



# Corporate Report

Clerk's Files

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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

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**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.”

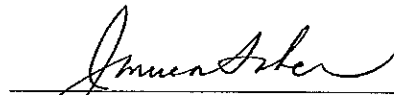
- STRATEGIC PLAN:** The Culture Master Plan has taken a comprehensive and strategic approach to developing and maintaining culture vitality in Mississauga. As a result, the actions recommended in the Plan support the five strategic pillars for change of the Strategic Plan. Specific linkage is referenced 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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Janice M. Baker, CA  
City Manager and Chief Administrative Officer

*Prepared By: Bonnie Dowhaniuk, Project Manager,  
Arts and Culture Master Plan Study*



# APPENDIX 1

## Stakeholder Comments & Responses

This document provides the written feedback received by the Culture Master Plan Team between April 1 and April 30, 2009. 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. A list of these projects is provided for confirmation. This list will be reviewed by staff in the Culture Division for consideration on their work plan.

Source	Comments	Response
<p><b>Jim Tovey, Lakeview Ratepayers Association</b></p>	<ul style="list-style-type: none"> <li>• Thoughtful, thorough, creative, bold.</li> <li>• Outlines what many of us have been waiting years to see.</li> <li>• Include Lakeview as a cultural node pilot project</li> </ul>	<p>The Plan suggests areas for a cultural node pilot project; it does not preclude using Lakeview if Council chooses.</p>
<p><b>Frank Giannone</b></p>	<ul style="list-style-type: none"> <li>• Consistent with the Strategic Plan; recognizes the role of arts and culture in enhancing quality of life and creating a place "where people want to live"</li> <li>• High level of participation</li> <li>• Recommendations are specific and actionable</li> </ul>	
<p><b>James &amp; Doreen Renner</b></p>	<ul style="list-style-type: none"> <li>• Most visual artists have been somewhat disappointed by the LAC and what it offers the visual artist; suggest creating areas in the mezzanine for artists to display their work.</li> <li>• Limited space to exhibit art is a problem for local artists</li> <li>• Need for a building that would offer Mississauga artists working studio space and exhibition space. A location in Port Credit or Streetsville would be preferable to the Small Arms Building in Lakeview.</li> </ul>	<p>Plan recommends an independent review of the LAC. (#24)</p> <p>Cultural infrastructure policy would address this issue (#15)</p> <p>The Plan identifies the need for creative workspace and recommends that an advisory group look into using planning tools to secure affordable space for artists. (#42)</p>

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<p><b>Dr. Shila Heeralall</b></p>	<ul style="list-style-type: none"> <li>Plan should strengthen “art &amp; design” as a social unifying factor and as an economic sector in itself.</li> </ul>	<p>The relationship between “art and design” and the creative economy is explored in Chapter 2 Section D – <i>The Creative and Cultural Economy</i></p>
<p><b>Subhadra Vijaykumar</b></p>	<ul style="list-style-type: none"> <li>Add Diwali festival</li> <li>Grants for local artists</li> <li>Notes the high price for booking theatres relative to Toronto.</li> </ul>	<p>Plan calls development of a festivals Strategy and for efforts to be made to develop new events or programming to address the needs of diverse populations (#13)</p> <p>The Plan suggests that M/AC would be better placed to provide support to individual artists and that the Culture Division and IMAC work collaboratively. (#44)</p>
<p><b>Living Arts Centre Board of Directors</b></p>	<ul style="list-style-type: none"> <li>LAC “strongly endorses” recommendations regarding festivals and celebrations; “commends” recommendations for collaboration, cultural database and networks of partnerships</li> <li>LAC has “serious reservations” about             <ul style="list-style-type: none"> <li>LAC review,</li> <li>increasing municipal arts grants to \$3 per capita,</li> <li>Creation of arts stabilization fund.</li> </ul> </li> <li>Specific issues are addressed below:</li> </ul>	

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<p><b>Living Arts Centre Board of Directors</b></p>	<p>1. Negative comments provided at public meetings and via the online survey should be corrected in the Master Plan document.</p> <ul style="list-style-type: none"> <li>The recommendation for a study of the Living Arts Centre including such matters as governance stems from unsubstantiated statements and perception (pg 1)</li> <li>The cost of performing venues at LAC was a strong theme in all Culture Master Plan consultations. (pg 5)</li> <li>Absolutely no credible evidence has been produced in either report to support the assertions regarding LAC's charges to users. (pg 6)</li> <li>In view of the negative comments concerning LAC .... within the draft Plan we expected some effort by the Office of Arts and Culture to assess their validity prior to the finalization of the Plan. (pg 6)</li> </ul>	<ul style="list-style-type: none"> <li>The Plan's recommendation is based on the importance of the LAC as a major cultural facility located in our downtown, that supports visual and performing arts and festivals. As the City moves forward with the Strategic Plan, Downtown 2.1 and the Culture Plan, it is important to consider the role of the LAC in the future. An independent study will bring these studies together and provide guidance for the LAC to position it for continued success within the context of our goals and vision. As stated in the LAC's document on page 6 the LAC is the City's "primary performing arts centre".</li> <li>Comments made by the public were not reviewed or analyzed for veracity. The responsibility for ensuring the public knows the facts belongs to the organization in question, not to a third party who is gathering comments for the purpose of understanding the perceptions of the public. As indicated on page 4 of the LAC's report, public feedback is important.</li> <li>The Plan states that these are comments from the public. It does not present them as facts.</li> </ul>
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<p><b>Living Arts Centre Board of Directors</b></p>	<p>2. Proposed review of the LAC should be completed prior to the completion of the ACMP and should include a review of other major arts organizations in the city.</p> <ul style="list-style-type: none"> <li>• This review should be complemented by a review of other major arts organizations in the city to learn what we can from their successes and challenges and to determine how these organizations can best work together and with the Living Arts Centre.... such a review should ideally be done prior to completing the Arts and Culture Plan. (pg 3)</li> <li>• If it (the review of the LAC only) is to proceed we ask that the Living Arts Centre be involved in preparing the terms of reference and in determining the process for that study. (pg 8)</li> </ul>	<ul style="list-style-type: none"> <li>• LAC is unique to Mississauga and cannot be compared with other arts facilities in the city. It has multiple roles as a facility, presenter, partner where as other facilities have a single focus. We need to look at similar facilities in other cities to see if they have relevant lessons for us.</li> <li>• It is unclear how doing a review of Mississauga's major arts organizations would alter the key principles on which the recommendation were developed.</li> <li>• No feedback on the draft plan has been received that suggests removing the recommendation to conduct the LAC review, but 8 letters and numerous comments at public meetings have supported this recommendation.</li> <li>• The LAC will be involved in this study including having input into the terms of reference and the study process.</li> </ul>
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<p><b>Living Arts Centre Board of Directors</b></p>	<p>3. Issue: Not enough time for organizations to make comments on the recommendations of the Arts and Culture master plan</p> <ul style="list-style-type: none"> <li>• There has not yet been an adequate opportunity for arts and culture organizations, artists and the public at large to make submissions and proposals or to comment on the specific recommendations. (pg 4)</li> </ul>	<ul style="list-style-type: none"> <li>• At the April 16th public meeting, the deadline for comments on the ACMP was extended from April 20 to April 30. Participants at the meeting indicated they could meet this date. No other comments regarding this issue were received.</li> <li>• Approximately 5,000 residents and over 120 organizations have been engaged in the development of the ACMP via the website, focus groups, one on one interviews and 3 public meetings. More than 36 written comments have been received by the Office of Arts and Culture on the final draft plan.</li> </ul>
	<p>4. Issue: Recommendations could apply to any large municipality</p> <ul style="list-style-type: none"> <li>• The Draft Report contains many comments and recommendation that could apply to any large municipality. Relatively few of the recommendations (other than organizational changes) stem from the facts on the ground in Mississauga. (pg 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Both the principles and the recommendations that stem from them are based on the gaps in Mississauga's arts and culture including:             <ul style="list-style-type: none"> <li>• development of a cultural data base as a direct result of the concerns about the lack of media and communication opportunities;</li> <li>• creation of a stabilization program will be based on the unique needs of Mississauga's arts groups;</li> <li>• creation of an arts report card will be unique to Mississauga;</li> <li>• inclusion of recommendation to address urban planning issues is unique to any other cultural plans we have reviewed.</li> </ul> </li> </ul>

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<p>Living Arts Centre Board of Directors</p>	<p>5. Issue: Living Arts Centre was not addressed in the Plan</p> <ul style="list-style-type: none"> <li>• Although the Living Arts Centre is the primary arts centre in the city there is little reference to it or consideration of it in the draft Plan. (pg 6)</li> <li>• Despite the considerable activity Page 11 of the draft Plan contains the following sentence "Mississauga's VAM is one of Mississauga's few communal centres for the practice of visual arts" with no mention of the resources at LAC. Similarly the three line description of the Living arts Centre on Page 31 of the Draft Report does not mention our studios, our exhibition space in Laidlaw Hall or the range of activities. (pg 7)</li> </ul>	<ul style="list-style-type: none"> <li>• The terms of reference for the Plan did not include a review of facilities. However, given that the LAC is the key cultural facility in Mississauga it now makes sense to develop a roadmap for the LAC that allows the citizens of Mississauga to contribute input and indicate how this premier facility can assist them in meeting their needs as they work towards making our goals and vision a reality.</li> <li>• The text of the draft Plan has been revised to include the LAC in both of these comments.</li> </ul>
	<p>6. Issue: Validity of using per capita funding as a measure of municipal support to the arts</p> <ul style="list-style-type: none"> <li>• It is illogical to ignore the LAC's contribution in assessing the extent of the City's contribution to arts and culture. (pg 10)</li> <li>• None of this is to argue that Mississauga should not increase aggregate grants but rather that the amount and total of the grants should be determined by an assessment of need rather than comparisons with other municipalities and arbitrary formulae. (pg 10)</li> </ul>	<ul style="list-style-type: none"> <li>• The use of per capita funds distributed directly to non-municipal arts and culture organizations is the industry standard for measuring a municipality's contribution to the arts.</li> <li>• All grants provided by the City of Mississauga to arts and culture organizations are assessed by an independent panel that reviews the request against established criteria including the need for funds as well as the organization's cultural contribution to the citizens of Mississauga.</li> </ul>

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<p>Living Arts Centre Board of Directors</p>	<p>7. Issue: Need to complete an analysis of groups in order to know if working capital is required.</p> <ul style="list-style-type: none"> <li>An examination of the cash flow challenges of each organization is required before one can make an informed recommendation that best serves the needs of the individual organizations. (pg 11)</li> </ul>	<ul style="list-style-type: none"> <li>The stabilization program will provide an examination of cash flow challenges for each group prior to providing any support. However, the fact that organizations spend their grants funds immediately upon receipt of the funds indicates they have cash flow issues.</li> </ul>
	<p>8. Issue: Lack of clarity in the report regarding the use of the terms operating annual surplus/deficit and accumulated surplus/deficit</p> <ul style="list-style-type: none"> <li>The term surplus is sometimes used in the report to describe an operating annual surplus and at other times to describe an excess of assets over liabilities. (pg 12)</li> </ul>	<ul style="list-style-type: none"> <li>Surplus is not mentioned in the Culture Plan and these terms are never used in the body of the Plan.</li> <li>Surplus is mentioned only on page 15 of Appendix J and refers to annual operating surpluses.</li> <li>An assessment of assets over liabilities for individual arts organizations was not within the scope of study and was not performed.</li> </ul>

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<p>Living Arts Centre Board of Directors</p>	<p>9. Issue: Develop an United Arts Appeal instead of an Arts Stabilization program</p> <ul style="list-style-type: none"> <li>We have made a recommendation on several occasions that a United Arts Appeal should be considered as a major fundraising vehicle for the arts (and culture) organizations. (pg 12)</li> <li>A United Arts Appeal should be considered as a means of providing improved and sustainable funding. (pg 13).</li> </ul>	<ul style="list-style-type: none"> <li>The United Arts Appeal is a type of grant program. It does not provide assistance for organizations to address governance, management or planning issues; a stabilization program does.</li> <li>US experience shows that large arts organizations often receive reduced funds from businesses because the United Arts appeal is divided amongst all member groups.</li> </ul>
<p>Fred Durdan, Chair, Friends of Museums of Mississauga &amp; Joseph Zammit, Vice-Chair Museums of Mississauga Advisory Committee</p>	<ul style="list-style-type: none"> <li>Expresses support for "comprehensive, forward thinking plan"</li> <li>Supports leadership role for Office of Arts and Culture</li> <li>Supports moving Museums to Office of Arts &amp; Culture (#7)</li> <li>Retaining additional resources to support "the importance of heritage in the areas of promotion, programming and collections"</li> <li>Support strengthening capacity &amp; resources to support designated cultural heritage buildings</li> <li>Strong support for collection storage facility</li> <li>Acknowledges active participation in process by members of friends, MOMAC, staff and volunteers from Museums</li> </ul>	<p>Plan creates the administrative mechanisms to bring forward plans for an artifact, art and archival collection storage space to be shared by the Art Gallery and Museum</p>

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<p><b>Sonja Hidas</b></p>	<ul style="list-style-type: none"> <li>• Is the Office of Arts &amp; Culture large enough to implement recommendations?</li> <li>• Supports a stronger and more visible Art Gallery with satellite galleries as a first step.</li> <li>• Support for collaborative working relationship between Office of Arts &amp; Culture and MAC. Suggests that grants to individual artists be organized through MAC.</li> </ul>	<p>The Plan provides a 5+ year timeline for implementing the recommendations as well as proposes the need for additional staff resources. (#9, 10, 31, 40)</p> <p>Recommendation #44 proposes this.</p>
<p><b>Mississauga Arts Council, Committee of Directors and Executive Director</b></p>	<ul style="list-style-type: none"> <li>• Very supportive of the inclusion of the implementation of the public art policy, arts stabilization plan, increase in municipal funding to the arts</li> <li>• Wants a pilot project to address funding for individuals</li> <li>• Agrees that local engagement and participation in culture should be the City's priority</li> <li>• Specific comments on how MAC can work with Office of Arts and Culture to implement the Plan, refine and narrow key objectives - specifically in the areas of information and networking, promotion and advocacy</li> </ul>	<p>Plan calls for collaborative working relationship between MAC and the Culture Division. Division will review MAC's detailed comments as it develops its work plan.</p>
<p><b>Michael Spaziani</b></p>	<ul style="list-style-type: none"> <li>• Strong support for the draft Culture Plan</li> <li>• Principles align closely with Strategic Plan</li> <li>• Sees in the Plan the ideas of those who participated in engagement sessions – specifically:             <ul style="list-style-type: none"> <li>• the role of arts and culture in place-making</li> <li>• integration of artful thinking in every city endeavor (bridges, transit, parks etc.)</li> <li>• intercultural approaches to arts</li> </ul> </li> <li>• Supports moving to \$3 per capita culture grants and to a higher target after 4 years.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Supports a re-evaluation of LAC in the context of the Master Plan</li> <li>• Identifies the need for a higher profile and more functional space for a municipal art gallery in Mississauga.</li> </ul>	<p>Plan calls for review of LAC. (#24)</p> <p>The text of the Plan has been changed to reflect the fact that the Art Gallery is neither the size nor the profile to be expected in a city the size of Mississauga.</p> <p>This issue should be incorporated into cultural infrastructure policy framework. (#15)</p>
<p><b>Katherine Grainger, Cow Over Moon Theatre</b></p>	<ul style="list-style-type: none"> <li>• No longer in Mississauga due to lack of appropriate space, support and cost.</li> <li>• Plan is too vague, probably cost too much money that could have been better spent on artists</li> <li>• How much \$ does the MAC receive?</li> <li>• How much \$ does OAC receive?</li> </ul>	<p>The Plan has 44 actionable recommendations set out in a 5 year implementation plan. It recommends ways of working that will promote cultural investment, participation and vitality throughout Mississauga</p> <p>MAC receives an annual grant from the City of \$200,000</p> <p>The Culture Division sees an annual net budget of \$1.2m</p>

