

mississauga
**arts and
culture**
master plan



PUBLIC WORKSHOP REPORT

October 22, 2008 - Mississauga Civic Centre
Tower Garden Café 6:00 – 9:30pm



Canadian
URBAN
Institute

Table of Contents

- I **Workshop Summary**
- II **Introduction & Meeting Overview**
- III **Next Steps**
- IV **Feedback on Ideas and Areas of Opportunity**
- V **Appendices**
 - A – Organizations Represented at the Workshop**
 - B - Agenda**
 - C - Maps**
 - D - Detailed feedback**
 - Laptop Notes from Plenary Session**
 - Table Workbooks**
 - Individual Workbooks**

This Workshop Report describes the results of the discussions held on October 22nd. It was written by Charles Tilden, research planner for the Canadian Urban Institute, in association with Nicole Swerhun, facilitator at the workshop and senior associate at the Canadian Urban Institute. This Draft Report was distributed to participants for their review prior to being finalized. A copy of this Workshop Report, along with other information about the project, is available on the City's website at www.mississauga.ca/artsandculture and at www.blogsauqa.ca.

I Workshop Summary

On October 22, 2008, over 130 people participated in the Arts & Culture Master Plan's Public Workshop, including arts, culture and heritage organizers, artists, architects, developers, residents associations, educators, City staff and politicians. The purpose of the meeting was to provide and seek feedback on a series of ideas and opportunities that will ultimately lead to the development of Mississauga's Arts & Culture Master Plan. The following key messages are a summary of all the feedback received by participants during and following the workshop, which can be found in full detail in Appendix D.

Key Messages

- **An important role for the City should be to connect, facilitate and promote** arts, culture and heritage activity in Mississauga. In becoming a central source for information on cultural resources, the City can act as a "one stop shop" to connect producers and consumers of culture. Much of this can be achieved by leveraging and expanding the City's online presence to include interactive components (e.g. blogs and social networking) and a searchable database of cultural resources. The City should steer away from providing programming (e.g. putting on festivals) because this puts the City in direct competition with many organizations that already offer a range of programs. The City should instead focus on supporting these organizations.
- **There is a significant need for affordable space** in which cultural activity can take place. Information about the availability of spaces should be widely available, including underused facilities such as schools, universities and churches. New projects must take into account the need for studio/work space, performance space, storage and administrative space. These could successfully be integrated into facilities that are shared by many organizations.
- **Mississauga's built environment is seen as the "epitome of the cookie cutter suburban model"**. Many City by-laws unintentionally act as a barrier to cultural events, venues and the creative use of public space. In order to help create a more attractive, functional and inspiring public realm, Mississauga needs to implement a public art policy, should reinstate programs like "Mississauga in Bloom" and should work with developers to create the space needed for independent stores, cafes and other ground level uses that people are aching for.
- **The City should establish partnerships with key sectors** that have important contributions to make in supporting arts, culture and heritage activity. For example, by acting as a central pool for sponsorship, the City can coordinate with major private donors to broaden financial support for cultural activity. By partnering with educational institutions, the City can help in the development of specialized training in cultural and creative industries, as well as help bring attention to the wide range of programs and services already offered through schools, colleges and universities in and around Mississauga.
- **Mississauga has a strong base of arts, culture and heritage organizations that should be supported and strengthened.** But there is a lack of awareness about many groups and activities, and there have been duplicated efforts to share the same information or provide the same service. This has resulted in decreased participation and cancellation of many initiatives. It has proved difficult to "get the word out" and Mississauga needs ways to increase the exposure of its cultural activity.

II Introduction & Meeting Overview

The **Arts & Culture Master Plan** will be an integrative strategy for arts, culture & heritage in Mississauga, incorporating notions of place, culture and economy. It will create capacity at the City for informed, evidence-based policy making. It will guide investments that will enhance quality of place, attract and retain creative people, drive innovation and generate wealth. The plan will include assessments of Mississauga's cultural spaces, organizations, creative industries and activities - all of which is being supported by a stakeholder engagement strategy and the creation of an inventory and mapping system of cultural resources.

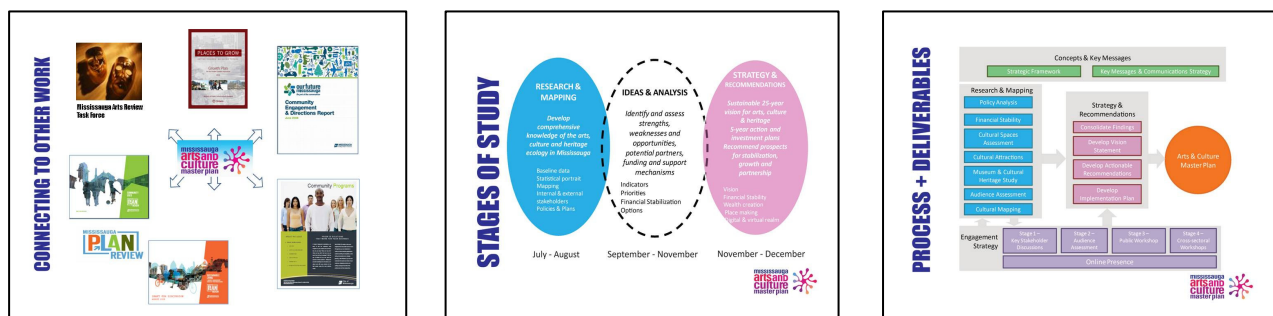
Leading up to the October 22 Workshop, three types of engagement activity took place:

- A series of early discussions were held from September 25 to October 9 with youth, city builders, arts, culture and heritage groups, leaders in creative industries and education, cultural facility experts and a range of community groups.
- Discussions with City staff in various departments have been ongoing throughout the process, including Corporate services, Recreation and Parks, Planning & Building, Library Services, Economic Development and Communications.
- An education session for City Council was held on October 15, to inform councilors on the framework for the Master Plan and progress attained at that point.

The **Public Workshop** took place on Wednesday October 22, at Mississauga's Civic Centre, Tower Garden Café from 6 to 9:30 pm. with over 130 people participating. See Appendix A for a list of organizations/professions that were represented and Appendix B for the evening's agenda. The following provides an overview of events at the workshop.

Open House

As participants arrived between 6 and 7pm, they were given an opportunity to meet and discuss with City staff from the Office of Arts & Culture, as well as the members of the Master Plan consulting team. Poster boards on the walls of the Tower Garden Café displayed the stages, process and deliverables for the Master Plan, and other Mississauga plans and policies that the Master Plan is connecting to. Two large satellite image maps were also posted, on which participants were encouraged to identify places that present strengths, weaknesses and opportunities in their experience of arts, culture and heritage in Mississauga (see Appendix C for Maps).



Welcome and introductions

Janice Baker, City Manager and Chief Administrative Officer, made the opening remarks at the meeting, welcoming and thanking everyone for their participation in a process which she stated was specifically designed to reach out to the public and incorporate their input. Janice also reinforced that the City's goal is to develop a long term, sustainable vision for arts, culture and heritage, and that the process will be critical to bring Mississauga into the same league as other great cities.

Nicole Swerhun, the consulting team's public engagement specialist, briefed participants on how the workshop was going to unfold. Nicole guided participants through the evening's agenda, introduced the members of the consulting team, and identified ways that participants can contact the team and continue to provide feedback throughout the process. Nicole specified that input on this public workshop session would be accepted until Friday, October 31 and that a draft of the meeting's report would be produced and made available to participants, who would then be given a chance to review and comment on the report before it is finalized.

Presentations

Susan Burt, Acting Director for the Office of Arts & Culture, outlined the mandate the Office was given by City Council in 2006, and further described "who we are and what we do". Susan also went over the key objectives and components of the Arts and Culture Master Plan, and its role as both a long-term vision and a source of short term actionable recommendations.

Glen Murray, President & CEO of the Canadian Urban Institute, explored the different ways in which culture can be understood, and how these inform the consulting team's approach to cultural master planning. Glen elaborated on three levels of culture: (1) culture as identity, stories and values (2) culture as experience: the vibe and buzz we experience on the streets and (3) expressed culture, which is seen, for example, on gallery walls and theatre stages. Glen outlined the importance of arts & culture as a vehicle for allowing us to talk to each other in a time of unprecedented economic, environmental and cultural change; to deal with issues such as racism and bigotry, alienation and intergenerational challenges. Glen also reinforced the critical role culture has to play in wealth creation, stating that one third of employment in Ontario is creative and knowledge-based, and that it is important in attracting innovative workers to strive for an open and fluid society that is entrepreneurial and celebrates diversity; a direction that he feels Mississauga is already moving in.

Jeff Evenson, a director at the Canadian Urban Institute, gave a presentation that described the consulting team's process in developing the Master Plan and the outcomes that are expected to emerge from it. Jeff also elaborated on what the consulting has learned through its research and discussions with stakeholders in Mississauga, and how these have led to preliminary ideas and opportunities for the Master Plan, on which participants would later be asked to give feedback on.

A few minutes were then spent on questions of clarification, to ensure participants had all the information they needed to move on to the small table discussions.

Small Table Discussions

Discussion teams were formed among participants at each table, and using their participant workbooks, were asked to provide feedback on 10 Areas of Opportunity.

Some participants also supplied feedback in their individual workbooks. An overview of the feedback from the table workbooks and individual workbooks can be found in Section IV, and a detailed account of all feedback can be found in Appendix D.

Mayor Hazel McCallion greeted and thanked participants as the small table discussions wrapped up. Councillor Katie Mahoney also attended the workshop.

