

SOUTH ETOBICOKE

CULTURAL

STRATEGIC PLAN

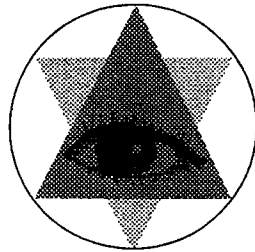
FINAL REPORT JANUARY 1996

1996-1997 COMMUNITY DEVELOPMENT PLAN 1996-1997

PASS # 700.97125 5594



**THE SOUTH ETOBICOKE
COMMUNITY CULTURAL PLAN**



Final Report
Spring, 1996



April 1996

Dear Friends and Neighbours:

It is with much pride that we submit the *South Etobicoke Community Cultural Plan*, the fruit of two years of labour by some seventy five residents of the Lakeshore.

We would like to thank the leadership of our partners: Cultural Division, Metro Parks and Culture for their early and continuous financial support in funding this ground breaking community cultural planning exercise; Arts Etobicoke and the Etobicoke Municipal Arts Commission for their leadership and moral support; and the many individuals and groups who gave unstintingly of their time, their energy ... and their imagination!

It was that gift of imagination that made it work, as well as the skills and dedication of the Project Manager, Carol Oitment. We thank her for her words, as they gave shape to our thoughts and aspirations.

In The Villages – Lakeshore, we envision a community that achieves a visible cultural presence. We envision a community where families and friends celebrate the best of their culture and heritage, a community that is rich in resources that stimulate the mind and feed the spirit. A genuine sense of community is typified by a core of long term residents and their fierce pride in the Lakeshore. With a distinguished record of community activism and an uncommon concentration of artists in a residential neighbourhood, Community Arts Development has found fertile ground in the Lakeshore.

As we approach the end of this journey, we know it really is the beginning of a longer, larger adventure: the delivery on the dreams and vision of this community in realizing the best of what it wants to be.

We could not have done it without the help and guidance – the passion and energy – of all the players. On their behalf, please accept our report, *The South Etobicoke Community Cultural Plan*.

Sincerely,

Gerald Smith



Chair

South Etobicoke Community Cultural Plan



ACKNOWLEDGEMENTS

Participants in the Cultural Planning Process

Appreciation is extended to the residents of South Etobicoke and the representatives of local agencies, organizations and businesses who participated in the public consultation process which involved a random survey, interviews, a workshop session and presentations on the Draft Report. Special recognition is given to those who offered an on-going commitment as members of the Executive Committees, Steering Committees and Task Groups.

PHASE I

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Jasmine Dooh, Co-Chair
Thelma Amos
John Elvidge
Andrew Ross

Steering Committee

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Carlo Bonanni
Pat Ferbyack
Wendy Gamble
Marcie Lawrence
Robert Lefebvre
Michael Melady
Tony Paginton
Wayne Reeves
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Christina Becker & Associates

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Audience Development Task Group

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Cultural Facilities & Open Space Task Group

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The *South Etobicoke Community Cultural Plan* was initiated by a group of individuals in the Lakeshore who came together with a desire to create opportunities for different forms of cultural expression in their community. Part of this demand was generated by the changing demographics brought about by redevelopment. Part of it was created by the community's desire to retain the buildings of the Lakeshore Hospital site and adapt these buildings for cultural purposes. Finally, part of the demand was driven by opportunities such as the new Lakeshore Village Artists' Co-operative which is part of the Lakeshore Village development, proposed cultural amenities in the Motel Strip and the Waterfront Trail and the transfer of the Humber College School of Performing Arts to the Lakeshore Campus.

This strong and growing presence of artists and culture-minded residents in the Lakeshore community lacked focus and direction until the establishment of the Lakeshore Arts Committee in 1991. The Lakeshore Arts Committee is now a broadly based community committee whose expressed purpose is to encourage cultural development in South Etobicoke.

In the fall of 1991, the Lakeshore Arts Committee first discussed the need for a cultural plan with the Metropolitan Toronto Culture Division. In the summer of 1992, Arts Etobicoke, the arts council for the City of Etobicoke, was approached to coordinate this community cultural planning exercise.

The desirability of such a plan was endorsed by a meeting of key stakeholders held on September 23, 1992. On February 22, 1993, City Council adopted the recommendation to endorse the concept of the South Etobicoke Cultural Plan in accordance with a report from the Municipal Arts Commission.