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	<ul style="list-style-type: none"> <li>• How much did the Plan cost?</li> <li>• What is the Arts Stabilization money being spent on?</li> </ul>	<p>The Master Plan study cost \$280,000</p> <p>Stabilization funds are used to support organizational reviews, strategic plans and the development of business plans so that cultural organizations can achieve financial security and concentrate on the creation of excellent cultural products. (Appendix J)</p>
<p><b>Christine Montague</b></p>	<ul style="list-style-type: none"> <li>• Feels that CUJ has a pretty accurate grasp of the state of arts and culture in Mississauga</li> <li>• Agrees with Plan's recommendations, timeline &amp; pilot project ideas</li> <li>• Identifies need for low cost studio space and selling venues for visual artists (Communal Art Centre in the Small Arms Inspection Building)</li> </ul>	<p>The concepts in the Plan can be used by residents and cultural workers to build the case for specific projects. The Culture Division can work with these groups and individuals to develop solutions.</p>
<p><b>Lisa Irvine</b></p>	<ul style="list-style-type: none"> <li>• The writer indicated support for:             <ul style="list-style-type: none"> <li>◦ Independent review of the LAC</li> <li>◦ Convener /broker /enabler and leadership role for the Office of Arts and Culture</li> <li>◦ 5 year review of the Culture Plan</li> <li>◦ Review the roles and responsibilities of MAC</li> </ul> </li> </ul>	<p>Plan recommends independent study of LAC</p>

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	<ul style="list-style-type: none"> <li>○ A website for arts and culture</li> <li>○ Improving the art gallery experience -- satellite locations, website, outreach, separate building.</li> <li>• The writer identified a number of concerns largely from the point of view of an individual artist:             <ul style="list-style-type: none"> <li>○ Participation: relatively low number of 3,000 people participating in the study process.</li> </ul> </li> <li>○ Comparator Cities: why not use Canadian cities?</li> <li>• Failure to <u>closely</u> examine the various arts and culture organizations in the city</li> </ul>	<p>The study for the Plan began just as BC21 was completing its process of engaging over 100,000 people. The study team was concerned about consultation fatigue. We also used the comments generated by BC21. Nevertheless, about 5000 people and more than 120 organizations participated in this study.</p> <p>The study used Canadian cities to compare cultural facilities. The study used the 4 international cities and Vancouver because they compare to Mississauga in terms of ethno-cultural diversity; proximity to larger, culturally significant cities, population growth, age of the city.</p> <p>Individual assessments of arts and culture organizations were not included in the scope of work for the study. The purpose of the Plan is to create a long term strategic direction to provide future detailed work-plans.</p>
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	<ul style="list-style-type: none"> <li>• Identifies the lack of affordable studio/work space in the City as a huge issue. Identifies a number of buildings to be considered in a pilot project.</li> <li>• Identifies a concern about “community driven and neighborhood focused” approach to providing cultural infrastructure</li> <li>• Concerned that the Cultural Resources Database &amp; Report Card would not give a true and complete picture of the arts in Mississauga.</li> <li>• The writer asked about access to the Stabilization Fund for artists and the implementation steps to set up the Fund</li> </ul>	<p>Valuable comments. Should be considered by the Office of Arts and Culture and the pilot project advisory group.</p> <p>The intent of the Plan is to create broadly distributed opportunities for everyone to participate in cultural activities. The Plan recommends that the City departments work with local cultural organizations / artists to ensure that spaces for cultural activity are available at the neighborhood level. Presence drives participation.</p> <p>There is increasing support for evidence based decision making in municipal best practices literature. Databases are used to collect information to measure trends over time. Report cards identify measures (metrics) and communicate change over time (trends).</p> <p>Individual artists cannot apply to the stabilization fund as currently envisioned. The office of Arts and Culture will communicate the actual steps for implementing the stabilization program.</p>
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<p>VIVA  <b>Paul Smith</b>  <b>Janis Alton</b>  <b>Greg Carraro</b></p> <p><i>Ad hoc committee</i>  <b>Dorothy Tomiuk</b>  <b>Jayne Gaspar</b>  <b>Matt Wilkinson</b>  <b>Lydia Pawlenko</b>  <b>Deb Greenfield</b>  <b>Richard Collins</b>  <b>Lori Ellis</b></p>	<p>VIVA felt that the Plan was: "More about administrative and organizational details pertaining to the Office of Arts and Culture and the other departments that it will interact with rather than an actual roadmap and action plan to get going on cultural enhancements in the City"</p> <p>Had hoped for immediate and actionable direction for the more visionary elements of the Plan</p> <p>Best opportunities for short term results are:</p> <ul style="list-style-type: none"> <li>o Implementing the Pilot Project (Rec. #36) in City Centre</li> <li>o The first five process evaluation of the Culture Master Plan and the first report card. (#25 &amp; #33)</li> </ul> <p>The VIVA group provided specific commentary on each of the 44 recommendations in the report. This commentary was copied members of City Council. Some of the highlights are addressed here:</p> <p>Per Capita Financial allocation</p> <ul style="list-style-type: none"> <li>o There needs to be a commitment from Council to stay the course for 4 years and preferably 8.</li> </ul> <p>City Contribution to the Stabilization Fund</p> <ul style="list-style-type: none"> <li>o The initial \$300,000 will not be enough</li> </ul>	<p>The Plan is about new collaborative ways of working and broad approach to using cultural resources to help achieve Mississauga's strategic objectives. Specific projects and programs will be brought forward by the Culture Division to implement with their partners in government, community and business spheres.</p> <p>The Master Plan is like an Official Plan. A secondary plan (prepared by the Culture Division) will provide the implementation steps</p> <p>The City's contribution was meant to kick start the fund. Private sector contributions and contributions from other levels of government will be used to complete the fund raising.</p>
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<p>VIVA Paul Smith Janis Alton Greg Carraro</p> <p><i>Ad hoc committee</i> Dorothy Tomiuk Jayme Gaspar Matt Wilkinson Lydia Pawlenko Deb Greenfield Richard Collins Lori Ellis</p>	<p>Museums; Heritage planning under Office of Arts and Culture</p> <ul style="list-style-type: none"> <li>• Support these recommendations;</li> <li>• annual evaluation to verify effectiveness of the change.</li> </ul> <p>Art Gallery of Mississauga Should be given its own section and recommendation Support for satellite galleries, dedicated and realistic budget and formalized business plan</p> <p>Additional Heritage Planning staff</p> <ul style="list-style-type: none"> <li>○ Supportive of this recommendation; process is currently reactive rather than proactive due to inadequate staffing</li> <li>○ Measure effectiveness and adequacy of this expenditure</li> </ul> <p>Additional Museum staff</p> <ul style="list-style-type: none"> <li>○ Supportive</li> </ul> <p>Scope of the Heritage Advisory Committee (HAC)</p> <ul style="list-style-type: none"> <li>○ Office of arts and Culture should support rather than direct the work of HAC</li> <li>○ HAC should report to Council regarding its needs in order to fill its existing and any expanded mandate</li> </ul>	<p>HAC is an advisory committee of Council who direct their own activities with the support of staff. The Office of Arts and Culture will discuss the effectiveness of its relationship with HAC in the context of the overall review of roles and responsibilities of all heritage organizations</p>
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<p>VIVA</p> <p>Paul Smith Janis Alton Greg Carraro</p> <p><i>Ad hoc committee</i></p> <p>Dorothy Tomiuk Jayme Gaspar Matt Wilkinson Lydia Pawlenko Deb Greenfield Richard Collins Lori Ellis</p>	<p>Review of roles of heritage organizations</p> <ul style="list-style-type: none"> <li>o Change "library" to "Canadiana Room"</li> <li>o Perhaps the Heritage Planning group's liaison with Heritage Mississauga and HAC needs to be explicitly clarified.</li> </ul> <p>Cultural Infrastructure policy</p> <ul style="list-style-type: none"> <li>o Does this mean that no budget and programming reflecting this policy would be in place before January 2011?</li> <li>o What impact will this have on the Post Office property in Port Credit? Small arms in Lakeview? Fusion building in Clarkson?</li> </ul> <p>Capital funding of cultural infrastructure - What does quantum mean?</p> <p>What will Council be committing to?</p> <p>Cultural development in Mississauga</p> <ul style="list-style-type: none"> <li>• We believe Rec. # 17 needs to be rephrased as: "That cultural development in Mississauga should be City-oriented [rather than community driven] and arts-sector [rather than neighbourhood] focused." This really is the crux of the matter.</li> </ul>	<p>(p.60)</p> <p>Library's role in heritage goes beyond the Canadiana Room.</p> <p>No new funding will be requested until 2011. Current funding may allow for time sensitive items to be considered.</p> <p>It means quantity or amount – wording will be changed.</p> <p>The amount of money available for capital funding will be determined in the budget process</p> <p>Feedback from public meetings (Oct 22/Dec 4/ April 16 supports current wording. This Plan was asked to establish a 25 year vision. It was also asked to create some actionable recommendations for the shorter term. In the long run the Plan recommends that the City</p>
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<p>VIVA  Paul Smith  Janis Alton  Greg Carraro</p> <p><i>Ad hoc committee</i>  Dorothy Tomiuk  Jayme Gaspar  Matt Wilkinson  Lydia Pawlenko  Deb Greenfield  Richard Collins  Lori Ellis</p>	<ul style="list-style-type: none"> <li>• “As a general principle we would suggest that the City cannot use a per capita or geographic distribution algorithm, as must be done for standardized and equalized services such as neighbourhood schools and libraries, etc. Spreading money out around the whole City will dilute the initial effort to create momentum and a significant cultural destination.”</li> </ul> <p>Separate study of the LAC</p> <ul style="list-style-type: none"> <li>• This follow-on study of the LAC should be completed expeditiously, to enable the entire Master Plan to then move forward cohesively</li> <li>• Perhaps other major cultural facilities (e.g. Meadowvale Theatre) should also be included in this study.</li> </ul>	<p>departments work with local organizations to create broadly distributed (city – wide) opportunities for everyone who wants to participate in cultural activities at the neighborhood level. [Presence X participation = cultural vitality]</p> <p>In the shorter run, the Plan acknowledges through its recommendations for pilot projects in specific areas (City centre, Streetsville, Port Credit) that resources and tools could be used to achieve transformative effects in the shorter run. This is not about diluting effort but rather a plan to create city-wide cultural vitality and an authentic identity over the next twenty-five years.</p> <p>Difficult to include only one other facility; adding other larger facilities would significantly increase the timeframe and cost of the study. Also LAC is multi-purpose arts facility vs. single purpose facility like Meadowvale Theatre.</p>
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<p><b>VIVA</b>  <b>Paul Smith</b>  <b>Janis Alton</b>  <b>Greg Carraro</b></p> <p><b>Ad hoc committee</b>  <b>Dorothy Tomiuk</b>  <b>Jayne Gaspar</b>  <b>Matt Wilkinson</b>  <b>Lydia Pawlenko</b>  <b>Deb Greenfield</b>  <b>Richard Collins</b>  <b>Lori Ellis</b></p>	<p>Five-year review of the Master Plan in 2014:</p> <ul style="list-style-type: none"> <li>• It is valuable to check with the big picture and identify fresh opportunities and potential gaps, but without the cost of a Master Plan Review.</li> <li>• The next review should be triggered by a clear need (as would be identifiable through the annual Report Card) and not artificially timed.</li> </ul> <p>Cultural Mapping Partnership:  Museums should be listed in the supporting chart (p70) in place of the first instance of "Mississauga Arts Council"</p> <p>We believe that "Ratepayer, Community and Special Interest groups" should be listed under a third heading called "Resident Stakeholders". Citizens need to be represented in the partnership.</p> <p>Annual Report Card:</p> <ul style="list-style-type: none"> <li>• This is an excellent idea</li> <li>• VIVA notes additional areas where defined parameters would be indicative of progress.</li> </ul> <p>Select a Cultural Node for a pilot project:</p> <ul style="list-style-type: none"> <li>• best hope for short-term tangible results</li> <li>• The pilot project at the City Centre is the "tough one" and lacks the advantages of Streetsville and Port Credit but is the best opportunity to yield tangible results soonest, while achieving multiple objectives.</li> </ul>	<p>Normal practice is to refresh strategic plans at a minimum of every 5 years.</p> <p>Agreed</p> <p>Agreed</p> <p>Culture Division will work with stakeholders to identify metrics for Report Card.</p> <p>This recommendation from VIVA is valuable input. The Office of Arts and Culture working with the Interdepartmental Cultural Committee and other leadership teams at the City will make a recommendation on the pilot project.</p>
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<p>VIVA  Paul Smith  Janis Alton  Greg Carraro</p> <p><i>Ad hoc committee</i>  Dorothy Tomiuk  Jayme Gaspar  Matt Wilkinson  Lydia Pawlenko  Deb Greenfield  Richard Collins  Lori Ellis</p>	<p>Community Improvement Plans</p> <ul style="list-style-type: none"> <li>• This is the kind of detail that we appreciate.</li> <li>• We very much support this entire section, including “Form Based Zoning” which melds the issues of cultural development and public realm. It is especially important to “preserve and adaptively reuse heritage and industrial buildings” as stated in the supporting chart, as these are sometimes opportunities that must be pounced on, or otherwise they turn into missed opportunities (e.g. the Port Credit Post Office).</li> </ul> <p>Parking Strategy:</p> <ul style="list-style-type: none"> <li>• All three (3) potential pilot project locations should be assessed on this basis as soon as possible, as this is a problem now in Port Credit, Streetsville and the City Centre.</li> </ul> <p>Signage Strategy:</p> <ul style="list-style-type: none"> <li>• All three (3) potential pilot project locations should be assessed on this basis as soon as possible.</li> <li>• We further suggest that privately-owned digital signs and billboards facing public roadways and gathering areas be accessible (e.g. up to 20% of the annual posting) at no cost to cultural and non-profit groups as part of the signage approval process.</li> </ul> <p>Public Art Coordination</p> <ul style="list-style-type: none"> <li>• We believe the new role of Public Art Coordinator as defined here has already been pioneered and boldly</li> </ul>	
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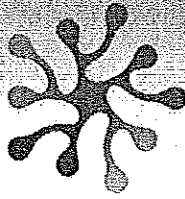
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<p>VIVA  Paul Smith  Janis Alton  Greg Carraro</p> <p><i>Ad hoc committee</i>  Dorothy Tomiuk  Jayme Gaspar  Matt Wilkinson  Lydia Pawlenko  Deb Greenfield  Richard Collins  Lori Ellis</p>	<p>accomplished by Joanne Foote, Parks Program Coordinator in Community Services.</p> <p>[40.2] Historic built form (p76)</p> <ul style="list-style-type: none"> <li>the formal inventory and mapping exercises include historic architecture, civic spaces and landscapes so that the public has a better understanding of the significance of these buildings, places and spaces in the city's 'cultural' past.</li> </ul> <p>Artful public infrastructure projects</p> <ul style="list-style-type: none"> <li>BRAVO! A must!</li> </ul> <p>[41.2] Public gardens:</p> <ul style="list-style-type: none"> <li>We believe this portion (p77) should not be included in Public Infrastructure projects (#41) but broken out as a separate piece and recommendation entitled: Natural Cultural Heritage.</li> </ul> <p>Affordable live/work space for artists</p> <ul style="list-style-type: none"> <li>In Port Credit and Lakeview we suggest this issue be looked at by the respective Advisory Panels now in place to advise on the new District Policies for these 2 communities, given that it is very community-specific and a land-use planning mandate.</li> <li>We are unclear what the "project advisory group" is, which is referenced in the recommendation</li> </ul> <p>OAC Promotion of MBEC services:</p> <p>We are unsure why this recommendation is in the Draft Plan. Perhaps MBEC should promote itself, or should this be done through the Mississauga Arts Council?</p>	<p>Refer to the interdepartmental cultural team for advice and then to the District Policy Advisory Panels</p> <p>The pilot project advisory group referred to in Rec.#37</p> <p>We heard from artists and other who attended our workshops that some training and support regarding the business of art and culture would be useful. We are suggesting that perhaps MBEC's services could be adapted to apply to "cultural enterprise" and artists and others could be made aware of this service.</p>
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<p><b>Orchestras Mississauga</b></p>	<ul style="list-style-type: none"> <li>• Represents a long overdue direction for the City. We are anxious for Council approval and for implementation to move forward.</li> </ul>	
<p><b>Mississauga Heritage Foundation, Barbara O'Neil President</b></p>	<ul style="list-style-type: none"> <li>• Heritage Mississauga Executive Committee endorse the VIVA document</li> <li>• Have some additional comments:             <ul style="list-style-type: none"> <li>• Funds be specifically allocated to Heritage Mississauga in support of tourism promotion</li> <li>• Culture Division should work with Heritage Mississauga to develop a tourism strategy linked to festivals and celebrations</li> <li>• Culture Division work with Heritage Mississauga to ensure that designated buildings owned by the City are used by the community</li> <li>• Heritage Mississauga would like to work to become diversity competent.</li> <li>• Support the Cultural Mapping Partnership</li> <li>• Endorse the selection of the City Centre as a cultural node pilot project</li> </ul> </li> </ul>	<p>The Plan does not recommend the allocation of grants to specific groups</p> <p>Culture Division can incorporate this into Festivals and celebrations strategy</p>