Facilitated Full Room Discussion

Following the small table discussion, a plenary session allowed participants to share their table's feedback among the larger assembly. Notes of this discussion were taken by Nicole Swerhun and can be found in Appendix D (*Laptop notes from plenary session*).

III Next Steps

The consulting team will be working with this report in the coming weeks to develop draft recommendations for the Arts & Culture Master Plan. These recommendations will also incorporate results from previous consultation meetings, experiences in other cities, and the team's knowledge and expertise.

One more public workshop will take place before the end of the year (*scheduled for December 4th*), in order to get feedback on key messages and strategic policy directions for the Master Plan, which is scheduled to go forward to Council for review in early 2009.

IV Feedback on Ideas and Areas of Opportunity

The *Ideas* and *Areas of Opportunity* were generated by the consulting team as a result of research and consultations leading up to the workshop. They were designed to serve as the framework for discussion throughout the evening, including the CUI's presentation, the table discussions and the participant workbooks.

The Areas of Opportunity and proposed *Ideas* were:

1. *Arts, culture and heritage organizations*
 - i. Increase total City funds granted
 - ii. Create Arts Stabilization Program
 - iii. Increase partnerships with the private sector, and coordinate sponsorship
 - iv. Enable stronger networking and information sharing among arts, culture and heritage groups
2. *Celebrations & festivals*
 - i. Potential for this to define arts & culture in Mississauga
 - ii. Create a clear framework for use of outdoor spaces (including parks)
 - iii. Share administrative facilities and services
 - iv. Increase total City funds granted
3. *Space & venues*
 - i. Create/better utilize neighbourhood-focused and community-driven facilities/spaces

- ii. Create a clear policy and process for cultural facility development, including clarity around City role
 - iii. Build a public database of spaces available for cultural activities to ensure better use of existing spaces
 - iv. Consider arts and cultural uses/applications when creating new facilities
4. *Skills development & talent retention*
- i. Leverage strength in ethnic publishing
 - ii. Enhance provision of specialized entrepreneurial training
 - iii. Support the development of creative sector networks
 - iv. Identify new platforms for showcasing Mississauga talent
5. *Built form/aesthetic*
- i. Create a City Beautification Grant Program
 - ii. Build public works with aesthetic as a priority (e.g. with new BRT)
 - iii. Create a visually stimulating environment
6. *Action on the street*
- i. Reinforce those areas with concentrated pockets of activity
 - ii. Support dispersion of cultural activity into all neighbourhoods (more local venues, use of community centres, libraries, benches, etc.)
7. *Promotion*
- i. Dedicated poster boards throughout city
 - ii. Signage at major intersections that lets people know what's happening in Mississauga
 - iii. Leveraging City's own communications infrastructure (e.g., website)
8. *Role of the City of Mississauga*
- i. Provide clarity on City role
 - ii. Important role for City as enabler, advocate, builder of effective partnerships
 - iii. Use arts, culture and heritage to help achieve multiple policy goals
9. *Role of others (e.g. business, education, non-profit, residents, community)*
- i. Build partnerships with private sector, school boards, 3rd sector – for example, heritage program at UTM
10. *Museums and cultural heritage*
- i. Strengthen collaboration in collections care – museums, galleries, libraries, archives
 - ii. Invest in better promoting existing heritage sites and collections (including digital)
 - iii. Support to diverse communities in preserving their own heritage
 - iv. Examine potential for collaborative Aboriginal programs and attractions

In their workbooks, participants were asked to:

1. Review the Areas of Opportunity identified in the presentation. Are there other Areas of Opportunity to be considered? If so, what are they? Identify 2-3 Areas of Opportunity that are of highest priority for action.

II. For each high priority Area of Opportunity, review the list of ideas presented. If there are other ideas that you would like to see considered, please add them to the list.

Since the workshop was designed in a way to encourage participants to prioritize their support for ideas, those ideas that are stated as having limited support were not necessarily rejected by participants (unless stated otherwise), they were simply not identified as a priority for action.

Discussion Part I – Areas of Opportunity

Priorities

Three Areas of Opportunity were chosen most often by table groups as being the highest priorities

*Arts, culture and heritage organizations
Spaces & venues, and
Promotion*

In individual workbooks, these same three Areas were also the high priorities, with the addition of *Celebrations and festivals* often being chosen as a priority.

Other Areas of Opportunity

Asking participants to identify other Areas of Opportunity made it clear that cultural issues are all interconnected and can't be dealt with separately. The school system was often noted as an important yet neglected opportunity to introduce arts & culture and to cultivate connections between groups in all other Areas of Opportunity. Tourism and Heritage were identified as something to consider "in all we do". Some also identified that the needs of individual artists were not mentioned, and that this is why many are leaving for Toronto and other places, where they can receive support as individuals.

Discussion Part II - Ideas

1. Arts, Culture & Heritage Organizations

i. Increase of total City funds granted was a strongly supported idea and many felt that the increased funds should be used for sponsorship, advertising, visibility, and not for City-run programming. One person added that the increase in funds should offer a wide range of grants: for individuals, projects, organizations, festivals and others. Another person specified that the City should fulfill its commitment from the Arts Review Taskforce to increase funding to \$3 per capita. As an alternative to the Office of Arts and Culture, someone suggested that increased funding from the City should go to the Mississauga Arts Council and the Mississauga Heritage Foundation.

ii. Create an Arts Stabilization Program was established by some as a high priority and one which should include festival and event organizations. While there was no opposition to the idea, some had questions about what exactly an Arts Stabilization Program was, and how it could help groups like the Orchestras Mississauga that are "under threat".

iii. Increase partnerships with the private sector, and coordinate sponsorship. Many said this idea made sense to them because it could solve the losses that occur from so many organizations going to

the same sponsors for support. This was especially supported as an activity to be taken on by the Office of Arts & Culture, which could act as a central sponsorship coordinator that connects its community stakeholders to the private sector.

iv. Enable stronger networking and information sharing among arts, culture and heritage groups.

Many established that this was important because many organizations are trying to provide cultural programming but that many classes and programs get cancelled because of dispersal and lack of enrollment. One table stated how it's difficult to get started "when there's no infrastructure, no resources system," reinforcing another table's call for "a master programmer to promote, nurture, keep events and help group grow & develop."

Other ideas about arts, culture and heritage organizations were focused heavily on the role of the Mississauga Arts Council, which many feel should be strengthened and some feel is in the best position, as an arm's length organization, to be responsible for delivering grants instead of the Office of Arts and Culture. The Art Gallery of Mississauga is another organization that was often stated as needing to be better advertised and re-located due to its poor visibility in City Centre.

One participant stated, regardless of the role of any particular organization, that it was important for Mississauga to embrace and leverage its strengths as a place that is new, young and diverse; that it was important to create one central source for cultural organizations and hire cultural officers – people responsible for various ethnicities to ensure that voices are heard and resources are available – to help promote those outside of the "core group".

2. Celebrations & Festivals

i. Potential for this to define arts & culture in Mississauga was reinforced by a limited number of participants, some of whom noted that there should be a process by which celebration and festival groups can acquire funds specifically to support local artisans and cultural groups, as well as information on how to find these groups.

ii. Create a clear framework for use of outdoor spaces (including parks). One participant noted that inflexible by-laws made it hard to acquire permits for festivals in parks and open spaces, particularly if special circumstances were involved. A City staff member at the meeting noted that the parks/outdoor special events process is quite concise about the use of parks, which perhaps reveals a lack of communication and awareness about City policies.

iii. Share administrative facilities and services was a strongly supported idea. One table elaborated by stating that significant events need a place to live, plan and grow - a place that includes access to equipment and joint boardrooms.

Some also suggested that shared performance space should also be considered, with one participant recommending that "a large fairground or pavilion would be great to be used by any cultural, heritage or arts group/organization" and should have "sufficient power sources to support our high tech world".

iv. Increase total City funds granted (to Celebrations & Festivals) was supported, and one table specified that it was important for youth activity to be affordable.

Other ideas about celebrations and festivals included the need for a community organization that can unify interests, a few calls for a Mississauga-bred art festival (similar to Nuit Blanche in Toronto) that could show case both local and out of town artists, and comments from one participant who outlined the difficulties faced by smaller festivals –to get started, to be advertised and to become annual events.

3. Space & Venues

i. Create/better utilize neighbourhood-focused and community-driven facilities/spaces. This idea spawned a positive response from many participants, who chose to express and develop the idea in different ways. One table group wrote that exposure to arts needs to be brought to various communities and not be closeted to the few performance spaces and galleries that currently exist; another table noted that community-based hubs should be organic and grassroots; and another noted that for multiple creative clusters to occur, they will need a “nudge”. A specific community initiative was proposed by one table for the area around the Lakeview Power Plant, where an artists community with living and studio spaces could be built.

ii. Create a clear policy and process for cultural facility development, including clarity around City role. Many reinforced the importance of developing consistent policies, with some raising the point that with good policy in place, all other goals set for cultural facilities will fall into place. Specifically, many drew attention to the Living Arts Centre, criticizing it for being barren, inaccessible, too expensive and having too many rules. Some felt that the LAC’s corporate policy is unclear, that a new one should be established, and one participant expressed that the facility should be there for artists, and therefore not necessarily be a “money maker”.