In the Spring of 1993, a Steering Committee consisting of 17 members from a broad range of key stakeholder agencies and organizations was formed to provide direction for Phase I of the planning process. A Steering Committee consisting of the Chairs of six Task Groups provided the leadership for Phase II.

A five member Executive Group, chaired by a representative from Arts Etobicoke and co-chaired by a representative from the Lakeshore Arts Committee, administered the process.

In Phase I, Christina Becker and Associates provided consulting services and in Phase II, Carol Oitment was the Project Manager.



Funding for the South Etobicoke Community Cultural Plan was provided by the Municipality of Metropolitan Toronto, Culture Division, Metro Parks & Culture, through a grant to Arts Etobicoke.



TABLE OF CONTENTS

1.0	Introduction	2
2.0	Purpose of Phase II	2
3.0	The Scope of the Cultural Strategic Plan	3
4.0	The Study Process	3
5.0	Report Format	4
6.0	The Cultural Uniqueness of South Etobicoke	4
7.0	The Cultural Vision for The Villages - Lakeshore	5
8.0	The Cultural Plan's Mission & Planning Principles	8
9.0	Heritage	9
10.0	Community Design	17
11.0	Education & Instructional Programmes	28
12.0	Audience Development	39
13.0	Culture & Economic Development	57
14.0	Cultural Facilities & Open Space	66
15.0	The Cultural Organizational Infrastructure	91
16.0	Marketing Culture	109
17.0	The South Etobicoke Cultural Strategic Plan	120
18.0	Funding Cultural Initiatives	133
19.0	Updating the Cultural Strategic Plan	135
	Appendices	137



1.0 INTRODUCTION

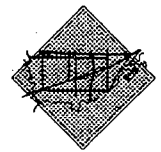


This document comprises the Final Report for Phase II of The South Etobicoke Community Cultural Plan.

A Community Cultural Plan is a broadly based participatory planning exercise which provides a cultural vision for the community based on shared perception of current realities and desires for future development. It is a blue print to help the community to attain its own local cultural identity. Stewardship for the plan remains with the community. A Community Cultural Plan crosses all sectors of the community and serves as a tool to integrate the arts into all aspects of community life.

Several Metro municipalities have completed Municipal Arts Policies. The Community Cultural Plan differs in that responsibility for coordinating, monitoring and reporting on implementation is vested in various community groups, organizations, agencies, residents and businesses. This ensures ownership of the plan and the final responsibility for its implementation.

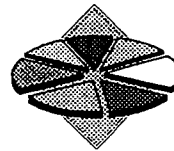
2.0 SCOPE



South Etobicoke is bounded by the Etobicoke borders to the east and west, Lake Ontario to the south and the Queen Elizabeth Way to the north.

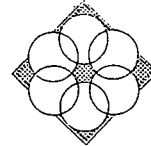
In this Plan culture is defined as the broad areas of art, heritage and cultural industries. Art incorporates the disciplines of the performing arts (i.e. dance, theatre, music), visual arts (i.e. painting, sculpture, prints, drawings, photography, crafts, fibre arts, film and video), and literary arts (i.e. prose and poetry). Heritage involves the disciplines of archival science and museology (i.e. documents and artifacts), architecture and landscape conservation and archaeology (i.e. structures, buildings, sites, districts) and ethnology (i.e. folk or ethnocultural traditions). Cultural industries include broadcasting, film and television production, publishing, sound recording and design. The scope of this study included professional, recreational, avocational, educational and commercial activities.

3.0 PURPOSE OF PHASE II



The purpose of Phase II was to formulate a Community Cultural Plan for South Etobicoke comprised of a vision, mission statement, planning principles, goals, objectives, priorities and an action plan for implementation.

4.0 THE STUDY PROCESS



The study process followed the community development model prescribed by Louise K. Stevens in "Developing A Strategic Cultural Plan: A Work Kit: (published in cooperation with the University of Massachusetts, 1990) which calls for a participatory strategic planning approach involving the community in the assessment of cultural issues and needs.

Phase I included a demographic analysis and an extensive public consultation process involving interviews, focus groups and a household survey (refer to the Appendix for demographic data and survey results). A public meeting was held on February 22, 1994, where participants were actively involved in identifying the community's cultural needs, priorities, strengths and weaknesses.

The Phase I Needs Assessment Report identified the issues and opportunities that were to be addressed by study Task Groups in Phase II and should be referred to for a comprehensive review of the entire study process and its findings.