Final Public Meeting  
April 16, 2009  
Tower Garden Café

APPENDIX 2

## Meeting Report

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### I. Overview

On April 16<sup>th</sup> 2009, more than 70 people participated in public meetings to review a draft of the Mississauga Arts & Culture Master Plan. The two meetings were held at the Tower Garden Café, on the 12<sup>th</sup> floor of City Hall. One took place from 3 to 5 pm, and a second (with identical agenda) from 6:30 to 8:30pm. The meetings included opening and closing remarks by Susan Burt, Director of the Office of Arts and Culture, a presentation by Jeff Evenson, the lead consultant for the project from the Canadian Urban Institute, with the majority of the meeting dedicated to seeking input from participants.

The draft Plan has been available online for review since April 1<sup>st</sup>. The April 16<sup>th</sup> meetings were an opportunity to discuss the draft Plan, to clarify any questions, and to seek feedback in order to help fine tune the Plan before it is finalized and presented to City Council for adoption. The deadline for submission of comments on the Plan is April 30<sup>th</sup>.

This report reflects and synthesizes the feedback received on April 16<sup>th</sup>, including:

- Questions of Clarification
- Feedback
- Next Steps

A detailed record of all verbal and written feedback received at the meeting is included in the appendices: Plenary Discussion (Appendix C) and Participant Workbooks (Appendix D). For a list of all organizations that participated in the meetings see Appendix A, and for an Agenda and Overview of the meeting's proceedings see Appendix B.

Any feedback beyond the meetings (since April 1<sup>st</sup>) is being compiled by City staff and will be included as part of the Corporate report to Council. This report will be available online prior to the General Committee meeting at [mississauga.ca/artsandculture](http://mississauga.ca/artsandculture).

*This report was written by Charles Tilden, research planner for the Canadian Urban Institute, in association with Nicole Swerhun, facilitator at the meetings and senior associate at the Canadian Urban Institute. The report was distributed to participants for their review prior to being finalized.*

## II. Questions of Clarification

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The following questions were asked by participants, following the presentation at both meetings. Answers, where provided, are written in *italics*.

### Gentrification

- 25-year vision mentions streets that are “platforms for commerce and culture that move more than just traffic”. About planning for things like Hasty Markets in proximity to artists: these things drive up land values and artists aren’t able to afford much. How do you make a place affordable to artists while also driving property values up? *All comparable cities saw this as challenge. Variety of planning tools used to incubate talent or to provide affordable live/work spaces. Enough examples in other cities that could inform Mississauga in implementing a plan in that direction. Specifics would require separate study to be conducted.*

### Title of the Plan

- I noticed that you’ve chosen to drop the word art and focus on culture. Can you elaborate on why you did this? *Art is one component of culture in a city. People are looking to take a much broader view of all the forms of activity that go into creating cultural vitality. That’s why we’ve focused on the word culture.*

### MAC Grants

- Thanks to Jeff for his presentation. Does MAC have granting programs that artists can apply for? I was told that there isn’t anything. Will this change? *You’re right: grants are offered through Office of Arts & Culture, but only to groups and festivals. Nothing for individual artists. Will that change? Plan does address importance of supporting individual artists, so it is a direction to be considered. There are also other ways to support artists besides grants. One of the ways is to ensure there are proper facilities for artists to live and work in and to change by-laws that constrain artists from living and working in the same location. Offering training services is also another way.*

### Funding

- A presentation a few years ago showed what Winnipeg and other cities spent on funding per capita and said Mississauga spending was low in comparison. Has anything been done about this? *You’re referring to the Mayor’s Arts Review Taskforce Report. Since that time, we’ve taken a report to Council which asks to increase the funding to arts and culture organizations from approx. \$1.50 to \$3 per capita, over four years, which brings Mississauga in line with other cities in Canada. This incremental increase is already underway.*
- How much money is in the budget for arts and culture funding? *A resolution was passed by Council in November 2008 that provided \$300,000 for Arts Stabilization in 2009. In addition, there is approximately \$200,000 per year for the next 4 years to increase funding to arts.*

### **Cultural facilities**

- The Master Plan identifies approximately 1,000 cultural facilities. What did you define as a cultural site? *We looked at traditional cultural facilities (such as performing arts, visual arts and cultural heritage sites), facilities to support media, electronic and emerging arts, as well as other building types used for cultural purposes.*

\*These categories are listed in detail on p.30 of the Plan.

- The plan identifies 8 theatres – does that include 3 for the Living Arts Centre? And does this include schools? *No. The eight theatres refer to Rogers Theatre, RBC Theatre, Hammerson Hall, Laidlaw Hall at LAC and Meadowvale Theatre, Burnhamthorpe Library Theatre, Noel Ryan Auditorium at the Central Library and Studio Theatre at UTM.*
- This is a familiar situation. We were milked for all this information when they built the facility across the street (the LAC). Yet, we need grants and support for our purposes and to spread our work across the country.

### **Tourism**

- Does the plan include a plan for cultural tourism and a tourism centre? *This is a master plan that builds a framework in which these types of initiatives can take place.*

### **Advisory Body**

- At the beginning of the presentation, you mentioned that we all have to be in this together. Is there an advisory council to make sure this plan doesn't just sit on a shelf? *It's still early on and we haven't worked out these details yet. But certainly there will be some kind of advisory body to make sure the plan is implemented.*

### **Neighbourhoods & Cultural nodes**

- The plan mentions examples of where cultural nodes could be developed (e.g. downtown, Port Credit and Streetsville) – yet the recommendations further on in the plan seem to suggest that these are the only areas that would be considered for a pilot project. There is another area which currently has all the pieces in place to become a cultural node and should not be excluded. *The master plan only points to those 3 areas as examples to help define what a cultural node is – it does not prescribe anything and does not limit other opportunities from taking place. The plan has only set in place the process by which a pilot project can be selected. If, for example, you are thinking of the Small Arms Inspection Building as an ideal site for a cultural hub, the identification of the 3 examples in the plan would not prevent that from happening.*
- The plan states that Mississauga should be community driven and neighbourhood focused – yet for historical reasons, there are some areas of the City which don't have neighbourhoods. Will this prevent initiatives from taking place in those areas? For example, for historical reasons, there is no black community on the waterfront. Yet there are plans for a cultural project for the black community on the waterfront. How will this be handled as the plan gets implemented? *The master plan is about setting a broad framework. Much like an Official Plan (land use plan), secondary plans*

are then developed to focus on specific areas. Ideas like the one you proposed are the kind that will be dealt with in further studies and at the programmatic level.

### **III. Feedback**

*This section provides a synthesis of the feedback given by participants at both meetings on April 16<sup>th</sup> – including notes from the workbooks provided to every participant, and comments made during the plenary session.*

*The feedback has been organized under the following headings:*

- 1. There is much general support for the Master Plan*
- 2. The Plan needs to state its priorities - it's not quite enough or fast enough*
- 3. Make sure the plan is linked to other important initiatives*
- 4. The Plan should be launched with a bang*
- 5. The Master Plan is vague*
- 6. Much work needs to turn the Plan into a reality*
- 7. More needs to be done to get the word out about arts and culture and make it relevant to a broad audience*
- 8. Festival migration needs to be addressed*
- 9. Would like to see the Plan turn more attention to...*
- 10. Addressing the MAC and LAC*
- 11. Consider not dropping the word art*

*Where certain subjects were only brought up at the afternoon meeting, an asterisk (\*) has been placed next to the heading. Where certain subjects were only brought up at the evening meeting, two asterisks (\*\*) have been placed next to the heading.*

- 1. There is much general support for the Master Plan**
  - I like that the plan is positive
  - The Plan seems to provide a lot of hope – sounds amazing, exciting, going in a good direction
  - Good that City is involved at this point
  - Master Plan is comprehensive, covers most aspects needed
  - Well done. Identified a lot of key areas for Council's consideration, especially the increase in per capita funding + general investment in arts & culture
  - Great beginning. Encourage Council not to water it down.

- A good strategic overview to follow, Council should adopt the recommended policy
  - Generally a very positive reaction that Mississauga has a complete arts and cultural master plan, as my understanding is that various components have been attempted previously – and this is now current and expands what has been previously attempted. So congratulations – as this is current creative city strategy that not only promotes the arts and culture but recognizes them as defining and economic drivers.
  - Very good – Excellent
  - Positive in general – great that initiative was taken.
- 2. The Plan needs to state its priorities – it's not enough or fast enough**
- It is very comprehensive. There are a lot of priorities. The strategies/initiatives should be prioritized. We should know where we need/want to begin to have the most impact/turn the curve.
  - Definite time lines – by 2009, 2010 etc. - Year, initiative, who is responsible, etc.
  - Less about getting ready to get ready – we need an Action Plan
  - I don't see anything concrete here for the next 5 years – I would like to see “in 2009 we'll do this, in 2010 we'll do this, in 2011 we'll do this...”
  - The 5 year vision is not dynamic enough to keep pace with other changes in the other aspects of life, but it's a great start.
  - It looks good but there should be a faster implementation than 25 years. 10% City owned cultural facilities is way too small – how about a commitment to increase the City participation?
- 3. Make sure the plan is linked to other important initiatives**
- Timing is tough – Downtown 21, urban growth plan – seems rushed to close public debate on this plan now, when there are important synergies with these other plans.
  - Surely cultural policy ties into land use policy
  - Suggest this plan liaison with City for 21<sup>st</sup> Century Plan (Strategic Plan) as well as Hurontario Corridor study – all ties together with nodes concept
  - Thinking about Pan Am games – potential of linking Master Plan to this – is that something that could be considered? Or is it too late?
- 4. The Plan should be launched with a bang**
- I suggest that some immediate short term visible activities be implemented to demonstrate the shift and commitment to the culture vision.
  - Is there any plan to begin with a “large” project to get things started? Why not match community centre funding with arts/culture funding?
  - Any plans to officially launch the Master Plan? Get rest of City to know about it too – city-wide launch?
- 5. The Master Plan is vague**
- We were disappointed in the Master Plan. It is so general, people wonder what Council will be approving.
  - This is very good, but very vague.
  - Make it specific – if City put same commitment into arts & culture as it put into community centres, we'd have strong arts & culture sector.

- The vague recommendations need to become concrete initiatives . Give more specifics.
- Identify specific action items in recommendations
- Disagree that activity be should spread all over the city. Will get more bang for our buck if concentrated in specific areas.
- Perhaps a bit broad, but it's understandable why.

#### 6. Much work needs to turn the Plan into a reality

- I want concrete places to go to see and do art in each community – open schools, other public buildings to this – too many barriers right now
- Identify spaces in schools, government buildings, post office and make them available to citizens to set up studios and galleries. Lots of people live in apartment towers in Port Credit and would love to be able to participate in classes and studios for dance, art, photography etc.
- We can't sit back and wait for Office of the Arts to do this – if something in the Plan strikes you, prepare a proposal for Office of the Arts to make it happen
- Artwork needs to be further integrated into public spaces – so many opportunities in city parks – for sculptures, garden art, installations in natural spaces
- Think you need to identify areas that could be current stumbling blocks for development of culture in the region – e.g. Attract and support affordable live/work space for creative individuals – zoning bylaws now prevent people from carrying on business from their homes – therefore forced to rent space (too expensive close to home, and not suitable to go to industrial areas). Suggest those barriers be identified.
- Problem: it sounds unfathomable – money required may be an obstacle. It may be tough to reach such a big population, and there are communications limitations – most people don't know about this meeting for example
- As a sidebar to this Plan – consider providing a tax incentive to grow cultural businesses
- To have any impact the funding needs to be several million dollars annually! One festival in Quebec gets over a million dollars in annual funding from Montreal.
- Overall, the plan appears attainable, however as with any plan we need to have continued commitment from the City. We need to keep up the dialogue and involvement from all facets of the Arts.
- Set up an advisory committee

#### 7. More needs to be done to get the word out about culture and make it relevant to a broad audience

- Suggestion – important to have this type of town hall meeting on a regular basis
- To ensure successful implementation the general public needs to be informed and involved which has been an ongoing challenge.
- There could be a newsletter or some other mechanism to get information out about neighbourhood arts & culture activities
- Get the Mississauga News 2-3 times per week. There's a page that touches the arts a bit – suggest that someone compile events that can get listed in Mississauga News (every week, every month – special page that introduces you to everything cultural/arts/heritage in the week in Mississauga).