Other participants raised the point that City by-laws can prevent cultural facilities from achieving their potential and recommended that parking requirements for cultural facilities should be done away with, and that arts and culture stakeholders should be at the table when by-laws are developed.

iii. Build a public database of spaces available for cultural activities to ensure better use of existing spaces. Several table groups identified support for this idea. Many of them noted that the database must include affordable spaces, and some that also suggested it include underutilized schools.

iv. Consider arts and cultural uses/applications when creating new facilities. This idea garnered a considerable response, for which the dominant theme was that new cultural facilities must be affordable – to community members and to professional artists. Specific ideas for spaces included a large independent art gallery, artist co-operatives, a youth-focused music venue, a hall of fame, and a long term vision for a single visual arts, theatre and music facility: “i.e. imagine if the Living Arts Centre was turned into an education centre, library, recording studio and performing stages for musicians and named after the late Oscar Peterson”.

Other

A considerable number of participants also raised the idea of making better use of underused facilities, noting in particular that churches, schools and City-owned facilities could be used as cultural facilities, either by being renovated and repurposed, or simply by being made available during off hours.

Some participants recommended that due to Mississauga's sprawled character, a shuttle to connect venues would be beneficial, or that furthermore a tour of studios and galleries would be a good way to get people moving around the city and interacting with local artists.

4. Skills Development & Talent Retention

"I work with the Youth. They leave because they can't survive on their own in Mississauga."

i. Leverage strength in ethnic publishing was not addressed by participants in their workbooks.

ii. Enhance provision of specialized entrepreneurial training was an idea well received by participants, many whom felt that there is a lack of opportunities of young people aspiring to join the creative sector workforce. Some participants suggested that a program be started through the Mississauga Business Enterprise Centre (MBEC), while others also suggested that partnerships with colleges such as Sheridan would be important. Specifically, participants suggested that co-ops, intern opportunities and grant application training would be beneficial, and that Mississauga should look to the Burling Arts Centre mentorship program for advice.

iii. Support the development of creative sector networks. This idea was addressed by one participant who put forward that school boards can be an important dissemination mechanism, and the Peel District School Board has an arts coordinator on staff for this purpose

iv. Identify new platforms for showcasing Mississauga talent was an idea that received a wide range of supportive input. Many made the case for celebrating successful Mississauga residents, either through awards ceremonies, commemorations in public places, or the provision of spaces where talented Mississaugans can create, display and perform their works. In certain ways, this is already happening, as it is with The Basement West youth music series, but many feel there is a need for much more. Examples given by participants included a proposed Apollo North, a nightly showcase of music inclusive of afro-centric talent, and a series of creative community works that can be viewed across the city.

5. Mississauga's Aesthetic and Built Form

i. Create a City Beautification Grant Program was identified as a priority by a limited number of participants, one of whom suggested implementation through BIA façade improvement programs and City-initiated public art, street furniture and landscaping. Another participant noted that a short-range goal could be for the City to install a number of public art pieces in major strategic locations.

ii. Build public works with aesthetics as a priority (e.g. with new BRT) was an idea supported by many participants. One table proposed that an initiative to identify "my favourite space" should be launched in this context; while another noted that it was important for programs and funding of this kind to be focused on high traffic and highly visible areas. One participant remarked that artists should be involved, alongside architects, in ensuring that new construction contributes to creating an aesthetically stimulating environment.

iii. Create a visually stimulating environment. Many participants pointed to Mississauga's lackluster visual environment as a starting point for their discussion, stating that it is boring, lacks identity and personality, and basically is "the epitome of the cookie cutter suburban model". Many also cited their disappointment in the City's decision to cancel Mississauga in Bloom and demanded its reinstatement. As a solution to these issues, many participants were quite adamant about the City's need to not just draft, but to implement a public art policy. One participant specified that this policy must strategically use Mississauga's many open and green spaces to exhibit public art as a way of attracting people to the city. As an important facet of the public art policy, one table also noted the importance of having an arm's length agency for the commissioning of public art projects.

6. Action on the Street

It was simply stated by one table that all the other Areas of Opportunity (e.g. Celebrations & festivals, Promotion, Skills development & talent retention) were the key to creating action on the street. This statement rings true with other participants' feedback in this section.

i. Reinforce those areas with concentrated pockets of activity is an idea that sparked similar feedback to other sections, providing more support for the provision of public art, plantings and celebrations in concentrated areas of activity. Some also mentioned the importance of making it easier to use local spaces; to let people know what they are and aren't allowed to do on the street.

ii. Support dispersion of cultural activity into all neighbourhoods (more local venues, use of community centres, libraries, benches, etc.). This idea did not generate much feedback, although one participant recommended the use of walking paths, summer exhibits and arts fairs as ways to support the dispersion of cultural activity.

7. Promotion

Many participants' discussions about promotion were started by pointing out the lack of information currently available, and consequently how difficult it is to "get the word out".

i. Dedicated poster boards throughout city; and

ii. Signage at major intersections that lets people know what's happening in Mississauga

These two ideas were enthusiastically supported by many and usually discussed together. Some participants suggested that signage could be incorporated into a plan to revamp 25 key intersections in the city and one participant recommended that information could also be posted digitally at bus stops. Some also noted the cost and process of putting up street signs is prohibitive and that by-laws need to be revised to help this initiative.

iii. Leveraging City's own communications infrastructure (e.g., website) was an idea that garnered much feedback from participants. While there was a myriad of initiatives proposed by participants, from newspapers and magazines, to blogs and social networking websites (many of which already exist that are specific to Mississauga), the overarching recommendation was that there needs to be a central communications vehicle for the city, one which can supply information about cultural news, events and organizations to the whole community.

The City's website is something that many participants felt is already a strong tool, but that it could be improved by focusing "more on events vs. by-laws", and specifically by providing a portal for discussion between arts, culture and heritage organizations.

Other

Some participants felt that the Mississauga Arts Council already does a great job at supporting and promoting arts, culture and heritage and that it should be given more support to do so.

8. Role of City of Mississauga

i. Provide clarity on City role: There was general consensus amongst participants that the City's role needed to be clarified and that in large part, this role is to facilitate, help, encourage and advocate for arts, culture and heritage activity in Mississauga. As stated frequently by participants, these responsibilities should not be combined with a programming role, as this creates direct competition with cultural groups that already supply a breadth of programs and events.

ii. Important role for City as enabler, advocate, builder of effective partnerships: Many supported this idea, with some participants emphasizing that the City should be taking on a strategic role, and others stating that creating a "one stop shop" for partnerships will reduce unnecessary bureaucracy. One table also mentioned that the establishment of partnerships with private and social enterprises could help with problems of unemployment amongst youth and marginalized groups.

iii. Use arts, culture and heritage to help achieve multiple policy goals was an idea encouraged by several participants, many of whom underlined specific issues that would necessitate this role, such as the unnecessary barriers created by City by-laws, the need for policies on adaptive re-use of facilities and the need to educate the public and entrepreneurs about the potential of arts, culture and heritage to create wealth and improve quality of life.

Other

Some mentioned that there is a need to better delineate the roles of Office of Arts & Culture vs. the Mississauga Arts Council because the separate roles of these two groups are not clear. One participant also suggested that the Office of Arts & Culture should reside within the Parks and Recreation department.

9. Role of Others

i. Build partnerships with private sector, school boards, 3rd sector – for example, heritage program at UTM. Participants responded positively to the ideas of partnership building. On the private sector side, some suggested that a united fund be created between the City and enterprises, which would allow broadened and more extensive financial support of cultural activity, while also nurturing a better understanding of its importance to the business community. Another participant suggested a partnership with the development industry that would make arrangements for a better public realm and the provision of space for local independent merchants in new condo buildings.

On the public sector side, it was noted several times that the awareness of programs and services being offered by educational institutions like The University of Toronto Mississauga is incredibly low, and that stronger partnerships were established with the City, the school/education system could play a much stronger role in providing access to affordable cultural spaces and services.

Another idea for partnerships on the public sector side included a fast track program that would link up provincial and federal programs to aid arts, culture and heritage organizations.

Other

It was also suggested that consultants should survey other cities that have successful arts programs and which include participation from all tiers. It was clarified that the Arts & Culture Master Plan consulting team has been engaging in such research and that its results will be released to the public along with the Master Plan.

10. Museums and Cultural Heritage

Some participants established from the beginning of their discussions about museums and cultural heritage that this element should be included “in all we do,” that heritage be seen as a component of all other nine Areas of Opportunity.

i. Strengthen collaboration in collections care – museums, galleries, libraries, archives. This was seen by some as very important because there is not currently enough space to store, display or preserve all of the city’s collections.

ii. Invest in better promoting existing heritage sites and collections (including digital) was an idea which garnered much support from participants, especially since it was felt that the City’s heritage museums are isolated and that the community is largely unaware of them or of its community organization: Heritage Mississauga. One participant expressed that since the city is still so young and has such a “new” population, that many are completely unaware of what Mississauga looked like 30 years ago, and that the community could really benefit from a coordinated self-history initiative, especially in the school system.

iii. Support to diverse communities in preserving their own heritage. Many agreed that the City could be doing a better job at offering heritage services that express the cultural diversity of Mississauga’s residents, an effort which would entail collaborating with community stakeholders to grow the heritage sectors existing collections.

iv. Examine potential for collaborative Aboriginal programs and attractions. This idea was not directly taken up by participants.

Other

Other ideas brought forward by participants included the opportunity to uphold Mississauga’s strong nature culture as a distinguishing feature of its cultural heritage, as well as a proposed Blues Walk of Fame along the sidewalks of Port Credit – home of the Southside Shuffle.