In Phase II Task Groups were established according to the study units proposed by Phase I:

- 1) The Heritage Task Group
- 2) The Community Design Task Group
- 3) The Education and Instructional Programmes Task Group
- 4) The Audience Development Task Group
- 5) The Culture and Economic Development Task Group
- 6) The Cultural Facilities and Open Space Task Group

Phase II involved these Task Groups in establishing a mission statement, goals, objectives and strategies which comprise The South Etobicoke Community Cultural Plan.

5.0 REPORT FORMAT



This report begins by identifying the cultural uniqueness of South Etobicoke, its vision and planning principles for the Cultural Plan in sections 6.0 through 8.0. Sections 9.0 through 16.0 present the assessments that were undertaken during the study process, the needs and opportunities that were identified and the goals that were developed to meet the cultural needs and interests of the South Etobicoke community. Finally, The South Etobicoke Cultural Strategic Plan is presented in Section 17.0, which is followed by commentary on the funding of cultural initiatives and the proposed updating process in sections 18.0 and 19.0 respectively.

6.0 THE CULTURAL UNIQUENESS OF SOUTH ETOBICOKE



South Etobicoke's Cultural Plan, as one of the province's first community based planning processes, upholds the City of Etobicoke's long-standing tradition of cultural achievements.

The presence of the Etobicoke School of the Arts on its border, the addition of the Lakeshore Village Artists' Co-operative and the transfer of Humber College's School of Performing Arts to the Lakeshore campus provide unique elements which are not present in many communities. The Artists' Co-operative with its 92 studios currently concentrates more than 80 professional artists and their families in South Etobicoke and 500 performing arts students are expected to attend Humber College annually. The artistic quality of South Etobicoke's human resources distinguishes this community.

The Lakeshore's somewhat isolated location, expansive natural waterfront, large tracts of vacant industrial land, village traditions and the historical and natural/built artistry of the former Lakeshore Psychiatric Hospital site, heighten the uniqueness of its cultural identity. Together, these qualities create an opportunity to express and market culture in a way that is perhaps unparalleled in the Province of Ontario.

THE CULTURAL VISION FOR THE VILLAGES - LAKESHORE



To share with you the vision and dreams the South Etobicoke Cultural Strategic Plan has for the Lakeshore, in somewhat of a fanciful way, you are invited to wander through **The Villages - Lakeshore** (i.e. Mimico, New Toronto, Long Branch and Alderwood) with a view to the long term plan.

As you cross the bridge (remember, South Etobicoke is an island), you recognize that you have arrived somewhere special, in a community that celebrates itself through design and public art, whether it's the western gateway (the mural at Exmoor Drive, the redeveloped Long Branch Loop, or the interactive kiosk of heritage data at Marie Curtis Park) or the eastern gateway (the public sculpture garden and interpretive kiosk near the pedestrian bridge at the foot of Palace Pier Court). You may perhaps have come down Brown's Line and enjoyed the decorative gardens, you might have driven past the new mural on the side of Waste Management Inc. on Islington, or the mural at the foot of Kipling, entrance to the former psychiatric site, itself one of the finest public arches in Metropolitan Toronto.

No matter where you travel along the revitalized Lake Shore Boulevard West, you are struck by the flowering of community squares, the clock tower, the fountains and public sculptures that have been tied directly into the redevelopment of retail activity, restaurants and cafés.

The Villages - Lakeshore is more like a town than a city, a place where *small is beautiful*. A genuine sense of community is typified here by a core of long term residents and their passionate pride in the heritage and history of the Lakeshore. Fortunately, much of that has now been preserved, and is readily accessible to the general public through the recently opened Archives Museum which has allowed the centralization of documents and artifacts.

The museum is often used as a starting point for historical or nature walks throughout the region, combining the best of the community's historical roots with the benefits of the fully developed waterfront trails. Members of the three local historical societies, Mimico, New Toronto, and Long Branch, are particularly pleased with the

impact of their awareness campaign, especially with the addition of plaques and signs along the waterfront trail.

Perhaps the most significant difference apparent to residents is the richness of cultural programming that has become such an essential part of both the school systems as well as Parks and Recreation Services. After years of advocacy and lobbying, EASEL (Education and Arts in South Etobicoke Liaison) is celebrating its year-round programme of workshops for teachers and administrators, artists and craftspeople, children, adults and seniors. EASEL is now often used as a model in many neighbouring communities as an effective way of developing an enriched training programme in the arts.