- Re: Mississauga News – it is too expensive for MAC to do last Sunday of the month (\$27k annually)
- Haven't read the plan yet, but – in order to have a City with viable arts & culture, communication needs to be better
- Developing relationship with Rogers Cable 10 and new media – those are all viable ways of communicating what's happening on a regular basis
- Strengthening the media and its connectivity and accessibility should be stressed as a strategic direction
- Starting a separate website for the Office of Arts and Culture to gain more attraction and a distinct identity

#### 8. Festival migration needs to be addressed\*

- With new festivals popping out here and there, how does this plan help develop these festivals into financially viable enterprises?
- While it is great to see some attention given to festivals, how does the City plan on dealing with festival migration (start small, then move to another city when it can be sustained).
- Great festival and events migration happening now from Mississauga to Toronto because of the exposure events get in Toronto – any specific plans to combat migration of festivals out of Mississauga?

#### 9. Would like to see the Plan turn more attention to...

##### *Small organizations and individual artists*

- Small organizations have needs that are more short and medium term – need help with promotion of programs and affordable spaces
- Idea of individual grants for artists is a good one
- Support individuals! – My unique needs are not being met presently! MCEC has no support for book authors
- Missing are support in individual artists and the small art groups (i.e. those that are not registered as businesses and therefore cannot get grants).

##### *Tourism and Heritage*

- Would like to see Tourism in the Master Plan – only recommendation re: Heritage is recommendation #11 – one of big problems is that funding for tourism was cut in the last budget
- Section G contains a comprehensive review of heritage and its shortcomings in promotion; however the action plan seems to gloss over the promotion of heritage in built or natural form. Promotion through tourism is generally the key driver in bringing to life, the development of brochures, increasing publicity and in exposing Mississauga's heritage to the visitor and local population.
- Would like to see attention given to potential for Mississauga to become world class cultural hub – including reference to Mississauga's artists that are better known around the world than they are in Mississauga

- Only body contributing to promotion of tourism is West Toronto organization – our efforts to project heritage through tourism are sadly reduced – need something in the Plan about tourism, creation of visitor centre, other ideas important for Council to see and consider – it's a hub for promotion of heritage as well as arts & culture (it's for visitors and local residents)
- Promotion of cultural activity should be outside Mississauga as well as inside.
- The action plan should include direction to promote tourism and increase funding for tourism including the creation of a visitor centre, which will be used to not only promote heritage but also to generate interest in all the arts and culture activities.
- Create a place for heritage and visitor's centre
- Seeing as Mississauga is linked to Toronto through Toronto Tourism West and it has a lot of benefit for Mississauga especially through funding, the plan should consider whether to continue this partnership or to create its own tourism body.

### *Youth & Education*

- I think that in our city we need more support of the arts and culture starting from the high school level. Within the city of Mississauga I find that there is not a lot of opportunity for young developing artists. Most of the opportunities are in Toronto. I think support needs to be available to developing artists.
- The plan should address how we will promote and encourage creativity and cultivation of culture amongst children, youth, in schools.
- Have there been specific consultations with education and corporate sectors to engage them in the culture plan?
- To keep the youth and young professionals interested in Mississauga, we need more business staying open longer, and more exciting events that go on late into the night.
- More effort to encourage participation - Options : art teachers/students, ATM students
- 25 year vision – to me this is more about the next generation – with IPOD, ITOUCH, and need to put a lot more emphasis on new media and film that can get to the youth – it's about them, not about us (your kids, grandkids, others) – YouTube, Internet, etc.

### *Specific groups and disciplines.\*\**

- In Austin, Texas, certain groups are excluded from discussions of culture – what do we do to make sure we can maybe give special consideration to historically excluded groups?
- What can we do to encourage people to share their brilliance (who historically might not have opportunity to share)? An opportunity-driven festival – for example, that could focus on the arts (which then is a reflection of culture).
- Christian group thinking about how to deliver message through arts & culture (beyond word and deed – which is current strategy) – and opportunities for other religions as well

### **10. Addressing the MAC and LAC**

- It can become a vital part of the city – we need to give LAC its significant importance – people who do rent it enjoy it, there are concerns that it's not affordable – but there are ways/plans to make it affordable
- Disappointing that LAC is not included – may be looked at later – but it's key to this Plan

- Not sure that there is a definition of the roles of MAC and Office of Arts and Culture
- MAC is very important – weekly communications + database of info
- There was great concern and anxiety at my table about potential ramifications to the MAC.
- I find it amazing and shocking that residents and artists are not familiar with the studio space available at LAC – major disconnect here – City has to take LAC with them

#### 11. Consider not dropping the word art\*\*

- Naming it arts & culture – better not to drop the word art – because it improves communication: art conveys meaning that's not there when one uses the word culture (it's what the public understands that really matters)
- Do not drop the word Art – it has a major meaning of its own. Culture does not convey all of it.

## IV. Wrap Up & Next Steps

Susan Burt wrapped up the meetings by thanking participants for coming and for the valuable feedback shared. Susan also covered the following points:

- **Going to Council.** Susan explained that the plan has been available to the public since April 1<sup>st</sup>. The Office is hoping to go forward to Council with the Plan for adoption before the summer break. This is desirable to maintain the momentum the plan has built so far and to enable the Office to get started on the many projects in the Plan.
- **Deadline for submitting responses extended to April 30<sup>th</sup>.** Some participants felt that more time would be needed to read the plan, and to inform other community stakeholders who were not present. Based on this, Susan extended the deadline for feedback from April 23<sup>rd</sup> to April 30<sup>th</sup>. There were no objections to this extension, with one participant noting that this was sufficient time to get feedback from people who couldn't attend the meetings. Following this deadline, a Corporate report will be posted online, which will include all written and online submissions from April 1<sup>st</sup> to after the meeting.
- **Material available online.** Susan noted that the Culture Plan is available online and would look into posting the implementation plan separately for ease of reference.
- **Will continue to work with other groups.** The Office worked very closely with the group working on Our Future Mississauga (Strategic Plan) and the Official Plan. Our timelines are aligned with them and people from all those groups are on the staff committee for the Arts & Culture Master Plan.
- **Addressing the LAC and MAC.** There is a specific recommendation in the Master Plan to do an independent review of the LAC to determine how that facility, as a major cultural facility in the downtown, can move forward and fit into the vision of this plan. The LAC is over 10 years old and was established in a very different context. We hope to move forward immediately with the LAC review as soon as this Plan goes through Council. LAC and Arts Council were not part of the Terms of Reference for the Canadian Urban Institute for this Master Plan.

- **By-Laws.** We understand that some bylaws may prohibit cultural activity (parking by law, sign by law). We need to sit down with City staff and people in the community to address these.

## **Appendix A –Participating Organizations**

### **Afternoon Session**

2B Art & Design Studio  
Artists in Mississauga (AIM)  
Amplus Productions  
Art Gallery of Mississauga  
Clarkson Society of Artists  
City of Mississauga  
FRAM Building Group  
Healthy City Stewardship Centre  
Lakeview Ratepayers Association  
Living Arts Centre (LAC)  
Local City Fun  
Image Matrix: Printmakers of Mississauga  
Meadowvale Theatre Advisory Board  
MIRANET  
Mississauga Arts Council  
Mississauga Film Office  
Mississauga Hand Weavers and Spinners  
Mississauga Players  
Muslim Fest  
Orchestras Mississauga  
Port Credit Village Residents Association  
Radha Academy of Carnatic Violin  
Riverwood Conservancy  
Sampradaya  
Theatre Aquarius, Hamilton  
Town of Port Credit Association (TOPCA)  
United Way  
Visual Arts Mississauga (VAM)

### **Evening Session**

Africana Village & Museum  
Chamber Music Society of Mississauga  
City of Mississauga  
City of Oshawa Redevelopment Committee  
Living Arts Centre  
Mississauga City Council, Ward 8

## Appendix B – Agenda

### Agenda

*Afternoon  
Meeting*

*Evening  
Meeting*

3:00 pm	<b>Welcome</b> Susan Burt, Acting Director Office of Arts & Culture, City of Mississauga	6:30 pm
3:02 pm	<b>Introductions &amp; Agenda Review</b> Nicole Swerhun, Facilitator	6:32 pm
3:15 pm	<b>Presentation</b> Jeff Evenson, Canadian Urban Institute <i>Questions of Clarification</i>	6:45 pm
4:00 pm	<b>Small Table Discussion</b>	7:30 pm
4:20 pm	<b>Facilitated Full Room Discussion</b>	7:45 pm
4:55 pm	<b>Wrap Up and Next Steps</b>	8:25 pm
5:00 pm	<b>Adjourn</b>	8:30 pm

## Appendix C - Plenary Discussion

*These notes capture the comments made during the plenary (full-room room discussion) for the afternoon and evening sessions. They were written and posted on the projector screen during the plenary. All notes written in italics represent responses made by the consulting team or City staff.*

### Afternoon Session

- I like that, the plan is positive
- Suggestion – important to have this type of town hall meeting on a regular basis
- Would like to see stronger emphasis on unifying different cultures (joint celebration)
- Emphasize more art and design side, instead of just festivals
- Copy of the Plan in the library has to be turned around at each page (photocopying error that needs to be fixed)
- I want concrete places to go to see and do art in each community – open schools, other public buildings to this – too many barriers right now
- Cultural development needs to be more neighbourhood focused – could be a newsletter or some other mechanism to get information out about neighbourhood arts & culture activities
- The Plan seems to provide a lot of hope – sounds amazing, exciting, going in a good direction
- Problem: it sounds unfathomable – money required may be an obstacle, big population to reach may be tough, and communications limitations – most people don't know about this meeting for example
- If too much participation, City wouldn't be able to handle it (MAC as well – if everyone wanted to participate, there wouldn't be enough capacity)
- Important to have a report like this – yet concerned that this will never happen. Been through this several times before.
- This is the first time we've been through this WITH the City – and Mayor's bought into it because she appointed the Task Force
- We can't sit back and wait for Office of the Arts to do this – if something in the Plan strikes you, prepare a proposal for Office of the Arts to make it happen
- Do things to get people working together
- Metalworks: is not just for production, but also an education facility. From experience, one of the best ways to find out if your business is working is if a stranger will give you money to do it.
- Good that City is involved at this point – as sidebar to this Plan – consider providing a tax incentive to grow cultural businesses. *That would be something that would be examined using mechanisms created by the Master Plan – would happen through the pilot with interdepartmental advisory group (finance department talks about taxes, planning department talks about land use regulation – e.g. changes to parking requirements) – these changes act in same way as tax incentive*
- This is very good, but very vague
- I don't see anything concrete here for the next 5 years – I would like to see “in 2009 we'll do this, in 2010 we'll do this, in 2011 we'll do this...”
- Make it specific – if City put same commitment into arts & culture as it put into community centres, we'd have strong arts & culture sector
- Suggestion – re: problem getting the word out – get the Mississauga News 2-3 times per week. There's a page that touches the arts a bit – suggest that someone compile events that can get listed in Mississauga News (every week, every month – special page that introduces you to everything cultural/arts/heritage in the week in Mississauga)
- 25 year vision – to me this is more about the next generation – with IPOD, ITOUCH, and need to put a lot more emphasis on new media and film that can get to the youth – it's about them, not about us (your kids, grandkids, others) – YouTube, Internet, etc.
- Arts Council has gone that way – MySpace, Facebook, website is very interactive – we're in first phase
- Re: Advertising in Mississauga News – it is too expensive

- Developing relationship with Rogers Cable 10 and new media – those are all viable ways of communicating what’s happening on a regular basis
- Artwork needs to be further integrated into public spaces – so many opportunities in city parks – for sculptures, garden art, installations in natural spaces
- Idea of individual grants for artists is a good one
- Would like to see Tourism in the Master Plan – only recommendation re: Heritage is recommendation #11 – one of big problems is that funding for tourism was cut in the last budget
- Only body contributing to promotion tourism is West Toronto organization – our efforts to project heritage through tourism are sadly reduced – need something in the Plan about tourism, creation of visitor centre, other ideas important for Council to see and consider – it’s a hub for promotion of heritage as well as arts & culture (it’s for visitors and local residents)
- I find it amazing and shocking that residents and artists are not familiar with the studio space available at LAC – major disconnect here – City has to take LAC with them
- It can become a vital part of the city – we need to give LAC its significant importance – people who do rent it enjoy it, there are concerns that it’s not affordable – but there are ways/plans to make it affordable
- City comparisons – Mississauga has been overshadowed by Toronto – VIBE is what’s missing in this city, and largely because we don’t have a city centre where there’s the excitement of going out for a late night show – Plan should reference this connection to Toronto and that it will always impact Mississauga
- Would like to see attention given to potential for Mississauga to become world class cultural hub – including reference to Mississauga’s artists that are better known around the world than they are in Mississauga
- Seems to be emphasis on cultural and visual artists in the Plan - is the intention to have the Plan focus on visual artists? *It is not the Plan’s intention to focus only on visual artists. It wasn’t intended to focus particularly on any sector.*
- Great festival and events migration happening now from Mississauga to Toronto because of the exposure events get in Toronto – there should be efforts to combat migration of festivals out of Mississauga.
- You should officially launch the Master Plan. Get rest of City to know about it too – city-wide launch.
- Naming it arts & culture – better not to drop the word art – because it improves communication: art conveys meaning that’s not there when one uses the word culture (it’s what the public understands that really matters)
- Clarification – mention in your presentation of a “baseline” – as this plan progresses 15, 25 years from now – do you really have a baseline survey done? And is this information available on the website?
- *We created a framework for a cultural resource database. The plan recommends that resources be dedicated to create the baseline that you can use to measure progress in the next 5, 10, and 15 years. So no we haven’t done a survey of all organizations in Mississauga, we have created the tools to do this and worked with City staff to ensure the work can be done.*
- I work for Norwegian Government as an art & culture advisor – there’s a need to connect culture for change – change that the community wants
- Can use culture as a tool for poverty alleviation – e.g. through professionalism of art activity

### Evening Session

- Master Plan is comprehensive, covers most aspects needed, however – for small organizations – wonder how it will meet expectations.
- Small organizations have needs that are more short and medium term – need help with promotion of programs and affordable spaces
- Austin, Texas – certain groups excluded from discussions of culture – need to make sure we can maybe give special consideration to historically excluded groups.
- What can we do to encourage people to share their brilliance (who historically might not have opportunity to share)? An opportunity-driven festival – for example, that could focus on the arts (which then is a reflection of culture). *Urban Institute in the US – measures cultural vitality by looking at (1) opportunities to participate in neighbourhoods, and (2) number of people taking advantage of those*

*opportunities. The Master Plan makes argument for broadly-based cultural infrastructure. Have to have this plan to move forward with the details. This plan is about creating broadly distributed opportunities to participate in cultural activity.*

- General comment – well done, identified a lot of key areas for Council's consideration, especially the increase in per capita funding + general investment in arts & culture
- Think you need to identify areas that could be current stumbling blocks for development of culture in the region – e.g. Attract and support affordable live/work space for creative individuals – zoning bylaws now prevent people from carrying on business from their homes – therefore forced to rent space (too expensive close to home, and not suitable to go to industrial areas). Suggest those barriers be identified.
- I represent a Christian group thinking about how to deliver message through arts & culture (beyond word and deed – which is current strategy) – and opportunities for other religions as well – does the Plan help us with this?
- *We have said festivals, celebrations and events are important avenues for cultural expression – at a programmatic level, there are many people in public setting/meetings who would warn us away from decisions driven by faith-based criteria. Important to tell stories and express values and share things with the world and with ourselves – but not every activity like that needs state funding*
- We were disappointed in the Master Plan. Disagree that activity should spread all over the city. Will get more bang for our buck if concentrated in specific areas. It is so general, people wonder what Council will be approving
- Timing is tough – Downtown 21, urban growth plan – seems rushed to close public debate on this plan now, when there are important synergies with these other plans.
- Disappointing that LAC is not included – may be looked at later – but it's key to this Plan
- Interested in org chart for the City – where heritage will be, where Office of Arts & Culture will be
- Surely cultural policy ties into land use policy
- Database would have been better as an outcome, rather than part of the Master Plan work
- Suggest this plan liaison with City for 21<sup>st</sup> Century Plan (Strategic Plan) as well as Hurontario Corridor study – all ties together with nodes concept
- Council makes decisions in best interest of the whole city, while they represent interests of their wards
- Worry that initiatives get diluted down
- Thinking about Pan Am games – potential of linking Master Plan to this – is that something that could be considered? Or is it too late? Creating legacy projects.
- Compliment staff on administrative model for going forward – getting all these things together is a good idea

## Appendix D - Participant Workbooks

The workbooks provide a space for participants to write down their feedback to specific questions as well as general comments. Each workbook asked the following questions:

1. What are your reactions to the draft report?
2. What refinements would you suggest, if any?

The written responses submitted at the meeting are included here. As described on page 1, any feedback received after the meeting will be included in a Corporate report to Council, which will be posted online at [mississauga.ca/artsandculture](http://mississauga.ca/artsandculture), alongside the agenda for the June 3<sup>rd</sup> General Committee Meeting (likely on May 29).