Appendix A – Organizations Represented at the Workshop

AfriCana Village & Museum
Art Gallery of Mississauga
Aviditary
Basement West
BC21
Canadian Community Arts Initiative
Chamber Music Society
City Mississauga Council
City of Mississauga - Community Services
City of Mississauga - Library Services
City of Mississauga - Recreation and Parks
Cow Over Moon Theatre
FRAM Building Group
Heritage Mississauga
Living Arts Centre
Malton Black Development Association
MCS Global Group
Meadowvale Theatre
Metal Genesis
Mississauga Arts Council
Mississauga Business Times
Mississauga Film Office
Mississauga Waterfront Festival
MSAI Architect
Museums of Mississauga
Port Credit BIA
Port Credit Village Project
Sampradaya Dance Creations
Southside Shuffle
Square One Older Adult Centre
Streetsville Historical Society
Studio Liv
TOPCA (Town of Port Credit Association)
University of Toronto, Mississauga
Visual Arts Mississauga
VIVA (Vision Inspired Village Association)
WestEnd.ca
Whiteoaks Lorne Park Community

Appendix B

AGENDA

- 6:00 pm** **Open House**
- 7:00** **Welcome**
- Janice Baker, City Manager/CAO, City of Mississauga
- 7:02** **Introductions & Agenda Review**
- Nicole Swerhun, Facilitator
- 7:15** **Presentations**
- Susan Burt, Acting Director, Office of Arts & Culture, City of Mississauga
- Glen Murray, President & CEO, Canadian Urban Institute
- Jeff Evenson, Director, Canadian Urban Institute
- Questions of Clarification*
- 8:00** **Small Table Discussion**
- I. Review the *Areas of Opportunity* identified in the presentation. Are there other *Areas of Opportunity* to be considered? If so, what are they? Identify 2-3 *Areas of Opportunity* that are of highest priority for action.
- II. For each high priority *Area of Opportunity*, review the list of ideas presented. If there are other ideas that you would like to see considered, please add them to the list.
- Use an asterisk (*) to identify the highest priority ideas. Why are these priority ideas?
- What advice do you have, if any, on how best to move forward with these ideas?
- 8:30** **Facilitated Full Room Discussion**
- 9:15** **Wrap up and next steps**
- 9:30** **ADJOURN**

Appendix C – Maps

These maps started off as two blank satellite images of Mississauga, posted on the walls of the Tower Garden Café. Participants were asked to:

Think about where you experience arts, culture and heritage in Mississauga.

- Put a GREEN dot ● on places you enjoy most, and tell us why you enjoy them.
- Put a RED dot ● on places you think need improving, and tell us why.
- Use a BLUE dot ● to identify those places you think present the highest priority opportunities for the future of arts, culture and heritage in Mississauga.



Clusters of interest started to emerge in this exercise, especially around:

City Centre
 Streetsville
 Britannia Farm
 Erin Mills
 Southdown
 Clarkson
 Port Credit
 and
 Lakeview



Appendix D - Detailed feedback

Discussion Part I – Areas of Opportunity

a. Are there other *Areas of Opportunity* to be considered? If so, what are they?

List the new *Areas of Opportunity* here.

Table Workbooks

- “Public school system to introduce / cultivate arts connections among the 10 – how are they connected.”
- “Where is it mentioned the needs of the independent? This is why Sheridan students etc. leave for TO. Can get support as individual.”
- “Tourism for Mississauga. Currently we are part of Toronto Tourism, therefore no focus on Mississauga. Key for building Mississauga culture.”
- Sports/recreation – venue, chess, checkers, venues – no local distribution.
- Building green.

Individual Workbooks

- Tourism and heritage in all we do.
- Wide range of granting programs
- Affordable studio space in Mississauga for all the arts
- More trust and recognition for the role of the Mississauga Arts Council in our city
- Art Gallery of Mississauga?
- Mississauga Arts Council?
- Schools – public connections between groups/communication
- Tourism with respect to celebrating the buildings & spaces we preserve.
- Heritage with respect to built form, spaces, trees etc.

b. Working with the other people at your table, identify 2-3 *Areas of Opportunity* in the list above that are of highest priority for action. **CIRCLE** them.

Table Workbooks

of Times Circled

1. Arts, culture and heritage organizations	6
2. Celebrations & festivals	2
3. Space & Venues	7
4. Skills Development & Talent retention	3
5. Built form (aesthetic)	2
6. Action on the street	1
7. Promotion	7
8. Role of the City of Mississauga	2
9. Role of Others	2
10. Museums and cultural heritage	2

“All linked. Can’t be dealt with separately.”

Individual Workbooks	# of Times Circled
1. Arts, culture and heritage organizations	6
2. Celebrations & festivals	4
3. Space & Venues	4
4. Skills Development & Talent retention	3
5. Built form (aesthetic)	1
6. Action on the street	0
7. Promotion	4
8. Role of the City of Mississauga	2
9. Role of Others	2
10. Museums and cultural heritage	2

Discussion Part II - Ideas

1. Arts, Culture & Heritage Organizations

Laptop notes from plenary session

- Increase partnerships with private sector and coordinate sponsorship – central pool so organizations can go to central spot
- Funding for capacity building – more needed. Multicultural diversity, and having that reflect what we do.
- Considerable work needs to be done with schools to take better advantage of, and be introduced to, what's in the city
- Space and venues is MAJOR problem
- Keeper of the information – **one source all can go to**. Suggest that City be the keeper. Build on where started with My Mississauga – should be “Master Programmer” for City. Facilitate/promote spaces that are underused. Cities take decades/centuries to develop arts programs – we don't have time. We want it now. Quicker means taking bull by horns. NEED MASTER PROGRAMMER FOR MISSISSAUGA.
- We have to concentrate on existing organizations. MAC, Art Gallery – strengthen them, add more value to them, reflect on role, give more support, so can become extension of Office of the Arts. What works – KEEP IT THAT WAY.
- Remember – “Its here Mississauga” – we've done it. We need to build on it.

i. Increase total City funds granted

Table Workbooks

- Fulfill promises to grant funds
- Support statement

Individual Workbooks

- Offer a wide range of grants (individual, projects, organizations, festivals, etc.)
- Blue ribbon task force - \$3 per capita – separated funds – arts & culture and others.

- Provide funding for staffing. (I am sick of hearing there is no money. The economy has only started to spiral downwards. What's been the excuse for the last ten years when it was prosperous and thriving?)!!!
- To MAC & MHF

ii. Create Arts Stabilization Program

Table Workbooks

- High priority to establish
- What is this (Arts Stabilization Program) about? How could it help Opera Mississauga/Miss. Symphony/Choral Society? These are groups under “threat” & need to help to plan their future, improve their present situation, and assemble the board/promo structure to secure their organizations.”

Individual Workbooks

- Absolutely, also for Festivals & Events

iii. Increase partnerships with the private sector, and coordinate sponsorship

Table Workbooks

- Increase partnerships with private sector and coordinate sponsorship. Work needs to be done with schools.
- Central pool-keeper of information.
- All organizations tap the same sponsors. A central sponsor pool should be created. Office of Arts would have a sponsorship department and orgs would apply there.
- Private a stronger partner – space, volunteer, leveraging
- The “It’s Here” program was a great beginning. Resurrect this wonderful program and create events books (like your Community Guide)
- Create a section in the Arts & Culture Office that coordinates sponsorship pooling and sets up a referral system for accessing the private sector for sponsorships. Reason: All the community organizations are canvassing the same donors most of the time for sponsorships and this results in the mayor and aggressive councilors getting most of the available funds and small organizations have great difficulty in getting sponsorships.

Individual Workbooks

- Absolutely, also for Festivals & Events

iv. Enable stronger networking and information sharing among arts, culture and heritage groups

Table Workbooks

- Arts programming be unified: programs cancelled due to dispersal.
- City needs master programmer to promote, nurture, keep events and help group grow & develop.
- Difficult to get started when “no infrastructure, no resources system” – network needed
- Work with schools.

- Need to have one source that is well advertised.

Individual Workbooks

- Arts programming should be unified and not overlapped - delivered by one or two organizations. Many organizations are trying to deliver arts programs. (Many courses are cancelled due to lack of enrollment).

Other

Table Workbooks

- How can a funding policy developing municipal organization present programming as well? Programming takes away resources that other organizations might use (sponsorship/advertising/visibility).
- Let's strengthen MAC.
- Strengthen the existing organizations like MAC, AGM by giving them visibility and support.
- Inherently linked: Organization = venue

Individual Workbooks

- Leverage Mississauga's strengths: New, young, Diverse: focus on cultural groups, provide central source. Embrace it. Hire cultural officers – people responsible for various ethnicities to ensure voices are heard and resources are available – help promote to those outside of core group.
- Strengthen MAC – they should be the ones to deliver grants (Arms Length from the politicians!!!)
- Mississauga Arts Council – grants to artists. Coordinate.
- The organizations in this city need to be reviewed to determine what is successful and what needs changing (i.e. VAM, MAC, Living Arts Centre, Meadowvale Theatre, etc)
- Programming needs to be localized and controlled by a governing board. (i.e. all programming filtered through MAC and then distributed to ensure there is no overlap and /or excessive cancellations)
- Executive Directors and Board of Directors in all organizations should be term based to avoid fatigue, stagnation, comfort in role, etc. - comfort is the enemy of productivity, innovation, and initiative. Recommended 7-10 year terms to allow learning, growth and production
- Expand staff at Mississauga Arts Council to include specialists which are liaisons between the arts council and the city's Arts & Culture office. Positions should include: Visual Arts, Music, Theatre & Performing Arts, Literary Arts, Dance, Media Arts, and Community & Public Art
- City needs to make the Art Gallery of Mississauga and other Arts Organizations VISIBLE and separate from City Hall
- Mississauga Art Gallery should be better advertised (promoted) and perhaps re-located to a more "trafficked" location...(foot traffic – centrally located).
- Visibility of AGM is poor. No support.