Year-round programming for audiences has also become a reality. Building on the foundations laid in the early 1990's there is now a series of themed, juried and non-juried art exhibitions. These culminate in the annual spring "Through the Eyes of the Artist" competition, as well as the Annual Fall Studio Tour. With more than fifty studios and shops involved, including the large public studio on the old industrial lands, the Lakeshore now offers the highest concentration of studios and studio space across the region.

Festivals have always been a major feature of the Lakeshore. The Lakeshore Festival is still one of the larger elements of our community's calendar, and it is now the opening event to the Festival of the Arts. Humber College continues to play a supporting role in programming in the Auditorium, the Studio Theatre and the Festival Tent on the former psychiatric site. The International School for Writers continues to draw major literary figures to teach and perform each summer. The professional theatre programme is again offering a repertory summer season of four plays performed by the cream of this year's graduating crop of young professionals from training programmes across Canada. Running concurrently with the theatre season, the Community Music Programme is operating its annual three week music theatre camp in collaboration with the Canadian Opera Company. For those with a penchant for jazz and big band sounds, the Humber Festival of the Arts also presents the best of the youth groups from its summer programme.

A major contributor to the success of the numerous artists, cooperatives, galleries, retailers and companies has been the collaborative efforts of the government, the educational system and the private sector in nurturing the entrepreneurial and marketing skills in the Lakeshore. A recent study by the city suggests that the fastest growing category of new businesses in The Villages - Lakeshore is that associated with the cultural sector.

One of the most exciting moments was the dedication ceremony of the Assembly Hall on the former psychiatric site on its 100th anniversary as it reopened with a festival of performances by new community groups such as the Long Branch Little Theatre, the New Toronto Choir and the Mimico Music Makers, all performing original material created by local writers and composers. The Assembly Hall's annual subscription series also includes the Lakeshore Family Series bringing the best of the province's professional repertoire to the Lakeshore. With rehearsals, public meetings and community events, in addition to the subscription series, the Assembly Hall is busy almost every night.

The addition of the Community Centre by the City and the facilities of the Metro Separate School Board on the former psychiatric site have turned this natural gem into the cultural heart of the Lakeshore. The dedicated gallery exhibition space, the Assembly Hall, the community centre, the public studio/work spaces and the range of performances, exhibitions and sales on this site over all four seasons have continued to affirm the vision of the community for maximum public access to this site.

None of this would have been possible were it not for the dedication, leadership and collaboration amongst the Lakeshore Arts Committee, Arts Etobicoke, The Etobicoke Public Library, Humber College, L.A.M.P. (Lakeshore Area Multi-Services Project), The Lakeshore Planning Council, heritage groups, the business community and the City, through the Public Art Advisory Committee and E.M.A.C. (Etobicoke Municipal Arts Commission). Although the two staff members dedicated to the duties of carrying forward the Cultural Plan are more and more responsible for the daily operations, it is still the volunteer community that has realized this dream.

8.0 THE CULTURAL PLAN'S MISSION & PLANNING PRINCIPLES



8.1 The Mission Statement for The Cultural Plan

The mission of the Cultural Strategic Plan is “to achieve distinction for The Villages-Lakeshore as a cultural district where its local culture continually evolves”.

8.2 Planning Principles for The Cultural Plan

The Task Groups involved in the Cultural Plan identified the following planning principles as those which should guide the development of specific goals for their individual units of study:

- * A broad definition of culture
- * Recognition and support for diversity in cultural interests and developments
- * The integration of culture into all aspects of community life
- * A visible cultural presence through community design
- * A long term, practical vision, building on what we have today
- * Grassroots planning that evolves from the community
- * A coalition of diverse community sectors through close working relationships amongst cultural agents
- * Advocacy on the benefits of culture
- * Promotion of cultural education
- * Young people as a primary market for cultural awareness and education
- * The promotion of a cultural mix that capitalizes on the audience development potential of the Lakeshore
- * Establishment of a cultural heart or focal point in the Lakeshore
- * Establishment of a cultural infrastructure that can support the continual development of culture in the Lakeshore