### Workbooks from the Afternoon Session

#### 1. *What are your reactions to the draft report?*

- Identity – need unified identity among cultures, i.e. social cohesion for a healthy society
  - Need art and design too, not only cultural events. 25-year vision: great designer products that rival great designs from Paris, Milan etc.
  - Strategic Directions – strengthen art and design, perhaps at LAC!
  - Support individuals! – My unique needs are not being met presently! MCEC has no support for book authors
  - I want concrete places to do art and theatre in Mississauga. I live in Port Credit and have to drive to Mimico to the Waterfront Studio for art space and drive to Bronte to work at Oakville Art Society space, Neilson Park in Etobicoke. I want spaces like these in Port Credit. Riverwood is lovely and I do use it but not near me. Port Credit should have an art centre with studios, exhibitions and classes.
  - Overall, the plan appears attainable, however as with any plan we need to have continued commitment from the City. We need to keep up the dialogue and involvement from all facets of the Arts. To ensure successful implementation the general public needs to be informed and involved which has been an ongoing challenge.
  - We need the corporations to buy into this plan
  - No media involvement – i.e. Miss. News or other means
  - Getting the word out to the general public a great concern!
  - Tourism???
  - It is very comprehensive. There are a lot of priorities. Have the strategies/initiatives been prioritized? Do we know where we need/want to begin to have the most impact/turn the curve?
  - Do we have a current Arts & Culture database? Do we know what exists? Where are the gaps? What do we want to attract and cultivate?
  - Does the plan address how we will promote and encourage creativity and cultivation of culture amongst children, youth, in schools?
  - Have there been specific consultations with education and corporate sectors to engage them in the culture plan?
  - Pleased to see the 5 – 25 year vision; commitment to increased per capita funding; increased festivals/events; database; neighbourhood focus; linkage with economic development.
- \* The library copy should read one way – not have to turn it around twice just to read each page.

- Section G contains a comprehensive review of heritage and its shortcomings in promotion; however the action plan seems to gloss over the promotion of heritage in built or natural form. Promotion through tourism is generally the key driver in bringing to life, the development of brochures, increasing publicity and in exposing Mississauga's heritage to the visitor and local population.
- The report is well presented. The 5 year vision is not dynamic enough to keep pace with other changes in the other aspects of life, but it's a great start.
- Good that City seems to be taking an interest in arts and culture.
- Missing are support in individual artists and the small art groups (i.e. those that are not registered as businesses and therefore can not get grants).
- Not sure that there is a definition of the roles of MAC and Office of Arts and Culture
- MAC is very important – weekly communications + database of info
- Great beginning. Encourage Council not to water it down.
- It looks good but there should be a faster implementation than 25 years. 10% City owned cultural facilities is way too small – how about a commitment to increase the City participation? – Including high school auditoriums in 'theatres' does not seem to be appropriate. They are not public facilities.
- Have seen this before (LAC) and disappointed
- I liked the report but I had a bit of trouble understanding the language being used at certain times
- This may just be because I am a young adult but since some of the people this will attract are young adults, that is something to think about.
- While it is great to see some attention given to festivals, how does the City plan on dealing with festival migration (start small, then move to another city when it can be sustained).
- With budget cuts for the My Mississauga program this year, how does the current economic situation affect the plan? Is it going to be shelved at the first sight of financial trouble?
- With new festivals popping out here and there, how does this plan help develop these festivals into financially viable enterprises?
- I am very optimistic and look forward to facing the upcoming and exciting challenges with the City.

**2. What refinements would you suggest, if any?**

- Do not drop the word Art – it has a major meaning of its own. Culture does not convey all of it.
- Identify spaces in schools, government buildings, post office and make them available to citizens to set up studios and galleries. Lots of people live in apartment towers in Port Credit and would love to be able to participate in classes and studios for dance, art, photography etc. The parks along the river are wonderful but cultural buildings are absent. How about a Halliburton School of the Arts in Port Credit? A branch of the Art Gallery?
- I suggest that some immediate short term visible activities be implemented to demonstrate the shift and commitment to the culture vision.
- The action plan should include direction to promote tourism and increase funding for tourism including the creation of a visitor centre, which will be used to not only promote heritage but also to generate interest in all the arts and culture activities.
- Strengthening the media and its connectivity and accessibility should be stressed as a strategic direction
- To keep the youth and young professionals interested in Mississauga, we need more business staying open longer, and more exciting events that go on late into the night.
- Promotion of cultural activity should be outside Mississauga as well as inside.
- The development of professional performing arts is essential to Mississauga. Need a greatly improved east-west traffic count?

- Definite time lines – by 2009, 2010 etc.
- Year, initiative, who is responsible, etc?
- The vague recommendations need to become concrete initiatives . Give more specifics – what is meant by community / cultural based / neighbourhood focused?
- Is there any plan to begin with a “large” project to get things started? Why not match community centre funding with arts/culture funding?
- Definition of culture
- Funding for individuals
- Create a place for heritage and visitor’s centre
- Set up an advisory committee
- Define 1,000 cultural attractions
- Strategic Direction #5 – could you use Google for
- Participants didn’t get information in time (Metalworks)
- Don’t call them 8 theatres – not all accessible or interesting
- Less about getting ready to get ready - Action Plan
- What is the difference between initiative and recommendations?
- I think making a simplified version of the report consisting of a brief summary should be made available to the general public and paper copies should be printed and available to read in public places such as community centres and libraries.

#### ***Other Comments***

- Seeing as Mississauga is linked to Toronto through Toronto Tourism West and it has a lot of benefit for Mississauga especially through funding, the plan should consider whether to continue this partnership or to create its own tourism body.
- Stop using being next door to Toronto as an excuse. People will go to events in Mississauga if they are worth attending and easily accessible.
- I think that in our city we need more support of the arts and culture starting from the high school level. Within the city of Mississauga I find that there is not a lot of opportunity for young developing artists. Most of the opportunities are in Toronto. I think support needs to be available to developing artists.
- I like the section you included about the festivals.
- There was great concern and anxiety at my table about potential ramifications to the MAC. Substantial cynicism further propelled our discussions, called staff salaries and the # of staff at the City’s Arts & Culture Office into question. Furthermore and most significantly, members of my table expressed blatantly racist views suggesting that racialized and cultural communities were “taking over”. Although I am sympathetic to the concerns of all artists, I am concerned that this prejudice is not isolated to this small group. I wonder if and how it is possible to engage in conversation with longtime residents about cultural and artistic pluralism.

#### **Workbooks from the Evening Session**

##### **1. *What are your reactions to the draft report?***

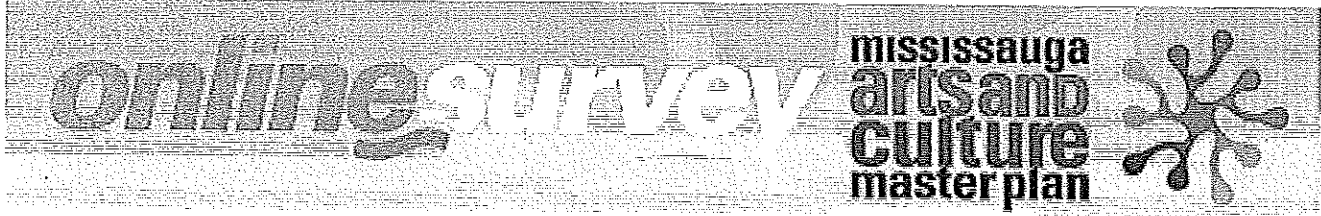
- A good strategic overview to follow, Council should adopt the recommend policy
- It’s wonderful, however I struggle to comment with any applicable merit without theoretical case studies to work through some of the “cross-sections” created when an example is challenged.

- Generally a very positive reaction that Mississauga has a complete arts and cultural master plan, as my understanding is that various components have been attempted previously – and this is now current and expands what has been previously attempted.
- So congratulations – as this is current creative city strategy that not only promotes the arts and culture but recognizes them as defining and economic drivers.
- Very good – Excellent
- Positive in general – great that initiative was taken. Perhaps a bit broad, but it's understandable why.

**2. What refinements would you suggest, if any?**



- Identify specific action items in recommendations
- I.e. Attract and support creative individuals with affordable live/work space – Action item: Review zoning by-laws that make Mississauga a challenge to practice arts/culture – specifically allow home occupations, for creation, promotion of arts, culture.
- Funding, employee training, cost subsidy to hire, train creative individuals in Mississauga, cover office space for local artists, businesses investing and promoting arts and culture in the region would be the most effective way to invest municipal dollars to develop a Mississauga creative cluster.
- To have any impact the funding needs to be several million dollars annually! One festival in Quebec gets \$1M+ annual funding from Montreal.
- Build a “spin wheel” of ideas to help assist and nail down / test these ideas/things - take it on tour - public / cultural symposiums – challenging all cultures / artists at street level.
- I don't feel having lightly read the plan that I would be in a position to make suggestions on this type of document, and certainly as it represents a long-term view.
- More specific recommendations
- More effort to encourage participation
  - Options : art teachers/students, ATM students
- Starting a separate website for the Office of Arts and Culture to gain more attraction and a distinct identity













**Appendix 3:  
Online Feedback Survey**

## ACMP Online Feedback

Have you read the draft Arts and Culture Master Plan (in full or in part)?	Response Percent	Response Total
Yes 	100%	20
No 	0%	0
Total # of respondents 20. Statistics based on 20 respondents; 0 filtered; 0 skipped.		

What part of the draft Master Plan would you like to provide comments on?	Response Percent	Response Total
The Executive Summary 	35%	7
The Vision Statement 	15%	3
The Full Report 	45%	9
The Appendixes ( all or selected) 	10%	2
Recommendations 	35%	7
Implementation Plan 	20%	4
All of the above 	10%	2
Other (please specify) 	10%	2
Workshop on Thursday April 16th		
Parts of the full report		
Total # of respondents 20. Statistics based on 20 respondents; 0 filtered; 0 skipped.		

Please provide your comments:

Response  
Total

20

Well researched; shows a very good understanding of the arts, culture and heritage needs for this City.

Living in Mississauga for six years, I find that the city is YEARS behind in support of the contemporary arts. There are no galleries or spaces that offer opportunities for contemporary artists and it seems each space, such as the Blackwood Gallery, and office, including the Office of the Arts and Culture, are just focused on their own agenda, are not providing opportunities for emerging artists such as myself.

Recommendation # 24 - I am very glad to a review of the LAC. Fees associated with rental and the inability to obtain desired bookings for community groups is becoming an issue. It is the premiere facility in Mississauga and many community arts groups are leaving, having to present concerts elsewhere.

I think the Master Plan is great and well put together.

The recommendations are utterly perfect, detailed, and well thought out

I am greatly encouraged by the effort that has been put into the plan. Great analysis.

I do not want "Arts" or "Heritage" to become secondary to "Culture", which the name change to Mississauga Culutral Office implies. There is alot of funding now for settlement, which is appropriate and encouraging culture is fine in the short term but in the long term, we must maintain funding for the Arts and also the library as a cultural pillar of our community.

I enjoyed the workshop on April 16th. Great idea. Good for networking as well.

Believe that the report correctly acknowledges that arts and culture facilities, organizations, and events are underrepresented compared to cities of a similar size and diversity.

The master plan is a document that contains lots of ideas but there is also lot of undefined areas which makes one wonder if this plan will ever be able to get off the ground. The executive summery was maybe the most comprehensive information area but it describes the terms of engagement in very vague terms, the role of specific office in conjunction with city is describes, but there is no focus on how it will facilitate the individual or organizations that are looking to benefit from a simpler process. Or weather this plan makes any thing simpler.

Advocacy for arts is not what I look for from the MCO, MAC and other organizations do it already. I look toward office of the arts for support in terms of bringing all the various city heads that relate to my dealing with the City on one page. Right now that seems a distant dream as the plan suggest committees within committees. Simpler process; convenient access to resources, availability of MCO offering in simple and clear language, access to designated officers for particular/specific discussion are some things that I expect the MCO would be doing.

I feel that the ideas around the MCO going after the private sector is threatening to groups that look for sponsorship in private sector as they will be told that office of the arts has already received their monies and that is disturbing and an area that needs clarification.

The girth of the plan suggests that ordinary citizens will never read it or appreciate the hard work that went into it. An "idiots guide" to master plan is needed. The executive summery needs a more simpler language that describes the contribution the MOC can make not what objectives are set in the malze of wordiness. I agree that is important for the policy but if you need people to discuss it with you, it has to be simplified. FAQ can help on your site. The City website does not have a link on the front page for your site, it leads you to a question but not to a website.

I wish your office a great success but I feel that you will have to be ready to take criticism too as it can only work in making you understand that beyond the haloed walls of the City are people who have been disappointed many times and would like their investment in terms of time and support to bear fruit this time.

Please don't be defensive or offended at our critical look at these initiatives. It is our right and duty to be proactive as this town has been asleep a long time.