2. Celebrations & Festivals

Laptop Notes from plenary session

- Sharing admin facilities and services – IMPORTANT because so many significant events are still working off people’s kitchen tables, yet have huge economic impact on City. 60-75k people. Infrastructure needs to be supported. Would be nice if alliance could be formed between number of groups – to share home – equipment, boardroom. Need recognition of what they do.
- MOSAIC – long term solution we’re looking at – but also need short term solution. Civic Square doesn’t have electrical power to support main stage. Not enough water, sewage, washrooms, etc. Need to look at NOW improving current facilities – so existing festivals can continue.

i. Potential for this to define arts & culture in Mississauga

Table Workbooks

- Yes, they all do. There should be process where C&F can access
 - a. Funds just for local artisans & cultural groups
 - b. Information where to find groups

Individual Workbooks

- Need organizations /groups of people who are of different cultures to bring it in to the city with 3-day festivals held “downtown Mississauga”.

ii. Create a clear framework for use of outdoor spaces (including parks)

Table Workbooks

- Parks/outdoor special events process is very concise on use of parks space – do you mean open, public space – not necessarily parks?

Individual Workbooks

- Open spaces and park availability – hard to get permits for festivals. By-laws very un-flexible (special circumstances).

iii. Share administrative facilities and services

Table Workbooks

- Other ideas: Give celebrations & festivals a home – access to equipment, joint boardrooms – give significant events a place to live, plan, grow.
- Shared stages in public spaces & parks.
- Festival Alliance – have home SHARE

Individual Workbooks

- We need a large space that can accommodate large groups and sufficient power sources to support our high tech world. A large fairground or pavilion would be great to be utilized by any and all cultural, heritage and / or arts group/organization.
- Share facilities, equipment, boardroom
- Improve current facilities

iv. Increase total City funds granted

Table Workbooks

- Affordability to youth culture (dance/music/groups) needed.

Other

Table Workbooks

- I would like to see an annual contemporary art fair, like a Nuit Blanche in Toronto or an art biennale. This would be showcase both local and out of town artists.
- Art nights (such as Nuit Blanche in Toronto)

Individual Workbooks

- Recognition of what they do
- Not hearing about smaller festivals
- Hard to have more, smaller festivals – short period of time for them
- Hard for small ones to become an annual event
- Need community organizations similar to cottage association, that create a united feeling

3. Space & Venues

Laptop notes from plenary session

- # venues available, problem with affordability and unions. Hard for independent groups hard to afford. Need for dance, art, etc.
- Youth criminalized in Mississauga in terms of putting on events – youth culture used to be important/prevalent – too hard to get word out, too expensive, too many by laws (e.g. signs). Electronic billboards off highways would be nice. Want to know what's going on THIS WEEK. Would help promoters, venues. Have more effective methods of communication***
- Create list of affordable spaces – City to identify these, advertise these, and City upgrade existing spaces so they're more user-friendly.
- Look at schools as potential venues.
- Schools being shut down in evenings – could utilize these better. Could also use for cultural events. New buildings may also be required.
- Use capacity-building funds to support that space.
- Cost prevents use of existing spaces.
- Important to have a centre with affordable studio space – AIM for Studios – to show how heritage and art go together – can meet for free at Heritage Mississauga (Meeting November 5th)
- Living Arts Centre isn't accessible to many independent arts groups, due to rules and regulations and costs. Was supposed to be hub for arts, and it's not.

- Using space – convert Lakeview Power Plant for artist residences, open space to public. Next to green so encourages walking. If put in areas with arts, you build hubs, and from those hubs – others gather. Build communities through hubs.
- Incremental tax break (to building owners) so make it more affordable for owners to provide space accessible to artists (for studios, etc.)
- #2 Create CLEAR POLICY, and heritage should figure prominently

i. Create/better utilize neighbourhood-focused and community-driven facilities/spaces

Table Workbooks

- We lack mobility in showing the arts – closeted in specific spaces – need to move – be mobile – to bring exposure of arts to various communities and not be closeted to the few performance spaces and galleries. Can we find / use spaces differently?
- Organic, grass roots hubs/ partnerships
- Multiple creative clusters need a “nudge”. Not just key villages – nodes/hubs – 13 original nodes
- Lakeview Power Plant? Arts community there? Living space / studios for the water front.
- Facility to gain space/developed e.g. Riverwood barn.

Individual Workbooks

- Access to venues across Mississauga.

ii. Create a clear policy and process for cultural facility development, including clarity around City role

Table Workbooks

- Policy, process of City owned venues.
 - Clear policy s/b established for LAC in the cultural community. It does have a clear corporate policy.
 - Affordable & accessible to community groups
 - Get rid of union and allow community groups to utilize volunteers
- Living Arts Centre – inaccessible, too expensive, too many rules
- Barren – decentralized - not theatre district
- Change expectation that LAC should make money
- By-laws get in the way
- Arts/culture need to be at table when by-laws developed
- Get rid of parking requirement (P.I.L.) for galleries
- No parking need for cultural spaces
- No tax/levy for developer to get up and running, then incremental taxes as build/incubate spaces. Artists/students/restaurants/higher values – land/taxes
- Funding for venues that are too expensive, qualification, affordable and accessible
- With #2 in place, 1,3, & 4 will fall into place. One policy is created @ ensure all of it is implemented. Heritage should figure prominently in this policy.
- Use more Parks throughout city like South Side Shuffle. Placemaking local all over.
- Need of consistent policy
- Insurance issues

Individual Workshops

- LAC should not be used a corporate venue to raise revenue. It should be there for artists! It should be a “hub” for artists, and therefore not necessarily a \$\$ maker. The “Gallery” in LAC is a joke! The Gallery should be on the main floor and open for pre-performances.
- If the policy is implemented then I think it will all fall into place. Heritage in all forms must be included in the policy.

iii. Build a public database of spaces available for cultural activities to ensure better use of existing spaces

Table Workbooks

- Immediately draw up list if any space available.
 - List of affordable spaces
 - More user friendly
 - Underutilized schools
- List of affordable space – establish, identify
- Advertise spaces available – cultural office to administrative – not City
- Use for cultural mapping – where is affordable artist space?

Individual Workbooks

- Definitely important to have a list that artists can look up for their performances / needs – however these need to be affordable to local artists

iv. Consider arts and cultural uses/applications when creating new facilities

Table Workbooks

- Centre of Affordable Artist studios
 - Large city independent art gallery!
 - International design competitions – new buildings & reuse
 - New spaces need to have available space
- We need a local venue that’s affordable – to rent and use. i.e. for music. If you look at Toronto there’s MANY spaces available. Why should Mississauga youth need to travel to Toronto for entertainment when the space is available. Also it’s the youth that support the scene. And there’s too much 19+

Individual Workbooks

- Affordable studio space for visual, recording and performing artists.
- Space and opportunities for artist co-operatives
- Accessible and affordable exhibition space throughout the city (it's not easy to find space)
- Exhibition space with a range of exhibition time periods (i.e weekends, one week shows, two week shows, 4 week shows and 6 week shows)
- LONG TERM GOAL: an individual facility for the VISUAL ARTS, THEATRE & MUSIC (i.e. imagine if the Living Arts Centre was turned into a education centre , library, recording studio and performing stages for musicians and named after the late Oscar Peterson)

- Provide an affordable venue for visual artists to work (studio space) and show their work (which could be together in a city owned building made available at a reasonable cost to artists).
- Partnership with builders: Make a partnership where when given a proper opportunity with a certain land to have the builder build an arts and culture related centre with that new community. Condition this into the contract of purchase and sale of the land!!! (as opposed to the good old parks). As opposed to being a premium lot, it's a premium new community therefore it is economically better for Mississauga in the sense that you will and would potentially get the money through the price of purchase of the house because of premium price.

Other

Table Workbooks

- Not looking creatively at under-used space
- Excellent use of Heritage sites. Heritage Mississauga on board of this e.g. Gairdner Estate. Small Arms Building. Red Hill Glass Building (City-owned) in Streetsville. Must be done in the 5-year plan. *Make use of heritage buildings. Marriage of Art & Heritage is a happy one.
- Some City facilities underutilized – high City costs – dark halls.
- Space & venues is a major problem: facilitate and promote spaces that are under-utilized
- Re-tooling old facilities – better utilize
- Schools close – what do students do, where to go? Use schools as community venue! Lockup during summer & evenings.
- Schools as potential venues.
- 407/9th line designated for A&C, what happened?
- Governmental-owned land to disposal for marginalized groups
- Multicultural groups need space & venues to reflect & celebrate own culture.
- Increase partnership with private sector.
- Community spaces used for churches, takes up resources
- Art shuttle to connect venues
- City should upgrade existing spaces – e.g. LAC – user friendly
- Centers expensive to lease, especially for marginalized groups
- No spaces/venues for artists or culture (ongoing issue)

Individual Workbooks

- Storage: Strengthen collaboration with collections care and storage.
- Hall of Fame
- Studio tour – e.g. Barrie on Thanksgiving weekend. Good – gets people moving around city, interacting with artists – good opportunity for artists to sell work.
- Galleries – needs more prominence/visibility
- On availability, affordable, accessibility – too hard to get the word out