MARKETING CULTURE: THE CRITICAL PATH

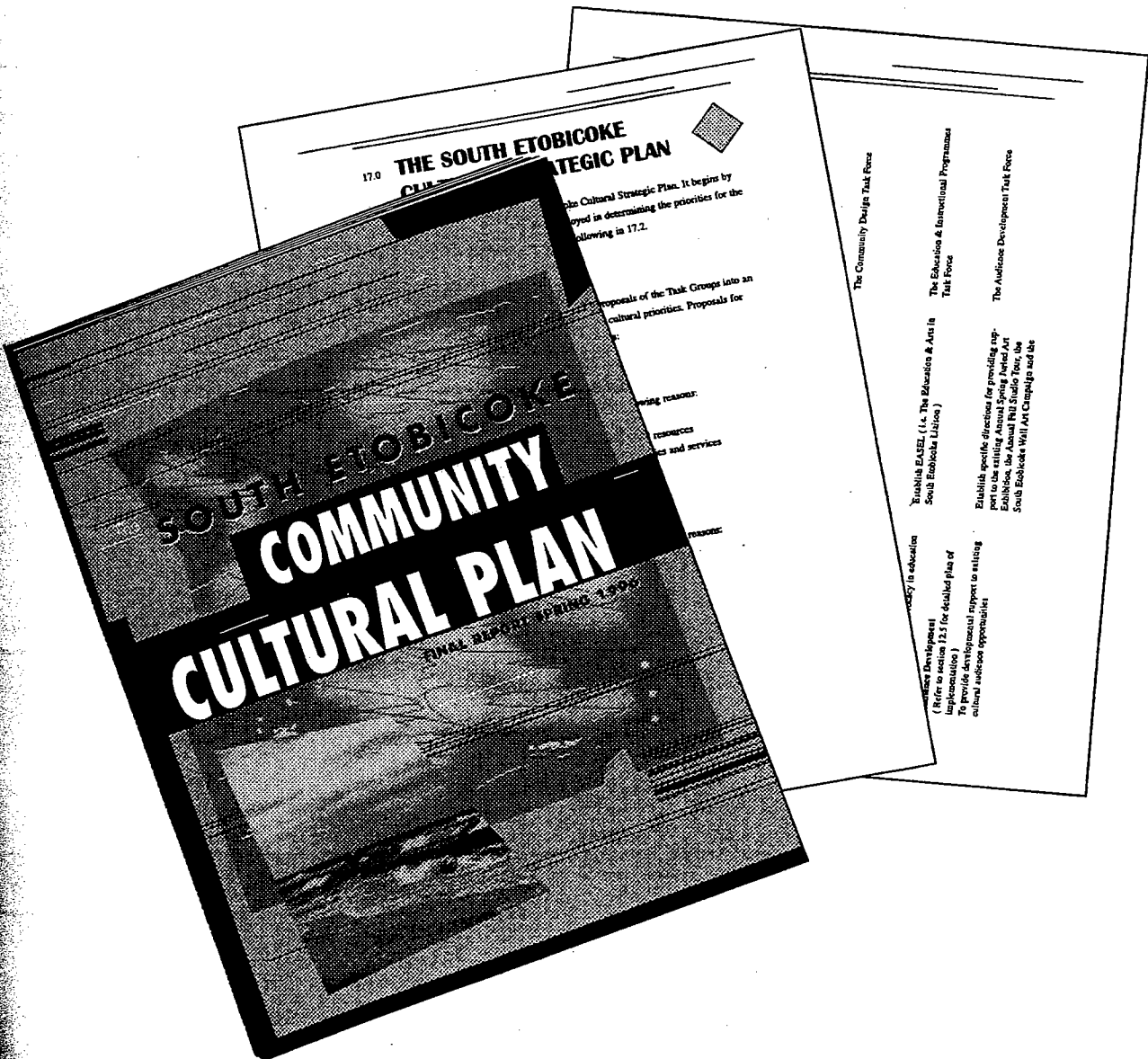
TABLE XII Cont'd.