#### Guiding Principles

3. Attract and retain talent.
  4. Foster entrepreneurship and innovative businesses
  5. Collaborate and build partnerships
- Offer space and support the all arts groups and Independent companies.

#### Highlights of the Research

- Audience- Find out what residence want to see and participate in. Do a market research campaign.

#### Culture Master Plan Overview

7. Attract and support creative individuals- Have production consultation/ support/ space.

#### Strategic Directions

- To many pilot projects; Might be a waist of funds.

- Recommendation #1- Great Idea. Will be a great help.
- Recommendation #7 & 8- It will be more cost effective to have everything under 1 roof.
- Recommendation # 14- Cost effective. Will this over work some employees?
- Recommendation # 24- Great Idea. See why so many community groups complain about the LAC. Let the Office of Arts & Culture take over the building.
- Recommendation # 27- Easier to say/ remember.
- Recommendation # 29- Great Idea.
- Recommendation # 33- Getting that info out to the GTA might attract more artists to Mississauga.
- Recommendation # 42- A coop live/ work space would be great for visual artists.
- Recommendation # 44- Office of Arts and Culture should take care of it all.

- Implementation Plan- I believe it will take a little longer than estimated in the plan.
- To many pilot projects; Might be a waist of funds.

Looks like a good and solid piece of work - as long as it is taken seriously and the recommendations implemented. It also must be evaluated (which I believe is to be done in 2014).

The plan does not adequately address incentives for arts and cultural based businesses to 1) locate in Mississauga, and 2) stay in Mississauga. Frequently, arts groups rely on grants and other subsidies based on qualitative criteria. However, successful arts and culture businesses measure that success through revenue. Business revenue results in tax revenue. I suggest creating tax incentives for arts and cultural businesses as a reward for locating and paying taxes in Mississauga. Successful businesses act as lighthouses, guiding others by showing functional operational models. If we want to build Mississauga into a true and respected example of how to properly establish a community that will be respected and coveted by others, we have to offer Mississauga as a more attractive location choice than the obvious alternatives in the GTA. Look at Ireland - known as an artistic haven and renowned for their tax incentive program. An excellent place to start would be to give serious consideration to supporting the repurposing of the Small Arms Building at Lakeshore and Dixie. The proposal, spearheaded by Lakeview Ratepayers Association chief Jim Tovey, would see the building become a centre for arts and culture based groups, individuals and businesses. Tax incentives for the potential residents would provide a petrie dish experiment to determine how to implement tax incentives city-wide. Encourage growth by lightening the tax burden!

1. p.77 - 2nd bullet point: add the word "accessibility" to "... architectural and accessibility standards"
2. p.78; Recommendation #42 - add the word "accessible" to: "... affordable and accessible live/work space..."

I would like to see these improvements taking place beginning in the next 5 yrs as outlined.

see my separate letter

I think the CUI has a pretty accurate grasp of the state of arts and culture in Mississauga, and I agree with its recommendations, projected time lines and suggestion of a pilot project. For visual artists (as well as others) - two facts in the ACMP stand out repeatedly.

First, the creation of a centre - such as that dreamed of by Artists in Mississauga, <http://www.aim4studios.com> - for the Small Arms Inspection Building, ties in nicely with every goal and need stated in the report, including that of a Pilot Project. (For some quick references see pages 30, 32, 34, 42, 46, 54, 56, 73, 74, 78).

Secondly, it is glaringly obvious that Mississauga lacks in the "communal centres for practicing visual arts" department. Mississauga = 1 (i.e. VAM); Comparison cities 12-37.

It is encouraging that the report makes this need for affordable space so clear. But I worry in the efforts to make such a centre fiscally feasible, the needs of individual artist in the city, visual or otherwise will be lost.

There needs to be vision of the individual artist as part of a "group" whose needs in Mississauga simply aren't met re: work space. Already, even though, the small arms inspection building, is only a twinkle in our eye, as a potential arts centre, there is talk of how individual artists may not be able to rent spaces - once again it will be for groups and for incubation - is no one there long term.

Please keep in mind while implementing this plan - the concept forefront in the findings of the ACMP's "in the lack of" department - where can individual artist afford to work in Mississauga?

A huge concern is the hands off approach the committee is suggesting. I agree that the various groups, organizations and individuals need to take part in the initiation of this plan. But people in general are resistant to change. The Office of Arts & Culture really needs to be the leaders in initiating the changes we need to see in the city over the next five years. People need to be accountable for their roles in making Mississauga a more vibrant city. I think the Office should lead the way, and then nearing the end of the first 5 years they can and should step back from the leadership role as groups, organizations and individuals step up into leadership roles. Additional comments to follow in an email.

Executive Summary, p.52 "Cultural Resources in Port Credit". In addition, it is worth noting that Port Credit is flanked on either side by two secondary schools of the arts; Iona Catholic S.S. west of Port Credit at the South Service Road and Southdown Road, and Cawthra S.S. east of Port Credit at Cawthra Road, south of the QEW. Both offer regional programs that require auditions for entry into one of five art disciplines: visual art, dance, drama, instrumental or voice. Port Credit S.S. also has a strong reputation for their strings (violin) program. The result is that many teens in the Port Credit area live and study art. Their families actively attend and support school performances and exhibits and continue with extra-curricular art studies in addition to school programming. They actively search for post-secondary options that promote art careers. Community service hours support local art/festival initiatives and Iona also offers co-op work terms in the arts. Local arts feeder schools are producing students to support local universities/colleges that offer associated programming/degrees. Port Credit is an art incubation centre.

(2) Executive Survey p. 68 "Museum/Library/Art Gallery Partnership". Expand to incorporate a broader, centralized program geared to Youth Development. Include LAC programming (dance, visual art, etc.) programs; YMCA and City of Miss. Fitness Centre programs and Square One Youth Drop-In programs. They are all within walking distance of each other, and I believe there is a shuttle bus operating in the area as well.

(3) Executive Summary, p. 82, "Rename the Office of Arts & Culture". I don't understand why 'Arts' would be dropped from the name.

(4) I strongly support all recommendations for a Cultural Resource Database.

(5) Implementation Plan: Include a column on the chart recommending the group/who might be prime on each action item.

(6) I thoroughly enjoyed reading Appendix A: "Shaping Cultural Planning". It is inspirational.

Where does skateboarding fit into this plan? If it clearly contributes to the 3Vs, then is it fair to assume the City will be recognizing its value and support it? If diversity and depth of local culture is seen as a powerful magnet for a creative workforce, and the intention is to value ALL the elements of the local cultural system and the interrelationships b/t them, then is it also time for the City to legalize skateboarding? Where does pop art and pop culture fit in? Skateboarding is a living art, and despite prohibiting it on public property, it thrives all over the city. Will there be a home for it at the new LAC? Will the identification and cataloguing of culture include skateboarding and other parts of pop culture?

Total # of respondents 20. Statistics based on 20 respondents; 0 filtered; 0 skipped.

Please provide any other comments on the Arts and Culture Master Plan process in general (If any):

Response  
Total

15

Concerned that it will end up on a shelf at City Hall without full implementation. Even more concerned that, should names be assigned to responses (as demanded by Maja Prentice) you will lose a great deal of input and individuals will be punished.

The problem is the usual. It's all about who you know.

As you are aware Master Plans and Studies especially in Canada are usually filled with great words. Usually lofty words, values and ideals are expressed about diversity and inclusion. However they never seem to be implemented and there is always a disconnect between the stated principles and values expressed in these studies, and the reality of implementation and inclusion of these values principles in the actual process and or final product. It's my hope and prayer that for once the individuals charged with executing this arts and culture vision for City of Mississauga will actually go to bat and fight for minority communities in particular the black community to attain its dreams and goals of making a tangible contribution to the City of Mississauga Vision of a diverse city, with diverse cultural economic industries for all. A vision that will create sustainable cultural jobs and employment for economically marginalized communities because in many cases that's the only natural resource these communities possess. Arts & Culture is wonderful, however it must be leveraged to create employment and taxes to benefit the community and the city. Government officials must stop hand picking or funding winners and losers based on what they are comfortable with racially or culturally, they must evaluate proposals and concepts based on merit, innovation and creativity, and select and push the cultural and economic projects that will generate greatest economic and cultural impact overall. In other words the City must talk the talk and walk the walk! Many of us in the black community was stunned to see Greg Sobara's 7 million dollar 2 year long Tourism Study, Discovering Ontario, make no mention of the rich African Canadian history and heritage and culture of Ontario. From the Underground Railroad to Caribana, the great potential of developing black culture and heritage as tourism products in Ontario was virtually ignored. The Report is considered another slap in the face to the Black Ontarians, as many submissions were made to Greg and his team about developing black Canadian cultural industries in Ontario, and tapping into a 50 billion dollar African American market for conventions, meetings and leisure travel. As a matter of fact the only time the Report mentioned Underground Railroad in passing it referred to it as the "Underground Railway", it shows how much respect and care the euro-centric writers of the Report has for black history, heritage and culture. It's incumbent upon the City of Mississauga to implement affirmative action like was done in the City of Austin Texas to fund acentric cultural and economic development initiatives, partnering with and working closely with entrepreneurs and visionaries from the black community from the very outset in the development of the Master Plan (maybe too late for that) and or the execution of the Master Plan findings and recommendations. Once again words are not enough, we will need an committed Arts & Culture department to drive this Vision, willing to take on the politicians, NIMBYism (i.e. no black neighbourhoods of note on the waterfront), and general anti-minority and anti-black sentiments in the bureaucracy and political machinery of the city who still views blacks and visible minorities as outsiders and NON Canadians! This despite the fact that black Canadians have been in Canada for 400 years and are some of the earliest non-aboriginal settlers in Mississauga and area.

I wish the Arts & Culture team the very best in the implementation and execution of this wonderful Master Plan, and I pledge to do all I can to be a positive force in bringing this grand vision to reality; I also intend to respectfully be frank and honest about what needs to be addressed in terms of political will and the obstacles we will need to face collectively to make the City of Mississauga a global destination for those who love African arts, music, culture, cuisine, history and heritage. The world loves Black and Caribbean Culture, why not be the first City in North America to leverage this natural affinity for Black arts & culture ...to create JOBS. JOBS JOBS and wealth for this potentially great city! For example the City of Toronto can bring the Caribana crowd, if we are smart, we can get them to come to Mississauga to spend their money.

Thank you for giving me the opportunity to share my thoughts!

Well-publicized but a larger portion of the population's input should be pushed for to better cover the changing landscape in different parts of the city

I think that it was key to identify that "audiences are characterized by high levels of income and education; longstanding residence in the community; and low levels of diversity. This is consistent with audience profiles nationally." Perhaps this is where we can see Mississauga take a lead through multiculturalism.

I think it would be great to get newcomers to Canada involved in the arts community as a means to relieve stress and get to know the city. Perhaps partnering with settlement organizations would be key.

One industry that I think needed emphasis on the report was that of Film. I am aware of two Film Festivals that occurred in Mississauga in 2008: "Speak Out" at the Living Arts Centre, and the "Independent Film Festival" at the Cinestarz in Central Parkway Mall.

I did not like that one of the meetings was scheduled at the same time as the Sheridan Library planning meeting.

We must realize that although some businesses may offer large amounts of financial investment, at the same time, they may take away from giving Mississauga a unique identity. Furthermore, it may inhibit highly qualified independent artists and small organizations from maximizing their potential.

A lot of information. Hard to digest in one read.

good thorough report - many recommendations - will need more staff resources to implement - without addition dedicated staff, the recommendations will be extremely difficult to implement

I like the mention of the rapid transit applied in the summary. A transportation system that will meet the demands of a growing city will effect attendance to cultural events. As well it is a good idea to have multicultural events, and events for people of all ages (not just families with young children) to promote mississauga. Otherwise everyone will just go to Toronto and Mississauga will not develop.

full

I congratulate everyone involved with the ACMP. I know it was a huge job, and that involved its own set of growing pains for everyone involved.

I have heard that the numbers of people that showed up, answered surveys, etc, were an acceptable number to create statistics from.

For me, personally, and I was involved from the beginning, the whole process - from town hall forums, workshops, online surveys - was a really fascinating and open, honest way to ascertain the needs of arts and culture in this city. I appreciated as both an artist and a citizen, being included and having my opinion sought after.

But I do find fault with the superficiality of who was contacted to attend these events. I found the same people, those with something to win or loose and already involved in the arts, were the people in attendance.

I suppose this audience is the natural one - that's certainly why I was there - but I strongly feel a greater call could have gone out to the general public.

These are the people who do not realize how arts and culture play an important part of their life. I think I can say this about almost everyone I know in the city outside my arts connections.

These are the people that will question expenses, and unfortunately these are the people who will be used as an excuse by any politicians against whatever you propose.

There are many ways this could have been done. Every high school, college student (when will Mississauga understand it MUST engage, excite and include its young people to keep them and that they have insightful things to offer?) should have known about these meetings. Articles, even ads should have been in local papers, and flyers in libraries, community centres, and other gathering places explaining briefly how art touches everything in our lives, studies found for the emotional and financial success of a city, quality of life, etc.

Translations should have been made for our multicultural groups.

People need to know - what's in it for them? What is culture going to do for them? Why as a hockey family do they want to pay for an arts centre?

If these sets of people would have showed up at some of these forums and offered what they want, or be won over to what could be, I think a lot of of the trouble down the road in trying to implement the ACMP would have been diverted. More people would have felt informed, included and excited over the plans.

Again some of this dilemma of reaching people is what is also noted in the plan - Mississauga's lack of communication tools. No radio, tv station, real paper to call its own.

But the CUI, or the OAC itself, could have also been reaching the audience by getting out there on media its Mississauga citizens do listen to - cbc radio, breakfast television etc.

What Mississauga was doing with its ACMP was exciting, was worthy of buzz. It was worth taking about with that neighbour to the east.

We still are fighting our suburban attitude of what we are and are not entitled to, what are place is beside Toronto.

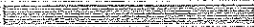



Mississauga is entitled to a plan such as the ACMP. Don't let anything convince you otherwise.

There seems to be a huge gap in the number of participants in this process and the number of citizens living in Mississauga. Has the committee evaluated why so few participated, especially when Conversation 21 generated over 100,000 people?




The Plan provides a comprehensive base from which to grow. An energetic, forward thinking implementation team will be essential to act on the recommendations, motivate others towards the focused goal and create change. Ongoing inclusion of public opinion will be essential to widespread acceptance.

I'm sorry that I didn't have time to be more involved through the public consultation process. I'd be happy to help out more in the future, if possible.





Total # of respondents 20. Statistics based on 15 respondents; 0 filtered; 5 skipped.

What's your overall impression of the draft Arts & Culture Master Plan?	Response Percent	Response Total
Excellent 	35%	7
Good 	45%	9
Fair 	15%	3
Average	0%	0
Below Average 	5%	1

Total # of respondents 20. Statistics based on 20 respondents; 0 filtered; 0 skipped.

Do you think the Plan will strengthen arts, culture and heritage activity in Mississauga?	Response Percent	Response Total
Definitely 	45%	9
Most Likely 	30%	6
Probably 	15%	3
Probably Not	10%	2
No	0%	0

Total # of respondents 20. Statistics based on 20 respondents; 0 filtered; 0 skipped.