4. Skills Development & Talent Retention

Laptop notes from plenary session

- Program through MBEC – Mississauga Business and Enterprise Centre – need place to learn how not-for-profit groups operate, incubator setting

- If you improve organizations through incubation, and improve venues by providing more spaces, that will retain talent
- Mentorship – need more education/training on how to get City grants
- People who taking initiatives and have been successful need to be recognized more and used to do the education
- More workshops – doesn't need to be exclusive and generational – use education to increase ability for youth to access
- Mississauga Arts Council has mandate to be involved in training, providing supports to arts organizations, etc. MAC needs to be strengthened along those lines. Resources need to be provided.
- Need funding to go to mentorship and training.
- Arts training/programming need to be unified – organized centrally (through Office of the Arts or Arts Council) – ONE GROUP organizing programming, good chance will be done properly
- All four ideas for Skills Development are important. Youth leave because they know elsewhere they can get coops, affordable art space, media supportive of new artists, etc. SEE WORKBOOK
- Lot of talented artists leave Mississauga – would be nice to annually recognize them in some way

i. Leverage strength in ethnic publishing

No feedback

ii. Enhance provision of specialized entrepreneurial training

Table Workbooks

- Co-ops, programs, galleries, exchange programs (like Burlington Arts Centre mentorship)
- Affordable work space
- Programs through MBEC (Miss Business Enterprise Centre) for training
- Better organizations, better spaces, better talent
- Learn how to write grants – teach people how to write them
- More intern opportunities – more partnerships with colleges
- Create program thru MBEC for artists / culture to encourage (MBEC – business startup dealing with not for profit groups)

Individual Workbooks

- Sheridan centre arts program

iii. Support the development of creative sector networks

Table Workbooks

- School boards as dissemination mechanisms – Marie-Anne Fratia (Arts coordinator - Peel School Board)

iv. Identify new platforms for showcasing Mississauga talent

Table Workbooks

- Celebrate successful artistic residents – keep within the City – event to acknowledge our successful celebrities (City-wide celebration to bring back successful celebrities).
- Create an Apollo North – like the famous “Apollo Theatre” in Harlem – Nightly showcase of new talent. An Africentric talent inclusion.
- Provide places where people can showcase their talent. Trinity Church’s youth group is doing this through The Basement West. We provide music and art showcases and are welcoming drama. But this is only monthly and not enough.

Individual Workbooks

- I think schools are a great way to scout out new, young talent. The people and groups however, do need to be ‘sponsored’ by the City in order for them to display their talent.

Other

Table Workbooks

- Ties in to all areas: scholarship & bursaries / accommodation.
- Youth leave because they know they can’t survive
- “I work with the Youth. They leave because they can’t survive on their own in Mississauga.”
- Lack of cooperative opportunities (look into Burlington mentorship)
- Aspiring artists are unaware of the opportunities in Mississauga
- Need to start with youth & sustain
- There is nothing for the artist preparing to kickstart an independent career. Artists are entrepreneurs! (p.s. there are excellent courses for the recreational artist)
- Only 2 secondary schools with arts programs
- Artists competing against each other
- Offer a range of programs throughout the city such as children classes, adult beginner, professional development (all disciplines), mentoring opportunities / programs, internships and residencies, etc.

Individual Workbooks

- Why are there no grants for INDEPENDENT artists???? Everything in the presentation deals with groups and/or organizations. There are a LARGE number of independent artists working within our city. It would be nice to be recognized for our contributions to the arts.
- Where are the programs for professional artists??? This is a HUGE gap in our city. For the past 10 months I have been working out of Burlington to develop and hone my skills as a professional artist simply because there is nothing here in Mississauga. Many artists are turning to other cities (Burlington, Toronto, etc). it would be nice to get that support and encouragement from the organizations here in Mississauga, but so much is disorganized and geared towards only children and beginners.....
- There must be a PUBLIC ARTS POLICY! Then...there should be calls for entry for public art to Mississauga Artists first (not hiring US artists). We are losing artists to other locale. We have to

offer programs of mentorship for recent arts grads, which would help \$\$ individual professional artists.

- There seems to be a lack of creativity promoted in the city. Installing community works that can be seen around the city.
- Make Mississauga walkable – will increase interaction with people and increase sense of community.

5. Mississauga's Aesthetic and Built Form

Laptop notes from plenary session

- Specific program that represents this issue – Mississauga Blooms – was axed at Council. Was an example of something that's 5 year actionable. Displays a "Mississauga Touch". Accessible. Shows pride of staff, and public. It's not about the award – it's about the journey, not the destination. Attracts tourists. Ties to environmental groups. CAN THIS HAPPEN? Or do we continue having our soul ripped out every year at budget time.
- Graffiti – in blank spaces. Youth would do it for free. In Toronto there are areas well known for their graffiti.
- Emboss the City logo in bridges, curbsides, manhole covers, etc. suddenly gives you an identity that will carry on through ages.
- Electronic street signs – much brighter, easier to see.
- Public art policy that would assist us. If there was one, an integrated approach to have public art integrated throughout the community. Would create destinations.
- Beautify streets, make more attractive – commission artists for sculptures. Could create a personality for the City (like idea of moose in Toronto)

i. Create a City Beautification Grant Program

Individual Workbooks

- The BIAs should have Façade Improvement Programs and the City should assist in purchase of benches, public art, flower maintenance.
- Short-range sign of success: a number of public art pieces in major strategic locations – i.e.: at QEW & Hwy 10, up Hwy 10 to City Centre.

ii. Build public works with aesthetic as a priority (e.g. with new BRT)

Table Workbooks

- Coordinate public art opportunities – make artists aware.
- Benches, public spaces, my favourite space, urban design
- Programs & funding – for areas that a high traffic / visibility but not necessarily high priority as it is not street front. – i.e. go train Clarkson - Port Credit (may also be a partnership opportunity with private sector).

Individual Workbooks

- Mississauga seems like a city based around a mall and suburban houses. There seems to be a lack of culture. The aesthetic qualities of a city portray its culture and Sauga does not seem to portray a lot. I feel that cities are defined by their art, around their citizens. Promoting arts in

our community to create large murals to be displayed around the city. Land hence forth creating these large works.

- As new buildings are being built, sculptures and artists may be involved along with the architects to create a more aesthetically stimulating environment. There is no connection with the past culture in the new buildings. The “villages” are no longer visible, hence “culture” in the visible sense is missing. Our heritage should be made more visible. We need sculptures and painted surfaces.

iii. Create a visually stimulating experience

Table Workbooks

- Boring
- Commission LOCAL artists. Identity and personality
- Mississauga Blooms was cancelled. Why?
- Anger that Council killed Community in Bloom – great brochure – AWARD beautification – heritage – living green. Council made a bad decision. Reinstate and expand: not just \$ to win award – advocate for heritage, funding from province & federal government & private sector.
- Communities in Bloom – best practice to demonstrate this.
- City should be initiating contact with artists. – Call to artists
- Public art policy (get moving!) Will lead to ART in parks, creative entry points.
- Work with companies. Idea: Must have sculpture outside each building.
- City must educate themselves and become aware that they do not understand art (that it is a sophisticated profession). Should have arms length panels so that call for artists for public space do not collapse for the wrong reasons.
- Make the entire city as aesthetically pleasing as Streetsville and Port Credit. Spend the money so that people will want to walk around as opposed to driving.
- Landscape e.g. at intersections
- Gardens – community gardens.
- Arm’s-length panels need to be set up to vote on commissioning of public art projects

Individual Workbooks

- I think finding good graffiti artists to decorate the blank spaces in Mississauga would be beneficial.
- My question is simple - WHAT public art policy. My understanding is that there is a DRAFT of the policy, but it has been indefinitely tabled. It's great to acknowledge that it exists, but be truthful about its status. Artists in Mississauga CANNOT create art for public spaces.
- We NEED a PUBLIC ARTS POLICY. There is nothing in our city to attract people to our city other than Square One. It's time to strategically use our public and green spaces to exhibit public art and draw people here. We are Aesthetically the epitome of the cookie cutter suburban model. Imagine investing into rethinking our spaces to draw people out and down into our streets. Art, Culture and heritage is the ticket to do this.

6. Action On The Street

Laptop notes from plenary session

- Groups caught in doing everything in confined settings – need way to increase exposure – especially among people who otherwise wouldn't be exposed
- Bylaws restrict ability of people to know what's happening – in this IMMEDIATE area, about 50,000 people live – just working on City Centre area would be good – would change dynamics of the place. Light it up for example. Doing things like this can change the dynamics the way the whole city is viewed.

i. Reinforce those areas with concentrated pockets of activity

Table Workbooks

- Villages – only 2 are real. Others are only as deep as a name – no sense of community (excluding P.C. and Streetsville).
- Deal with Anti-Black NIMBY syndrome which is pervasive in GTA/Mississauga since blacks are not the majority in any neighbourhood. How do they get their cultural heritage projects built?
- Local artists – Oakville gids
- Doable in the 1st 5 years – plantings, aesthetics
- Sculpture in parks etc..that in a celebration of culture. i.e. tree trunks.

Individual Workbooks

- People need to know what they are allowed to do on the street and not. That way, they can hold free events used to promote a group, therefore exposing them and their (hang?) the next event for them - Something they can make money off of.
- Mixed use space i.e. residential and business.
- Make it easier to use local spaces.

ii. Support dispersion of cultural activity into all neighbourhoods (more local venues, use of community centres, libraries, benches, etc.)

Individual Workbooks

- Use walking paths, summer exhibits, arts fair.