GOAL # 4 A COMPREHENSIVE CULTURAL MARKETING STRATEGY

OBJECTIVES	STRATEGIES	TACTICS	RESPONSIBLE PARTIES
To develop & implement a comprehensive cultural marketing strategy for South Etobicoke	Follow a community development planning process in the development of a comprehensive cultural marketing strategy	Involve local artists, cultural organizations & agencies & local business; specifically involve marketing experts as advisors	The Lakeshore Arts Committee
		Consider market research; service, product & experience needs/opportunities; promotional/advertising & delivery strategies	As determined
		Consider advocacy, awareness & educational goals	As determined
	Determine cultural marketing strategy & confirm responsibility for its implementation		The Marketing Committee Affected parties

THE SOUTH ETOBICOKE COMMUNITY CULTURAL PLAN

*Integrates the proposals of the
Task Groups into an overall plan
which recognizes community cultural
priorities*



17.0 THE SOUTH ETOBICOKE COMMUNITY CULTURAL PLAN



This section presents the South Etobicoke Community Cultural Plan. It begins by identifying the criteria that were employed in determining the priorities for the Plan in 17.1, with the Community Cultural Plan following in 17.2.

17.1 Cultural Priorities

The Community Cultural Plan integrates the proposals of the Task Groups into an overall plan which recognizes community cultural priorities. Proposals for action have been categorized on the following basis:

Immediate Actions

These are actions that are required for one of the following reasons:

- * To prevent the deterioration of existing cultural resources
- * To maintain needed existing cultural opportunities and services
- * To prepare for longer term initiatives

Short Term Initiatives

These are actions that are required for one of the following reasons:

- * To advocate the benefits of culture
- * To increase awareness of existing cultural resources
- * To enhance existing cultural resources

Long Term Plans

These are actions that while important, must be implemented over a long term period for one of the following reasons:

- * To allow time to assemble necessary funds
- * To spread capital costs over a longer term
- * To support long term continuity in the planning process

17.2 The Community Cultural Plan

Table XIII presents the South Etobicoke Community Cultural Plan according to the above designations.



THE CULTURAL PLAN - PRIORITIES

TABLE XIII

IMMEDIATE ACTIONS: BY JUNE 1996

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES

STRATEGIES

STEWARDSHIP

Heritage

(Refer to section 9.5 for detailed plan of implementation)
To prepare for heritage conservation

Contract staff to identify & inventory heritage resources

The Heritage Task Force

Community Design

(Refer to section 10.5 for detailed plan of implementation)
To prepare for the implementation of proposals for gateway & focal point enhancements

Determine priorities & work plans

The Community Design Task Force

Education & Instructional Programmes

(Refer to section 11.5 for detailed plan of implementation)
To prepare for cultural advocacy in education

Establish EASEL (The Education & Arts in South Etobicoke Liaison)

The Education & Instructional Programmes Task Force

Audience Development

(Refer to section 12.5 for detailed plan of implementation)
To provide developmental support to existing cultural audience opportunities

Establish specific directions for providing support to the existing Annual Spring Juried Art Exhibition, the Annual Fall Studio Tour, the South Etobicoke Wall Art Campaign and the Lakeshore Festival

The Audience Development Task Force

Culture & Economic Development

(Refer to section 13.5)
To prepare for culture & economic development

Initiate an inventory of needs, resources & barriers for cultural businesses & industries

The Culture & Economic Development Task Force

THE CULTURAL PLAN - PRIORITIES

TABLE XIII Cont'd.

Cont'd IMMEDIATE ACTIONS: BY JUNE 1996

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Cultural Facilities & Open Space (Refer for section 14.5 for detailed plan of implementation) To preserve the existing Assembly Hall on the former hospital grounds site</p>	<p>Lobby for the preservation of this facility to prevent further deterioration before its consideration as a cultural facility in the Lakeshore</p>	<p>The Cultural Facilities & Open Space Task Force</p>
<p>To prepare for the longer term development of a cultural focal point at the former hospital grounds site</p>	<p>Determine the potential to incorporate cultural elements into the Master Design for the former hospital site & prepare a Cultural Master Plan using Figure One (section 14.4) as a starting point; seek approvals for long term implementation</p>	<p>The Cultural Facilities & Open Space Task Force</p>
<p>To prepare for longer term facility capital projects</p>	<p>Conduct a cultural facilities feasibility study (i.e. visual arts exhibition space; performance space; studio/work space; an archives/museum)</p>	<p>The City of Etobicoke Parks & Recreation Services Department & Heritage</p>
<p>To prepare for amphitheatre development</p>	<p>Phase development as funds are assembled over the long term</p>	<p>The Cultural Facilities & Open Space Task Force</p>
<p>Organizational Infrastructure (Refer to section 15.5 for detailed plan of implementation) To establish interim leadership for the South Etobicoke Community Cultural Plan</p>	<p>Extend the term of the Executive Committee for the South Etobicoke Community Cultural Plan to provide interim leadership</p>	<p>The Executive Committee of the South Etobicoke Community Cultural Plan</p>



TABLE XIII CONT'D.

