers State of the City Address to the Mississauga Board of Trade 2020” <https://www.mayorcrombie.ca/speech-mayor-crombie-delivers-state-of-the-city-address-to-the-mississauga-board-of-trade-2020/>

## Music

### Mitigate

- **Digital Summer Concert Series** – Help mitigate the impacts of COVID-19 on local musicians by maintaining paid performance and audience development opportunities in a digital format.
- **Artist and Industry resources** – Gather and share resources related to City initiatives as well as support from other levels of government and the music industry.
- **Mississauga Music Awards** – Maintain sponsorship funding to the Mississauga Music Awards' transition to a digital format to help raise the profile of the local music sector.

### Reboot

- **Starter Company Plus for Music** – Provide free business skills training, mentorship and grant opportunities to music entrepreneurs in Mississauga through the Mississauga Business Enterprise Centre (MBEC) in partnership with the Culture Division. Priority in selection to the program was given to businesses impacted by COVID-19 to assist with digital transformation, recovery, and innovation.
- **Expanded Concert Series** – Help continue to make music fans more comfortable attending events by expanding the Summer Concert Series by producing other seasonal opportunities in partnership with local arts groups, event producers and/or venues.
- **Return to Busking** – Provide an additional potential revenue stream to local musicians and other performers by re-opening the *SaugaBusks* program for a shortened 2020 season with health and safety protocols in place.

### Grow

- **Music Strategy** – In early 2021, bring to Council a comprehensive strategy to support and grow Mississauga's music sector including a series of recommendations building on our Creative Industries Strategy (2016) and Culture Master Plan (2019) as well as a five-year implementation plan.
- **Music 311** – Help build new audiences for our musicians and raise the profile of our music industry by implementing a program to put local music on the City's phone lines while callers are on hold and in queue.
- **Create Musical Pathways for Youth** – This action is supported through multiple deliverables:
  - **Instrument Lending Library** – Provide equitable access to musical instruments to help build new career paths and lifelong pursuits for all residents through a program to lend musical instruments through Mississauga Libraries.
  - **Registered programs for music** – In collaboration with Culture Programs, enhance musical offerings and curriculum to support learning and engagement opportunities for youth.

Action Item	Phase	Theme
<b>Film</b>		
Virtual Office	Mitigate	Remove Barriers
Remote Payment Solution	Mitigate	Remove Barriers
Support for filming in underutilized facilities	Mitigate	Build Confidence
Barriers Project	Reboot	Remove Barriers
Digital Signature Process	Reboot	Remove Barriers
Studio Expansion	Grow	Attract Investment
Marketing and Industry Recognition	Grow	Attract Investment
<b>Music</b>		
Digital Summer Concert Series	Mitigate	Build Confidence
Artist and Industry resources	Mitigate	All
Mississauga Music Awards	Mitigate	Build Confidence
Starter Company Plus for Music (MBEC)	Reboot	Remove Barriers
Expanded Concert Series	Reboot	Build Confidence
Busking	Reboot	Build Confidence
Music Strategy	Grow	All
Music 311	Grow	Attract Investment
Musical Pathways for Youth	Grow	Remove Barriers



## Section 8:

# Putting the Plan to Work

The unprecedented nature of COVID-19 places uncertainty around the outlook of the pandemic and resulting business impacts. As such, it will be important that outcomes of the plan be regularly reviewed and assessed to ensure the plan remains a living document that is adaptable and relevant to the rapidly changing environment. With the internal support of other divisions and departments as well as partnerships with local arts and culture community organizations, Culture staff will be able to put this plan to work.