Did you participate in any of the Arts & Culture Master Plan processes(Please select all that apply)?	Response Percent	Response Total
Public Workshop(s) 	68.4%	13
Focus Group Meeting(s) 	31.6%	6
General Population Online Survey 	78.9%	15
BlogSauga	10.5%	2
Other (please specify)  presentation at General Committee I attended some of the Our Future talks & a weekend workshop	10.5%	2

Total # of respondents 20. Statistics based on 19 respondents; 0 filtered; 1 skipped.

# Memorandum



APPENDIX 4

May 13, 2009

TO: Susan Burt, Director Office of the Arts

From: Kevin Arjoon, Legislative Coordinator

Re: Arts and Culture Master Plan  
Reference: HAC-0026-2009/ GC Recommendation GC-0361-2009  
File: CA.01.Art

This confirms that your deputation respecting the above-noted matter, was received for information by the Heritage Advisory Committee at its meeting on April 28, 2009. From its consideration Committee determined the following:

HAC-0026-2009

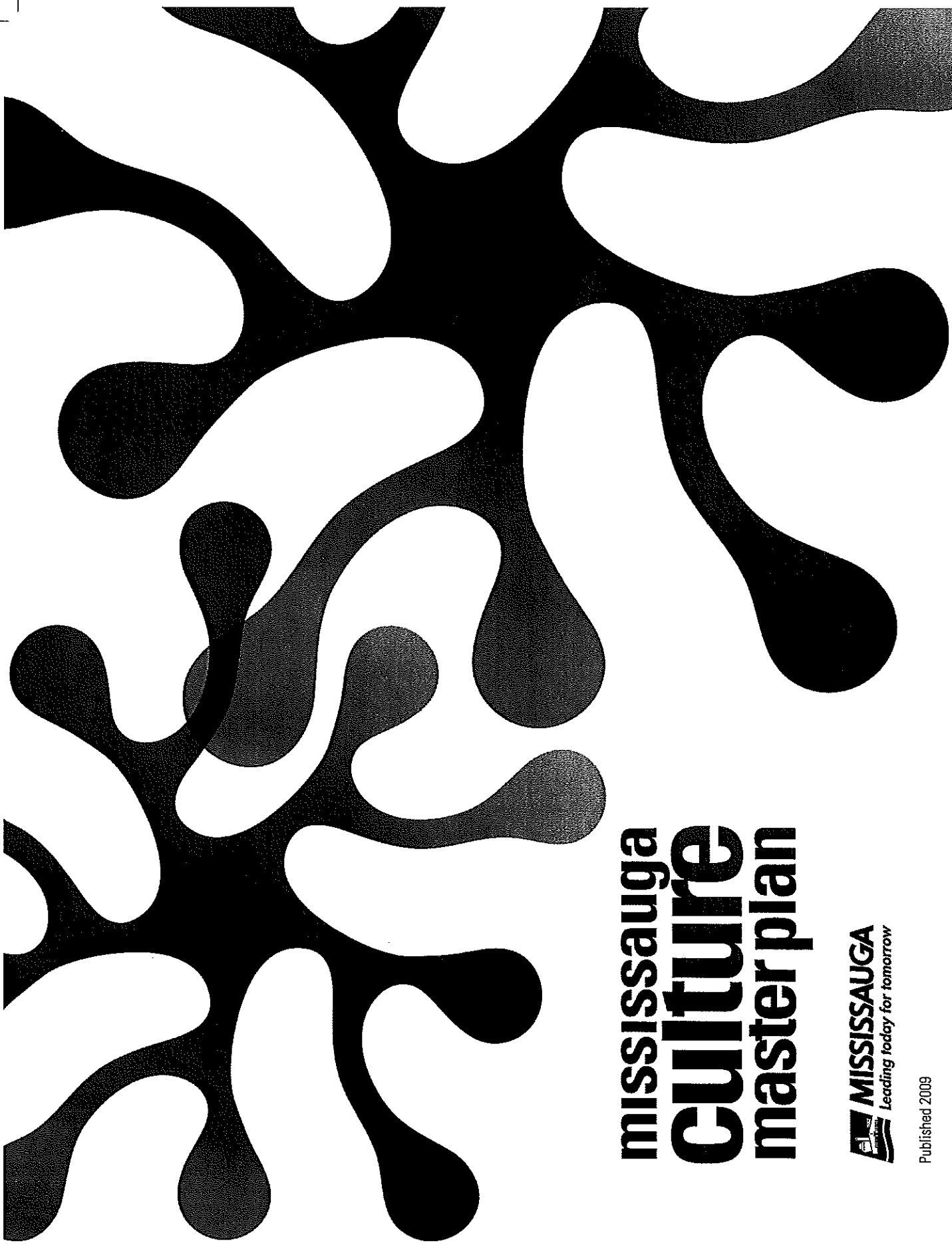
That the deputation made by Susan Burt, Director, Office of the Arts, and Bonnie Dowhaniuk, Project Manager of the Arts and Culture Master Plan, Office of the Arts, to the Heritage Advisory Committee at its meeting on April 28, 2009 with respect to the Arts and Culture Master Plan be received and that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

Yours truly,

Kevin Arjoon  
Legislative Coordinator  
905-615-3200 ext. 5425





mississauga  
**Culture**  
masterplan



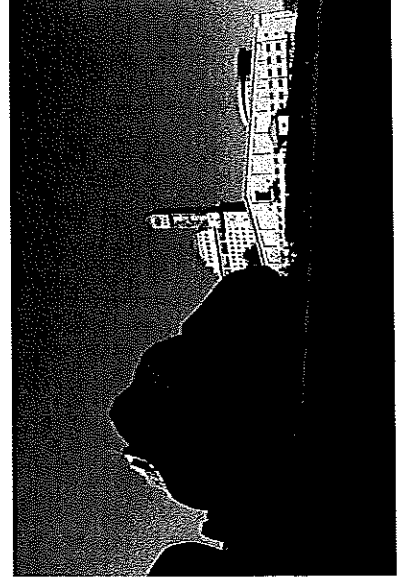
Published 2009

# A Vision

## For the Next 5 Years

This is a Culture Master Plan for a young city. Its short-term vision focuses on building a cultural infrastructure that is community driven and neighbourhood focused. Strengthened arts, culture and heritage organizations ensure a broadly distributed range of opportunities for citizens of all ages and backgrounds to participate in a wide variety of cultural activity. Local engagement and participation in culture is Mississauga's priority.

Within this time period, the Culture Division will be known for its collaborative work with a wide variety of partners inside City Hall and in the community and business spheres to build strong cultural institutions, complete communities and promote new forms of wealth creation. Through its cultural infrastructure policy framework; its financial support to cultural organizations, festivals and celebrations; its libraries and heritage resources; its support for interactive communications; and the creation of an artful public realm, Mississauga will cultivate the creative and expressive potential of all its citizens and develop a shared and authentic cultural identity.



## ...and Beyond

By 2035, Mississauga has realized its short-term vision and has produced a unique identity resulting from the mobility and fusion of its remarkably diverse citizenry. Mississauga is a dynamic global cultural centre in which the international identity of Canadians has emerged as a multilingual cultural centre. Asian, African, American and European ideas of art and human expression are found in a new school of artists and writers whose images and stories find expression on stage, in galleries and book shelves and are manifest in inventive and expressive new architecture and design which captures the vocabulary of the great cities of the world and fuses them with the opportunities that a four-season Canadian city creates.

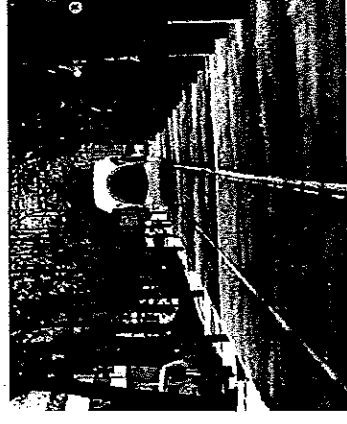
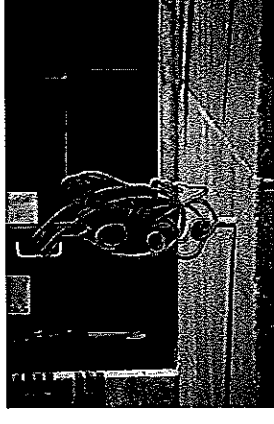
Public works are public art. Bridges are beautiful places to stroll and enjoy vistas, rapid transit stations are cultural portholes and interpretive centres that introduce the visitor to the feel and content of the neighbourhood. The dynamic walkable streets of Streetsville and Port Credit have provoked the creation of transit friendly avenues and boulevards connecting clusters of cafes, shops and given birth to midnight markets, Indian cafes, theatres and most importantly a vibe and buzz that is uniquely local and brilliantly global at the same time. This has given Mississauga and its international airport a global cultural reach, better connected and hardwired into the values and tastes of over 100 countries.

Streets are platforms for commerce and culture that move more than just traffic, and have eclipsed the malls as the meeting places of Mississauga. An internationally renowned festival program has transformed the centre of Mississauga into a programmed downtown that is known as the world beat capital of the hemisphere where the party never stops and you can enjoy almost any musical tradition at almost any time of day.

Innovation is driven by people and on the rapidity with which their ideas and research is commercialized. The success of Mississauga is its ability to apply new knowledge to production, technology, culture, place making and human development. Innovation jobs have surpassed production and services as the fundamental source of wealth in this new economic hub. The diversity and depth of local culture have become the powerful magnets for Mississauga's creative workforce.

Mississauga's integrated planning has melded fiscal, cultural, environmental and economic policies into a coherent and coordinated framework with clearly delineated wealth-generating objectives. Mississauga has co-located cultural institutions and colleges within the dynamic commercial clusters of the city centre significantly multiplying the value of property and the quality of place so much so that it has driven up the value of land and buildings, increased economic activity and built the city's tax base.

Mississauga is a place boasting unique creative and cultural offerings that compete on a global scale.



## Executive Summary

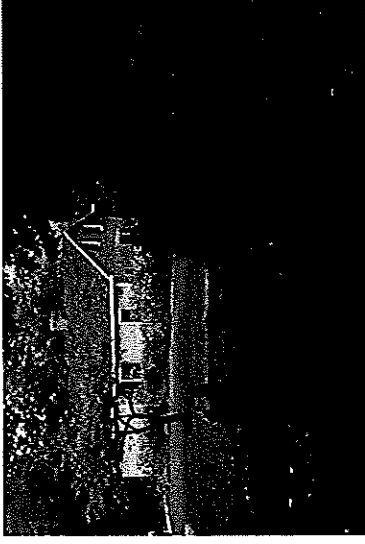
### Introduction

This is a Culture Master Plan for a young city that welcomes the world. Its short-term vision focuses on building a cultural infrastructure that is community driven and neighbourhood focused. It envisions strengthened arts, culture and heritage organizations, a broadly distributed range of opportunities for citizens of all ages and backgrounds to participate in a wide variety of cultural activity. It calls upon all departments inside City Hall to work collaboratively with new partners from the community and business spheres to build strong cultural institutions, complete communities and promote new forms of wealth creation.

The Mississauga Culture Master Plan provides a framework and a longer-term vision that identifies key opportunities and strategies that the new Culture Division 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 and

leverage public works and private sector development to enhance cultural resources and create artful, livable communities.

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



## Purpose

The purpose of the Culture Master Plan is to:

- Articulate a sustainable, long-term vision for arts, culture and heritage in the City of Mississauga.
- Develop a list of actionable recommendations and an implementation plan for the next five years.
- Develop comprehensive knowledge of the arts, culture and heritage resources in Mississauga and make it accessible to city staff and the cultural, community and business sectors.
- Identify and assess gaps in service
- Identify growth prospects, avenues for partnership with external stakeholders, and opportunities for collaboration among City departments to achieve Mississauga's strategic objectives.

## Guiding Principles

The Culture Plan draws from established best practices in municipal cultural planning and is guided by six principles:

1. **Create cities where people want to live**  
Focus on the development of cultural resources, support for creative activities, and quality of place rather than on individual disciplines like dance or theatre.

2. **Celebrate multiculturalism and interculturalism**

The interaction of people of diverse cultures, traditions and backgrounds creates synergies that produce new ideas, an authentic identity, talents and perspectives that fuel innovation and have positive economic and social impacts.

3. **Attract and retain talent**

All residents, cultural organizations, businesses, industries, educational and community agencies nurture artistic and creative talent and incubate new ideas and initiatives.

4. **Foster entrepreneurship and innovative businesses**

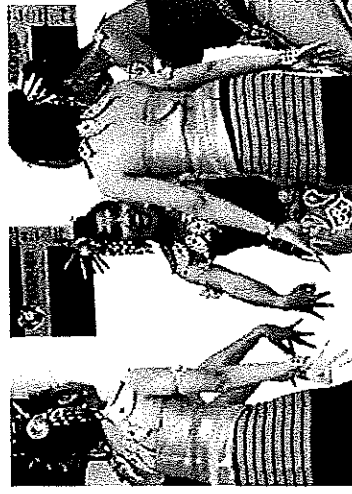
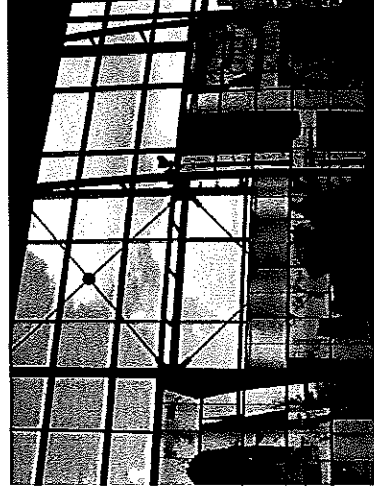
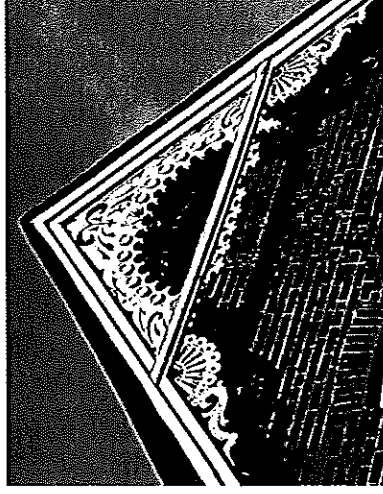
Develop practical partnerships and programs to support cultural and creative businesses in the City and broaden dialogue about creativity and the knowledge economy.

5. **Collaborate and build partnerships**

Build and maintain strong support networks and relationships among all orders of government, individuals, business and community groups.

6. **Create an authentic and shared identity.**

Value all the elements of the local cultural system and the interrelationships between them.