7. Promotion

Laptop notes from plenary session

- Signage bylaws – eliminate existing restrictions – instead of saying “great, nice sign about event” the city picks the sign up and takes it away
- Have a city magazine – like Toronto Life – you can find out easily what's happening. Mississauga – it's really difficult to find out what's happening.
- Have Mississauga News, Rogers – we need something with less commercial element, but more community oriented – with less of a commercial bias

- Promotion comes with parking – if abate parking requirements, then maybe will promote arts better
- Bring video signage – we’re going to test it in Port Credit
- What about people from outside Mississauga – let’s generate interest OUTSIDE Mississauga – bring in tourists

i. Dedicated poster boards throughout city

Table Workbooks

- Poster boards!
- Community poster space, street corners, etc... (25 intersections). Permit fee for signage needs to be reviewed/eliminated (especially in the civic square area/library/public venues)
- Use of City ‘advertiseable’ space

Individual Workbooks

- Need places to post posters
- Highlight 25 intersections. E.g. bus stops – digital info
- Community boards at mail boxes – local postings as well. Have it locked but have a drop box for postings so someone will post and ensure postings remain. Can also drop other posters for other areas for posting.

ii. Signage at major intersections that lets people know what’s happening in Mississauga

Table Workbooks

- Cost & process of getting street signs is prohibitive. You just have to relax sign laws. Like one for Art Gallery of Mississauga!
- Signs at intersections, minus huge by-laws

iii. Leveraging City’s own communications infrastructure (e.g., website)

Table Workbooks

- Better overall communications vehicle
- Single communications vehicle for entire city: Miss. News divides city up so north, south, east & west can’t connect
- City has lack of communication within depts.
- No concrete method of communication
 - Public newspapers
 - Public websites
 - Community magazines
 - Community billboards
 - (investment into our media)
- Magazine that promotes events going on monthly.
- Economic developments relationship
- Central distribution for promotional material – displays

- Portal – more friendly. More open to promoting private sector. Connection with community partners. Website – How well is the website accessed by non-residents – word of mouth seems to be the strongest. Events & City activities as a highlight not by-laws or departments.
- Planning involvement with City staff – City website to be accessible

Individual Workbooks

- Need the website to focus more on events 1st vs bylaws etc...
- Information is sporadic in terms of what the overall population receives.
- Establish a better newspaper
- Advertise EVERYWHERE
- Reassess signage by-laws

Other

Table Workbooks

- Difficult to get word out.
- Give the Arts Council more support in promoting A, C & H as they do a great job.
- Allocation of City funds to MAC to promote / outreach
- We need a radio station! TV station. Magazine. Blog. Support citizens who have these ideas.
- Nobody works together in this city! Get communicating.
- Social networking strategy to promote arts (especially under 30)
- Promote city to African-American visitors – as a destination that is “black friendly” as in a “gay friendly” destination!
- Info at gas pumps

Individual Workbooks

- Lack of information. Need a pool common to all access info.
- We need a real Mississauga radio station and newspaper.
- Promote how to distribute literature.
- Not many young people are aware of what’s going on in this city. Also have flyers / posters in schools to promote city events.
- Economic Development needs to be linked with leisure.
- Parking
- Responsibility
- Tourism
- Community Outreach
- Square One

8. Role of the City of Mississauga

Laptop notes from plenary session

- acknowledge that we all love Sheila Wilson – arts organizations require a break from the City in terms of venue rental. Arts can't afford the rental rates that currently charged. May need new kinds of partnerships, including corporate partners to help fund the City, in order to get the City the revenue it needs while still improving access to artists (making it more affordable)
- In Streetsville, Port Credit – have wonderful Canada Day events. City fundraised for event on same day, and competed for sponsorship. Ask that City of Mississauga not compete in this way. Need more consideration.
- African Americans are \$50 billion tourism market. Great story to tell – there are 20 million of them in 4-5 hr drive of Toronto, need conversation with them.
- Office of the Arts needs to have its role defined more specifically – HOW? Should be a facilitator for the arts community. Not there to dictate what's going on, but to enable those already doing things to do them better. Maybe should be under auspices of Community Services rather than in role by themselves.
- Strong feeling they shouldn't be programming – which may conflict with what other organizations are trying to do.
- Should have “one stop shop” – maybe at Office of the Arts – to help avoid/navigate the City.
- Feel very strongly that Office should be SEPARATE department, not wrapped into Community Services

i. Provide clarity on City role

Table Workbooks

- Assist. Don't take over. Don't compete with significant Mississauga events by putting on other big events. Help facilitate them. i.e. Canada Day in Streetsville & Port Credit (sponsors taken from existing events).
- The city helping business corporations to link with arts community to facilitate active involvement & investment in arts/cultural events.
- Should not be programming – direct conflict of interest to arts groups putting on events, festivals, celebrations taking place in Miss. Should be advocating for these groups, not competing with them.
- Definition and mandate clear: speedy implementation of strategic plan – non-partisan/non-political implications.

Individual Workbooks

- City – please do not hold new events on traditional dates of other arts organizations. City should co-ordinate events (dates), arts programs etc. The key word is “co-ordinate” (and “facilitate”).
- The City has a way of taking over, rather than facilitating. Streetsville and Port Credit Hubs, encouraging these.
- Provide funding and / or grants
- Listen to the public

ii. Important role for City as enabler, advocate, builder of effective partnerships

Table Workbooks

- Public/private partnerships and social enterprises to deal with unemployment amongst marginalized groups – ex. Black Community – to address youth unemployment.
- Enabling, facilitating role for office of arts – well defined role. Office should stress strategy – no programming. Parks & rec? Office of Arts should be under community services. Immediate allocation to keep activities on-going. One stop shop – lessen the bureaucracy.

Individual Workbooks

- The role of the City should be to establish policies and to trust the appropriate organizations to program accordingly
- Have the City be able to find more local artists

iii. Use arts, culture and heritage to help achieve multiple policy goals

Table Workbooks

- By-law – absent landlords – disrepair – used by cultural groups need law
- Financial policy / adaptable re-use to support cultural businesses development – tax breaks for cultural industries.
- Office to navigate systems policies
- Central communication vehicle
- Workshops to educate the public, entrepreneurs
- Need clarity on the OAC & MAC – groups are not clear on these ‘separate’ roles.

Individual Workbooks

- For once, listen to what people are asking for. It's not about money. It's about recognition and trust that things can change. If the city listens and sincerely supports Arts & Culture in our city, each organization as well as individuals will be motivated to make their dreams of a cultural rich city come true.
- Lack of cooperation

9. Role Of Others

Laptop notes from plenary session

- Role of condos around us – be more proactive with independent stores, entrepreneurs. Why not work with them – use lower level and turn into little bookstores, cafes, other things people are aching for. Can't make a little Streetsville here, but work with condo owners making a lot of money from us to create street level activity. What about addressing transportation – maybe cut off car traffic around City Centre – would create more incentive for independent stores.
- Suggest check into other cities – like Santa Fe, other places – and bring some of the ideas back to us. When can we see reports. Can we? SURE.
- Can we create something like Harbourfront Centre on Mississauga's waterfront? Would like to see you consider it.

i. Build partnerships with private sector, school boards, 3rd sector – for example, heritage program at UTM

Table Workbooks

- Could there be a United Arts Fund developed by City in partnership with business & corporations (including nurturing an understanding & importance of arts) so that funding support is broadened and more extensively “owned” by City, Corporations, businesses.
- Partnership with developers in terms of public spacing / condos with local books stores.
- Fast track programs that link up provincial and federal programs to aid arts culture and heritage sector i.e. welfare programs, E.I. or creation of new programs that have a moderate to find gaps in public service to the arts. Co-op, etc.
- MAC – funding for local artists needs to exist.
- More trust and recognition for the role of the Mississauga Arts Council in our city
- Stronger role that schools/education system could play in access to affordable space.
- UTM - Totally under promoted / awareness of programs / services and partnership opportunities.

Other

Table Workbooks

- Consultants surveying other cities that have successful arts programs that include all tiers. Provide report to public on ideas.
- Need a central portal for info.

Individual Workbooks

- If it is possible to reach different people with different powers and have them agree to help out, it would be very beneficial. It would reach a larger audience.

10. Museums And Cultural Heritage

Laptop notes from plenary session

- Examine potential for collaborative programs and attractions for African Canadians
- 2 ideas high priority (1) invest in better promotion of existing sites and collections – community is generally unaware of heritage. Need promotion to get other things done. (2) Strengthen collaboration in collections care and storage – right now not enough room. (3) Collaborate to grow other collections.
- Develop a Blues Hall of Fame or Blues Walk of Fame – why not build this in Port Credit – brings people to the City.

i. Strengthen collaboration in collections care – museums, galleries, libraries, archives

Table Workbooks

- Because there is not enough room to store / display / preserve collections / artifacts etc.

Individual Workbooks

- Promotion and collaboration exposes the heritage collections and sites.

ii. Invest in better promoting existing heritage sites and collections (including digital)

Table Workbooks

- Strongly support this statement – engage the students / residents in local history
- Because community is unaware of Heritage.