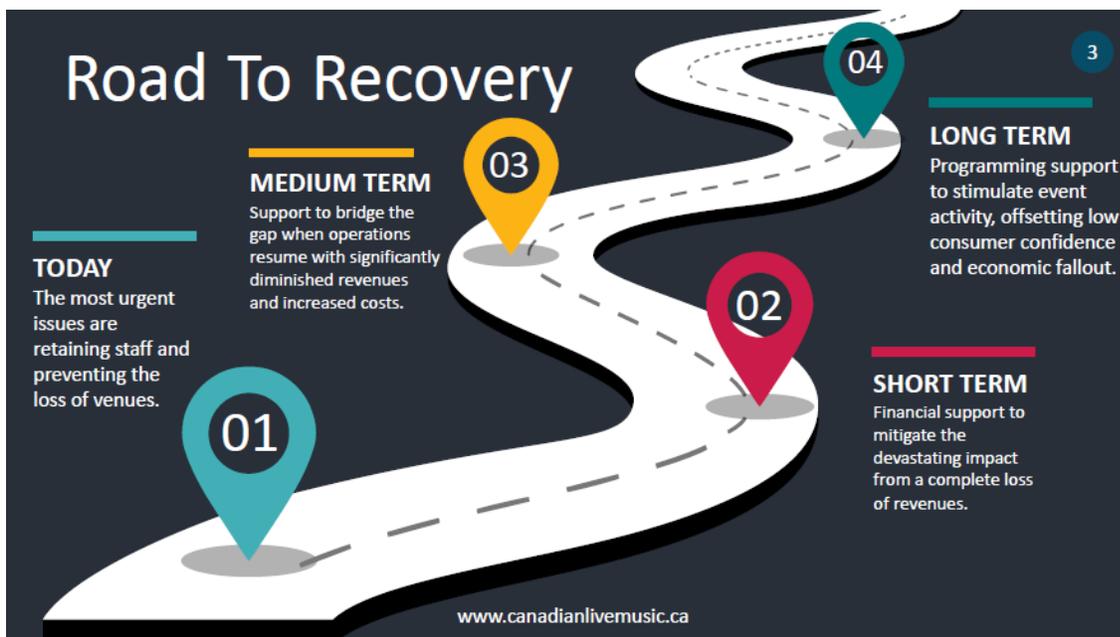


Figure 4 Source: Canadian Live Music Association

## Short-Term Plan - Quick wins

While working on implementing the plan, a series of *quick wins* that will assist with rebooting and re-building confidence in this sector have already been initiated.

**For Film & Television clients, staff has been able to:**

- Remove the need to pick-up parking cards by allowing production companies to make copies of their permit for truck windows as well move to a digital signature process for film permits.
- Work with City staff across various departments and the Mayor's office staff to remove barriers and expedite the permits needed for the development of two new studios expansions.

### For those who want to host live music on patios:

- **Live Music on patios exemption** - On August 5, 2020, Council resolved to amend Noise Control By-law 360-79 to temporarily remove notice requirements for any person applying to host live music on patios after 5 pm.

The Noise Control By-law states that individuals requesting this exemption would typically require: “proof of publication for two consecutive days within the preceding ten (10) days in a newspaper of general circulation within the City, of a notice of intention to apply for any exemption to this by-law, received or by the distribution of a flyer as prescribed by the City to all residences within a 500 meter radius of the subject property containing the information required by Clauses (a) through (e) hereof, stating the date upon which objections may be submitted to City staff. (299-08). The amendment will remain in effect until December 31, 2020. Council has already amended the By-law to waive the exemption fees for temporary use patios as part of the City’s COVID-19 response.

### Music Office staff has kick-started a number of initiatives to mitigate and re-boot this sector such as:

- **Starter Company Plus for Music** - Through a partnership with EDO’s Mississauga Business Enterprise Centre (MBEC), a Fall 2020 session of this program was designed to provide business skills training, mentorship and grants of up to \$2,000 to music entrepreneurs/businesses in Mississauga, with a focus on flexibility and adaptability during the pandemic. Applications closed August 18 and training began in September.
- **Digital Summer Concert Series** - To maintain access to high quality cultural experiences and paid performance opportunities for musicians while unable to host physical events, staff transitioned the in-person Summer Concert Series to a recorded video series. This program will be evaluated to measure its success to determine how effective it was in attracting new audiences for local artists (both within and beyond our borders). Depending on the status of the pandemic situation, the City may wish to continue with a digital series in future years. A template now exists to quickly transition to this format if desired/required.
- **Busking** - Live performers returned for a shortened season in 2020 at 10 *Busk Stops* (in Port Credit, Celebration Square and Streetsville Square). These locations were chosen based on high traffic areas and in collaboration with Parks staff to ensure everyone’s safety. A maximum of 25 SaugaBusks permits were issued through to October 31, 2020. Performances occurred at approved busking sites from 11am – 9pm daily, while following all Provincial and Municipal COVID-19 precautions.
- **Sponsorship of digital Mississauga Music Awards** - The Culture Division is supporting Mississauga Music’s transition to a digital format in Fall 2020 to ensure the Mississauga Music Awards can continue to provide the platform for local community celebration, audience building, and sector promotion through the pandemic. Staff also worked with Mississauga Music to determine the best path forward to ensure sustainable funding growth for the organization. In May 2020, the organization successfully became a registered not-for-profit, which opened the

door to funding opportunities that currently exist within the Division and from other government and industry bodies.