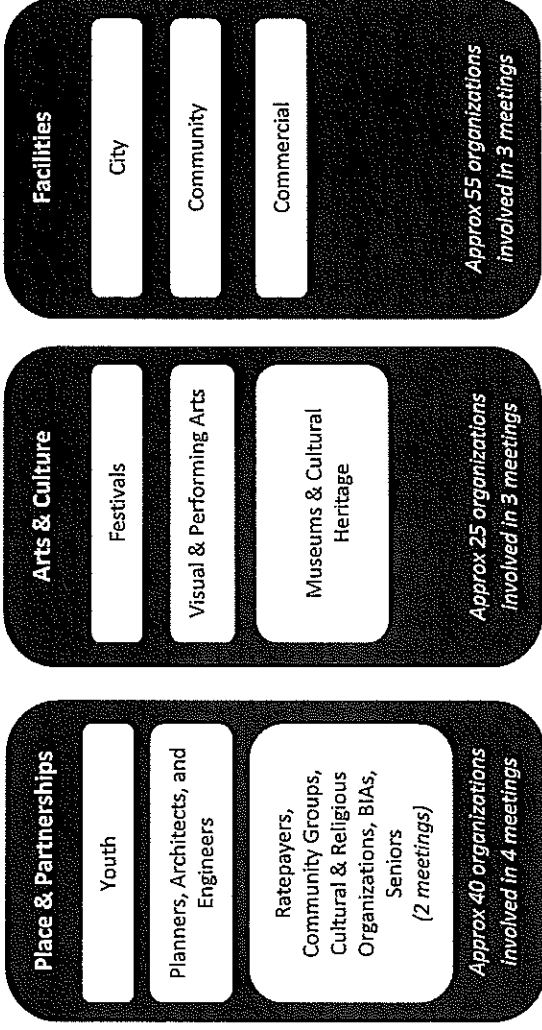


## Engagement

A range of opportunities were created for the general public and cultural stakeholders to participate in the development of the Culture Plan. The City's webpage for the plan generated 3,022 views. Blogsauaga.ca generated 818 views. 107 people participated in interviews and small group discussions. A public workshop was attended by 130 people – 50 attended a follow-up meeting. 460 people completed the General Population Survey.

**Step 1** Contact lists were developed based on suggestions from members of Council, leaders in the community, City staff, as well as independent research.

**Step 2** One-on-one discussions and small group meetings were held with the groups in the diagram on this page.



## Cultural Economy

One-on-one contact with: Interactive Ontario, Canadian Film Centre, Sheridan Film Centre, Dufferin Peel Catholic District School Board, Peel District School Board, Centre for Education and Training, University of Toronto at Mississauga, Anime, Metalworks, New Media artists, Mississauga/Toronto West Tourism Board.

**Step 3** Public Workshop to share and seek feedback on key issues and opportunities

**Step 4** On-line general population survey

**Step 5** Follow-up Stakeholder and Public Meeting to share and seek feedback on emerging Strategic Directions. Approx. 50 participants

**Ongoing** - Project information posted online, including meeting notes, and blog post updates for comment

**Ongoing** - Close work with staff from the Culture Division, Steering Committee, and Leadership Team, including two presentations/discussion sessions and an education session with members of Council.

The results of the extensive engagement process for Our Future Mississauga were also carefully considered throughout the study.

## Highlights of the Research

### Cultural Infrastructure

There are approximately 1,000 cultural facilities and sites in Mississauga. Of these, about 10% are City-owned, about 15% are owned by the institutional or non-profit sector and the remaining portion (approximately 75%) is owned by the private sector.

There appears to be no rationale for cultural facility distribution overall within the city - as there is for branch libraries, parks, schools, recreation centres and other community amenities.

There appears to be no rationale for how cultural resources might be deployed in individual neighbourhoods either as amenities or as contributors to a critical mass of complementary uses which create a desirable destination.

Cultural planning is not well integrated within the City administration. The Culture Division, Recreation and Parks, Planning and Facilities and Property Management all have mandates for some aspect of cultural infrastructure and cultural resources.

Cultural facilities in Mississauga have no communications platform for interface with the public and no forum for dialogue among themselves.

There is a general lack of awareness in the community of spaces available for cultural activity.

### Arts and Culture Grants

The low level of funding (by national standards) available to arts, culture and heritage groups in Mississauga in 2008 contributes to a range of difficulties identified by the Arts Review Taskforce in 2005. Without stable funding, organizations cannot retain the staff and volunteers necessary to build capacity and create the foundation for growth. Lack of working capital reserves (roughly equal to 20% of earned revenue) were a more significant problem for arts organizations than were deficits, including the "signature arts" groups.

### Heritage

There are approximately 270 designated properties in Mississauga. 170 of these form part of the City's two heritage conservation districts: Meadowvale Village and Old Port Credit Village.

A significant number of designated buildings owned by the City stand empty and their condition is deteriorating.

One of strongest themes in consultations was the need to strengthen awareness and promotion within the heritage sector, a

message heard across the cultural sector in Mississauga.

Digital technologies are being well utilized in the museums and heritage sector.

### Cultural Attractions

Mississauga has strengths in festivals and events and there is strong potential to leverage these strengths to support broader cultural development goals, a shared identity and internal tourism attractions.

The Mississauga/Toronto West Tourism Board believes that while festivals and attractions have strong appeal to local residents, at present none currently offer a unique enough tourism experience nor attract sufficient numbers of participants to warrant investing in a marketing campaign beyond the city's borders.

Mississauga is competitive in the Greater Toronto Area (GTA) in the celebration of South Asian history and culture. Major growth in the Mosaic Festival (18,000 in 2007 to 30,000 in 2008) points to the potential to grow visibility and attendance for events that celebrate this significant and expanding part of the population in Mississauga and the Greater Toronto Area (GTA).

In its third year, *My Mississauga* is a summer events series taking place at City Centre that has enjoyed significant growth in popularity

with more than 240,000 participants attending more than 70 events over 48 event days in 2008. The initiative has many strong cultural events and plays an important role in a larger place-making strategy.

### **The Creative and Cultural Economic Sector in Mississauga**

Of the 500+ enterprises that make up Mississauga's creative and cultural economic sector, 87% are small businesses that operate with less than 50 employees. 80% percent of these are creative service enterprises, firms that produce intellectual property with both expressive and functional value, such as ad agencies, architecture and software design firms.

One in four creative and cultural economic sector (CCES) jobs in Canada is in the Toronto region. In Mississauga approximately 10,845 people or 2.8% of Mississauga's workforce have jobs in the CCES.

### **Nodes and Corridors**

The Cultural Resources Database identifies several areas in Mississauga with noticeable concentrations of cultural resources, including Cooksville, Clarkson Village and Meadowvale. Three nodes that display the highest concentrations of cultural resources in the city are: Mississauga's downtown, Port Credit and Streetsville. Together, these three nodes

account for 245 of Mississauga's 1,500+ cultural resources.

### **Audience**

An analysis of audiences and supporters of 'signature' arts groups found that their audiences are characterized by high levels of income and education; longstanding residence in the community; and low levels of diversity. This is consistent with audience profiles nationally.

An on-line survey was conducted for the study and found that a high percentage of survey respondents (43%) indicated they participated 'a lot' in cultural activity, while 37% said they participated a little. Of those that do not participate 7.7% (a significant percentage of the remaining responses) indicated they support the City's involvement with only 2.2% indicating they did not support this involvement.

### **How does Mississauga compare?**

In terms of cultural infrastructure and facilities the study compared Mississauga to other Canadian cities. Financing of capital projects occurs differently in Canada than in the United States where municipalities have access to municipal bonds and in the UK where lottery funds play an important role. Cultural places in Canada are often created for the purpose of

delivering cultural products funded by national and provincial orders of government. Mississauga is comparable to Edmonton, Calgary and Vancouver in terms of population growth in recent decades; it is comparable to Vancouver, Edmonton and Winnipeg in population size; Calgary has a slightly higher population at 1 million and Mississauga has twice the population size as Halifax. Population size was used as the key basis for comparison but population growth was also an important factor.

Mississauga's public art gallery has neither the size nor profile when compared to other similar sized Canadian cities. The city is also underserved when it comes to other core cultural facilities such as museums and performance and production/rehearsal spaces such as theatres and studios (regardless of whether they are City, community or privately owned).

There are four community and city-owned museums operating in Mississauga. The other Canadian cities reviewed have from 4-10 times as many museums within their boundaries. Mississauga has 8 theatres totaling over 2,500 theatre seats. This is comparable to the number of theatres and theatre seats in Halifax, but at a third the number of seats found in Calgary, Edmonton and Winnipeg. Vancouver has 3 times as many theatres and over 6 times as many theatre seats as

Mississauga. VAM and LAC are two of Mississauga's few communal centres for the practice of visual arts. Vancouver, Halifax and Winnipeg has over 25 such facilities; Edmonton and Calgary have 12 and 19 respectively. Mississauga has the University of Toronto – Mississauga campus, whereas other Canadian cities have 6-7 post-secondary institutions, enhancing the availability of cultural offerings within city boundaries. This has been noted in the Our Future Mississauga Plan; attracting post-secondary institutions to Mississauga is a key goal within this plan.

To learn from other cities that are more closely comparable to Mississauga in terms of ethno-cultural diversity, proximity to a larger city with strong cultural offerings, population size and speed of growth and relative age as a city, the study chose five cities – Austin, San Jose, Milton Keynes, Vancouver and Ft. Lauderdale/Broward County. All have made substantial long-term investments in public art; all have targeted business services to support creative entrepreneurs; most have used arts and culture to make a significant contribution to downtown revitalization, intensification and tourism and all find it a challenge to provide affordable, safe and secure workspace for artists and cultural organizations. This Culture Master Plan makes recommendations in each of these areas.

## Culture Master Plan Overview

The Culture Master Plan consists of seven strategic directions, 25 initiatives and more than 40 specific recommendations to guide the work of the Culture Division for the next five years and beyond. Detailed recommendations are provided in Section 3 of the report and a summary of recommended actions with an implementation time frame is provided in Section 4. The following is a brief overview:

1. **Strengthen arts, culture and heritage organizations**
  - Increase financial allocation to arts and cultural organizations, festivals and celebrations from \$1.50 to \$3.00 per capita over next four years.
  - Establish an Arts and Culture Stabilization Fund and contribute \$300,000 in 2009 to kick start this private sector led, community based initiative.
  - Move Museums and Heritage Planning to the Culture Division and retain additional resources to support the importance of heritage.
2. **Encourage community celebrations and festivals**
  - Work with Recreation and Parks to develop a strategy that identifies and assesses the contribution that celebrations and festivals can make to cultural development, tourism,

identity and economic development in Mississauga.

3. **Strengthen cultural infrastructure**
  - Create a policy framework for the development of community driven and neighbourhood focused cultural infrastructure.
  - Create a ten year capital program forecast for spending to repair existing facilities and to build new facilities.
  - Complete communities with cultural infrastructure
  - Establish cultural capital outreach, advocacy and partnership-building capacity in the Culture Division
  - Undertake an independent study of Living Arts Centre to make recommendations about its future role in the context of the Culture Plan.
4. **Build partnerships and increase collaboration**
  - Establish a City Interdepartmental Culture Team to advise on measures to use cultural resources to achieve Mississauga's strategic goals.
  - Rename the Office of Arts and Culture as the Culture Division
  - Create a Network of Cultural Partnerships in Mississauga working with the community and business sectors ( Arts Stabilization Board, Festivals and Celebrations

Roundtable, Cultural Mapping Partnership)

- Review and determine clear leadership roles and responsibilities in the arts sector

**5. Strengthen the flow of information**

- Culture Division work with Geomatics and IT to maintain and improve the Cultural Resource Database (CRD) on an ongoing basis
- Convene a Cultural Mapping Partnership (CMP)
- Issue an annual Cultural Report Card to assess Mississauga’s cultural vitality
- Develop a cultural resources application for e-maps
- Develop an Interactive Culture Website as a central hub for culture news and events

**6. Identify cultural nodes and create an artful public realm**

- Create a cultural node pilot project to test the use of planning tools, incentives, supports and partnerships to support cultural resources and activities in specific communities.
- Remove systemic barriers to cultural activity and incorporate the specific needs of cultural activities and facilities into the City’s zoning, parking and signage regulations.
- Create an Artful Public Realm by involving artists in the early stages of

design for public works projects like the BRT, LRT, parks and roadways

- Establish a Public Art Program in the Culture Division

**7. Attract and support creative individuals**

- Secure affordable live / work / performance space for artists and cultural organizations through the use of planning tools and other measures.
- Work with Mississauga Business Enterprise Centre (MBEC) to provide business services support for the creative cultural sector

**Ongoing Role of the Culture Division**

To achieve the strategic initiatives outlined in this plan the Culture Division will need to adopt new ways of working.

The Culture Master Plan recommends that the Mississauga Culture Division act as a convener/facilitator and builder of strategic partnerships. Collaboration is the key to this approach. The study recommends that the Culture Division work within and between City departments; between the City and the wider public sector and its agencies; and with the wider community and business spheres to pursue its strategic objectives in a participatory and community based way.

It recommends that the Culture Division focus on the development of cultural resources,

support for creative activities, and the promotion of initiatives that enhance quality of place. 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 like dance or theatre.

The Culture Master Plan, the role of the Mississauga Culture Division and the Division’s programs should be reviewed in five years.

## The Consulting Team

The Culture Plan study team has grounded expertise in the full range of arts, culture, heritage and creative industries issues. We have expert knowledge of the physical and land use structure of Mississauga and the capacity to knit creativity and culture into the planning and strategic policies and priorities of Mississauga. We worked collaboratively with City staff to build a strategic framework to inform short-term and long-term decision-making related to building Mississauga as a global leader in 21<sup>st</sup> century creative and cultural sector development.

The team is comprised of some of the country's leading specialists in culture and creativity as driving forces in city building.

## The Canadian Urban Institute

**Glen Murray** is one of the country's most visionary urban thinkers and strategists about the future of Canadian cities and the central place of creativity and culture in that future.

**Jeff Evenson**, the Project Leader, heads the CUI's strategy and engagement practice and has extensive municipal experience in cultural planning and urban development;

**Nicole Swerhun** is one of Canada's most innovative public engagement experts.

**Charles Tilden** is a Research Planner and Project Coordinator.

## Novita

**Brian Arnott**, Principal, is Canada's leading cultural facility specialist.

**Ariana Moscote Freire** is Novita's head of Research.

## AuthenticCity

**Greg Baeker** is a leading expert on approaches to creative and cultural sector development.

## Artscape

**Reid Henry** heads up Artscape's consulting practice. He and **Pru Robey** provide a unique blend of knowledge and experience focused on nurturing and sustaining creative and cultural activity within cities.



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# What stakeholders have said....

"Thoughtful, thorough, creative, bold."

"The Plan recognizes the important role of arts and culture in enhancing our quality of life and creating a place where people want to live."

"MAC is here to work together with the City as we too believe that local engagement and participation in culture must be one of the priorities for Mississauga in order to develop a shared and authentic identity."

"The report accounts for a broad range of input and truly represents the range of concerns actively expressed by the broad community."

"The whole process to me – from town hall forums, workshops, online surveys – were a really fascinating and open, honest way to ascertain the needs of arts and culture in this city. I appreciate, both as an artist and a citizen, being included and having my opinion sought after."

"The MCMP is well researched; (it) shows a very good understanding of arts, culture and heritage needs for the City."

"The fact that the 44 specific recommendations are actionable should give confidence to the citizens that our City intends to address the Pillars of our Strategic Plan aggressively."