Individual Workbooks

- Support this idea.
- Museums are both located in Clarkson – isolated / wealthy community – not representative of aboriginals.
- Nobody knows we (Heritage Mississauga) exist.
- Collaborate to promote others.
- One of the problems in Mississauga is that it is such a “new” population. The young people (and others like me) had no idea how 30 years ago this was just Square One surrounded by field. I saw a short and entertaining PowerPoint on Mississauga growth once at the AGM by a City member. No one recognized the City skyline as belonging to Mississauga. There is not the sense of self history, pride etc.. So somehow, how to get a little history lesson into schools!! A program for children. Book stickers (use our artists). A video. Volunteer speakers. Get to know ourselves as a city!

iii. Support to diverse communities in preserving their own heritage

- Museums to reflect cultural diversity. Express culture that expresses the a&c of the diverse community
- Examine potential for collaborative program and cultural attraction for African Canadians
- Should not only actively promote existing collections (etc.) but also collaborate to grow other collections etc.
- Engage students.

iv. Examine potential for collaborative Aboriginal programs and attractions

No Feedback

Other

Table Work books

- All ideas are crucial.
- “Heritage in all we do”. Each item listed (all 10 topics) should ‘value Heritage’.
- Create a unique special interest tourist draw. Blues Walk of Fame along sidewalks of Port Credit – home of the Southside Shuffle.

Individual Workbooks

- Strong nature culture – opportunity to express cultural heritage of Mississauga. Need strong nature story – history represented. City take initiative / lead.

- Built form heritage has to be included in this section outside of the museums. A lot of time, effort, resources and money is spent in preserving heritage sites but these are not visible and exposed to the citizens and tourists.

Other Opportunities

Individual Workbooks

- Having so many cities around Mississauga, it may be possible to work with them to not only promote Mississauga's Arts & Culture but EVERYONE's arts and culture.
- Please look at other successful cities (i.e. Vancouver, Toronto, Hamilton, Burlington etc. for good ideas of how a city can become a more "arts friendly" city.
- Tourism should be a priority in the city. Tourism Mississauga is concentrated on filling hotel rooms through events and sporting activities with little or no emphasis on heritage tourism. Now that "TM" is dissolved and moved to Toronto Tourism West the emphasis is even less. Most cities and towns with Heritage publicize it actively on their websites so that visitors both local and from outside can plan their heritage activities. Desperately need a tourism showroom where visitors and locals can visit and obtain information on tourism sites, built and natural – this will celebrate this heritage and expose all our hidden gems.
- Emphasis on Diversity. Equity of government funding and decision making bodies should reflect equity. Equity should be reflected in the mechanisms of public participation

Other Comments & Advice

Individual Workbooks

- We have gone through this exercise with "Placemaking" and "Conversation 21" – try to actually hear and implement the ideas. This is a beautiful City, that's focus has been totally biopic regarding the "Downtown" Mississauga.
- Mississauga is the 6th largest city in Mississauga behind Toronto, Montreal, Calgary, Ottawa and Edmonton. All of these cities have public art policies, offer a variety of grants to groups, organizations and individual artist, and support the arts. Even Winnipeg, (the city which Glen Murray was the former mayor,) as the 8th largest city, has a successful and vast arts plan. Sure Mississauga has a balanced budget, has managed to develop every morsel or land, but we have dropped the ball when it comes to Arts & Culture. A city is only as rich as the arts and cultural opportunities and celebrations within its boundaries. We are known for two things - our Mayor and Square One. Unfortunately this does not draw people to us. Our Mayor may disagree, but cities that are thriving with tourists are rich artistically, culturally, and socially. And everyone knows tourists equal dollars (yes they DO contribute to the economy). So why are we pretending art doesn't matter? It's ignorant and misled to dismiss the arts. For once I would like

to think our city is progressive, not merely continuing on a path that is outdated and narrow minded.

To the committee, organizations and staff of the arts and culture office - I hope that you listen to what the people of the city are saying. Even in February when I attended the Strategic Plan Symposium, there was a huge outcry for the arts. I fear that this is simply another smoke and mirrors exercise to appease the population on the behalf of City Hall. Prove me wrong and for once, lets begin to take the steps to put Mississauga on the world stage for the arts. We have a lot of talent right here on our doorstep. Let's celebrate, and support them all.

- In terms of promotion, if there are problems with by-laws or money, I think sponsorship from restaurants or cafes is a very good idea. I do not doubt that everyone knows at least one person who owns/manages or works at a restaurant. At the same time, the event or whatever the promotion is getting promoted, the sponsor is as well.
- If the target audience are teens or young adults, they should be advertising more at high schools & colleges/universities. If there could be a student representative from each school that is involved with the City of Mississauga, then a huge amount of Student Body would be aware of things happening in the City.
Local artists need more ways of exposure – and they need to know who to contact and how to contact people that can help them show their talents. GET MORE YOUTH INVOLVED. Fresh talents either will work for cheap or completely for free and youth are the leaders of the FUTURE!!!
- Re Malton: Because of this village's geographic situation to the greater Mississauga area, I fell this community is very isolated. I am not in the arts but a community person who is involved in various community activity so my interest is very different. Although some of it can be applied. Transportation to other areas of Mississauga could also be a problem to access some activities.
- I believe that the City has already all the key components in place to build a great master plan. It is a matter of building bridges between each critical component (venues, communication, transportation ...), add flexibility to those components by making them more relevant to art and culture organizations, and ensure that they dovetail efficiently with each others to achieve the ultimate goal and serve the community – Art, Culture & Heritage did not happen overnight an so will the master plan. Then, what one can expect from the master plan, I believe, is to see a progressive creation of an environment that nurtures A, C & H, facilitates its progressive and strong development using test models and scenarios, and plays the role of promoter to raise the awareness of the public. Without a strong support of the public, we are missing the stakeholder that has the power to insufflate continuing life into the A, C & H program and make it successful.

Email from After the Workshop

I would like to add a quick comment to those already provided during the workshop on Oct. 22nd.

1/ The City has a great website which I believe could be more opened to Art, Culture, & Heritage organization and used to advertise their programs – at least for the organization that are getting grants from the City.

2/ The City website could also be enhanced to allow blogs and communication between the A, C & H organizations, by categories (music / sculpture / dancing ... etc) – this would allow to keep everyone up to date on the events and related issues, provide feedback, and share resources better.

I believe that the City has already all the key components in place to build a great master plan. It is a matter of building bridges between each critical component (venues, communication, transportation ...), add flexibility to those components by making them more relevant to art and culture organizations, and ensure that they dovetail efficiently with each others to achieve the ultimate goal and serve the community – Art, Culture & Heritage did not happen overnight and so will the master plan. Then, what one can expect from the master plan, I believe, is to see a progressive creation of an environment that nurtures A, C & H, facilitates its progressive and strong development using test models and scenarios, and plays the role of promoter to raise the awareness of the public. Without a strong support of the public, we are missing the stakeholder that has the power to insufflate continuing life into the A, C & H program and make it successful.

Email from After the Workshop

For me, music has always been the one constant in my life, it's been a hobby and it's my job (both working in a music shop and as a promoter). I think it's ridiculous that I (and others) have to commute to Toronto, Burlington, Hamilton, etc, to see a show. Mississauga used to have a great music scene, back when I first started going to local shows a good 3+ years ago. Bands like Billy Talent and illScarlett all got their start here, and many others used to constantly play here because of how great the reputation was. I'm lucky to have the support of Trinity Church in Streetsville, who allows us to use their space once a month to run a concert series called The Basement West. They expect nothing out of it, and just like providing something for youth to do on a Saturday night. But once a month isn't enough.

I also book shows in Brampton, which is ridiculous. I'm generating profit for a venue in a city I don't even live in. And I have to commute there as well.

I don't expect the city to build a venue for just this reason, but to have a previous space that is reasonably priced to rent. I'm aware most venues think teenagers will come in and destroy their building, and people think kids will walk the streets drunk or high, as it's happened before. But I've seen through The Basement West, that it's getting better, we've had crowds as big as 200 people in a church basement, and have never had any issues.

How is there any pride in living in Mississauga when kids just go through the same old every weekend with nothing to do (and usually little money to do it with)? I wish that we had a music venue not only to promote the arts, but to bring everyone together. Establish a community. Show some positive encouragement that this city supports every aspect of the city, not just the desired ones that generate profit. It shows the youth that the city they live in DOES care about issues important to them. Were not asking for a stadium, just a place where we can all get together for shows where we live. We need to give youth a reason to be proud to say they are from Mississauga.

I know the Arts and Culture master plan isn't being put into action right away, but I thought I'd put my opinion in, in hopes of achieving something.

Email for After Workshop

I had made a comment in one of the focus groups about an experience I bring from London Ont. For 7 years, I worked in an executive role for the Grand Theatre, the oldest regional professional theatre in Canada. We launched a "High School Project about 15 years ago. It was open to high school students in the regional and was actively and financially supported by both the Catholic and Public School Boards. The students started auditions in the school year, rehearsals in the summer and performed in the Fall and it has been a sold out success almost every year. The talent that is encouraged is amazing, many students go on to professional careers and the entire community rally around the project. (Students and parents drove in from smaller rural towns an hour or more away in order to take part) I can tell you in the beginning it was a political challenge as drama teachers felt we were competing with their programs but in the end they realized that in fact it became a goal of their students to end up on the professional stage and that it enhanced their programs. In addition students submitted poster art for a jury to select to advertise the production.

It is good for youth, good for the community, heart warming for the Grand staff (the union waves its fees), great media coverage, good corporate and individual sponsorship. Perhaps we could do something like this and have the production on the Mississauga professional stage.

In London we have an Arts Council with an office and staff and it supports the three levels of arts organizations in London and to whom these groups must submit grant applications. They have also been active in "blue sky" meetings organized for each level.

Glen Murray knows Gord Hume, a councillor in London who is extremely involved in arts and community studies around Ontario and in fact here in Toronto. He could add some comments and insight from the municipal prospect and has full knowledge of the above mentioned project.