Depending on the success of these *quick wins*, these programs can be re-evaluated to determine their need and potential for longer-term sector support.

## Long-term Plan – Growing the Sectors

The Mississauga Film Office, anticipating growth in the industry will continue to work with internal partners to support and grow the film industry:

- **Identifying Barriers to Filming & Workable Solutions Project (in progress):** Using input from industry stakeholders and benchmarking research to identify barriers to filming in Mississauga, the project aims to address areas where the Mississauga Film Office is not aligned with industry standards, internal efficiencies, the Film Policy (06-03-05) and supporting bylaws.
- **Capacity Review (complete):** An analysis of current permit processing volumes in the Mississauga Film Office and current staff capacity to ensure sector needs are met.
- **Additional Filming Resources:** Business Case/2021 Budget Request (under review): Based on the Capacity Review, a business case and 2021 Budget Request was developed with the goal to address the need for increased permit processing capacity and to ensure the ability of staff to accommodate and meet future growth.
- **Consultation and Advocacy** – continue to engage with federal and provincial ministries as well as regional film offices to ensure consistency in service levels as well as share information relevant with clients. Staff will share and promote programs such as the Canadian Creative Accelerator (CCA). This program was launched by the Canadian Trade Commissioner Service at the Consulate General of Canada in Los Angeles in partnership with Content Canada to help selected Canadian creative producers gain access to international growth opportunities. “This initiative will help Canadian content creators grow their companies and further develop their projects on the international stage.”<sup>21</sup>

Similarly, in anticipation of the growth and development of the music industry in Mississauga, Culture staff will continue to work with internal partners, local sector businesses and musicians to support and grow this local industry:

- **Music Strategy:** Staff is currently undertaking a comprehensive Strategy to support and grow Mississauga’s music sector through increased investment, live music events, promotion and removal of existing barriers. Building on the Creative Industries Strategy (2016) and Culture Master Plan (2019), the Music Strategy will position Mississauga as a destination city where music is made and enjoyed, as well as an attractive place for music business investment. Staff is

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<sup>21</sup> Content Canada, “Canadian Creative Accelerator Launched” <https://contentcanada.net/article/content-canada-canadian-creative-accelerator-launched/>

conducting interviews with community members and stakeholders from across the music sector; an online public engagement survey is scheduled for October 2020.

- **Local Artist Directory:** The Mississauga Arts Council (MAC) is exploring the development an online marketplace for visual artists, musicians, writers and artists of all disciplines, as a way to help them build audiences and drive business during the pandemic. The City of Mississauga is in discussion with MAC on possible integrations with the [#MississaugaMade](#) campaign and other projects.
- **Direct communication to music community:** During research and benchmarking for the music strategy, as well as through submissions for Mississauga’s Summer Concert Series, the Music Office has built the foundation for a contact database for the local music community. This will allow the City to engage and communicate directly with musicians regarding the supports available to them, as well as performance and training opportunities during the pandemic. A music sector survey in late 2020 will help to further populate this database and allow respondents to opt-in to direct email communications.
- **Noise By-Law Amendments :** The City of Mississauga is updating its Noise By-laws to make them more responsive to ensure everyone who lives, works, learns and plays in Mississauga can enjoy a more liveable community. A modernized by-law will provide clarity and allow for more effective enforcement. For details, please visit: <https://yoursay.mississauga.ca/noise-control/>
- **Physically-Distanced and Drive-in Concerts/Events:** Should the pandemic continue, Culture staff will work with the Mississauga Arts Council as well as local promoters and venues to produce a Winter Concert Series. This will help build public confidence and demonstrate that live music spaces are safe, ready to be enjoyed and help to get more artists back to work.
- Looking to other live music and event producers around the world, staff will continue to investigate creative ways to resume live events while complying with government and public health guidelines:
  - In the UK, regional promoter SSD Concerts created the temporary ‘Virgin Money Unity Arena’<sup>22</sup> in Newcastle, England. The venue is housed within a race track and can accommodate up to 2,500 physically distanced guests.
  - The City of Toronto’s DriveInTO<sup>23</sup> initiative created multiple locations for drive-in film, live music and comedy events in partnership with local event producers, promoters and festivals
  - Mississauga Tourism partnered with Raptors905<sup>24</sup> in August to allow residents to enjoy the excitement of playoff basketball from the comfort and safety of their vehicles at a pop-up drive-in at Paramount Fine Foods Centre. The event was free but required prior registration. Full COVID-19 protocol was in effect requiring guests to stay in their vehicles.

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<sup>22</sup> Virgin Money Unity Arena, “The UK’s first dedicated socially distanced music venue”, <https://virginmoneyunityarena.com/>

<sup>23</sup> City of Toronto, <https://www.toronto.ca/news/city-of-toronto-launches-driveinto-to-bring-entertainment-experiences-across-the-city-festivals-and-events-adapting-to-new-changes-with-city-support/>

<sup>24</sup> City of Mississauga, <https://web.mississauga.ca/city-of-mississauga-news/news/drive-in-raptors-playoff-basketball-at-paramount-fine-foods-centre/>

## Other Culture-related recovery projects:

### Cultural Districts

- The Cultural Districts Implementation Plan identifies a three-year strategy to implement various starter initiatives and tactics, policy tools, expansion of programming to enhance Port Credit, Downtown Core, Streetsville, Cooksville, Clarkson, Malton and Lakeview as vibrant local cultural destinations.
- The project identifies low cost, high impact actions that are achievable over 2021-2023 ranging from public space activations, development of policies and guidelines, tools to support the community and businesses, expansion of culture programming and partnership opportunities. External organizations such as the local Business Improvement Areas (BIAs), anchor businesses and community organizations will play an important role in the Cultural Districts as driving forces, change makers and trusted community resources.
- Cultural District implementation supports the principles and objectives of the City's COVID-Recovery Framework through the community and economic pillars through the following:
  - Providing opportunities to develop existing talent and attract newcomers who are engaged in or attracted to arts and culture.
  - Demonstrating Mississauga's commitment to fostering creative industry and acknowledging its role in placemaking and wealth creation
  - Strengthens arts and culture through:
    - Economic opportunities for local Mississauga-based artists
    - Formal mentorship opportunities that facilitate experiential learning and enable local Mississauga artists to build their capacity as professional artists
    - Animating public spaces to build vibrant, welcome and healthy communities that are desirable places to live, work, play, learn and care.
- Culture staff is proposing a two-year pilot project for the third party delivery of select public art and public realm animation/activation projects across the city to support economic and community recovery. This pilot project would increase the City's capacity and expedite delivery on strategic priorities.

### Grant Program

- As part of the Community Pillar for Economic Recovery, the 2021 Grant programs have been adjusted to focus on supporting recovery efforts of not-for-profits in the culture, festivals, recreation and environment sectors. As part of these changes the evaluation questions have been updated and funding can be used to support programs and services providing safe environments (that follow Public Health guidelines). The purpose of these changes is to build public confidence by encouraging community members to explore different areas of Mississauga and feeling more comfortable participating in programs and activities safely.
- The Culture Project Grant has also been expanded to further encourage residents to explore their city through Placemaking initiatives. For the next two years, eligible organizations will have access to grants of up to \$10,000 to support initiatives to animate different areas of the city and

provide safe environments for people to experience art. Examples of this can include intimate events, temporary public art, performances and/or other activations.

- Moving into 2021 – 2022, staff will also examine the possibility of introducing grants with a specific focus on supporting Creative Industries. This examination will include engagement with creative industry experts as well as an analysis of best practices and where gaps exist. Once research has been conducted staff will bring forward a report to City Council.

### **Support for visual artists**

- In spring of 2020, The Culture Division commissioned digital artworks from Mississauga-based artists and illustrators who self-identified as being in financial need due to the COVID-19 pandemic. The project, titled *Maps of Mississauga*, created paid opportunities for visual artists to produce an artistic interpretation of their neighbourhood, shown through a map.
- Visual artists are encouraged to join #MississaugaMade, an online initiative inspired to support and promote local Mississauga products, businesses, artists, stories, activities and experiences within our community. The [#MississaugaMade](#) web site provides a free promotional advertising opportunity for all locally-based businesses.
- The Mississauga Business Enterprise Centre (MBEC) offers business skills training and entrepreneurship resources for all types of small businesses. There have been two dedicated streams of MBEC's Starter Company Plus for Music program but the general stream of the program is open to all small business types, including visual artists.

Culture staff will monitor the progress of all recovery plan activities, and where appropriate, amend action items to align with shifting business needs as needed.