THE CULTURAL PLAN - PRIORITIES

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

Cont'd IMMEDIATE ACTIONS: BY JUNE 1996

OBJECTIVES	STRATEGIES	STEWARDSHIP
To prepare the Lakeshore Arts Committee for its role in the stewardship of the Plan	Redefine the organizational structure of the Lakeshore Arts Committee to support its new role; secure staffing assistance; & incorporate with charitable status	The Executive Committee of the South Etobicoke Community Cultural Plan The Lakeshore Arts Committee
To ensure the widespread distribution of the Cultural Plan	Distribute Cultural Plan to all affected parties. Include copies at library locations.	The Lakeshore Arts Committee
Marketing Culture (Refer to section 16.5 for detailed plan of implementation) To prepare for the development of a comprehensive marketing strategy for South Etobicoke	Prepare a work programme to determine the cultural marketing strategy	The Marketing Committee

SHORT TERM INITIATIVES: 1996

OBJECTIVES	STRATEGIES	STEWARDSHIP
Heritage (Refer to section 9.5 for detailed plan of implementation) To promote local history	Prepare & publish promotional materials & market	The Heritage Task Force

THE CULTURAL PLAN - PRIORITIES**Cont'd SHORT TERM INITIATIVES: 1996**

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Community Design (Refer to section 10.5 for detailed plan of implementation) To initiate the programme for enhancements to the western & eastern gateways to South Etobicoke</p>	<p>Initiate improvements as identified in section 10.5</p>	<p>The Community Design Task Force</p>
<p>To initiate the implementation programme for community focal point developments</p>	<p>Initiate improvements/developments as identified in section 10.5</p>	<p>The Community Design Task Force</p>
<p>To initiate a programme for creating vibrant & culturally significant spaces in South Etobicoke</p>	<p>Propose specific improvements/developments</p>	<p>The Community Design Task Force</p>
<p>Education & Instructional Programmes (Refer to section 11.5 for detailed plan of implementation) To increase awareness of local instructional programmes</p>	<p>Publish & distribute a cultural brochure Identify & submit suggestions for upgrading the prominence & content of the cultural component of the Parks & Recreation Services Department's brochure</p>	<p>The Education & Instructional Programmes Task Force</p>
<p>To facilitate an increase in the arts content of the school system</p>	<p>Advocate for & assist with arts workshops on professional development days</p>	<p>The Education & Instructional Programmes Task Force</p>
<p>Secure & implement a resident artist programme in local schools</p>	<p>Secure & implement a resident artist programme in local schools</p>	<p>The Education & Instructional Programmes Task Force</p>



TABLE XIII CONT'D. THE CULTURAL PLAN - PRIORITIES

Cont'd **SHORT TERM INITIATIVES: 1996**

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES	STRATEGIES	STEWARDSHIP
To advocate arts in education	Implement advocacy programme as designed by EASEL (Education & Arts in South Etobicoke Liaison)	EASEL (Education & Arts in South Etobicoke Liaison)
Audience Development (Refer to section 12.5 for detailed plan of implementation)		
To expand or add cultural content to existing cultural audience opportunities	Initiate a plan to increase the cultural content of the Christmas Parade & the Last Night Festival	The Audience Development Task Force
Culture & Economic Development (Refer to section 13.5 for detailed plan of implementation)		
To confirm viable cultural sector support project (s)	Propose projects to the City's Business Development Department & other affected parties; redesign/upgrade until viability is confirmed	The Culture & Economic Development Task Force
To establish closer cultural ties with community planning & development resources	Participate in relevant planning & economic development projects affecting the Lakeshore	The Culture & Economic Development Task Force
Cultural Facilities & Open Space (Refer to section 14.5 for detailed plan of implementation)		
To upgrade the Mimico Library Theatre to a functional performance space	Assess upgrade requirements; provide cost estimates; present proposal to the Etobicoke Library Board	The Cultural Facilities & Open Space Task Force

TABLE XIII CONT'D. THE CULTURAL PLAN - PRIORITIES

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

Cont'd SHORT TERM INITIATIVES: 1996

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>To make more studio/work space available to artists</p>	<p>Inventory space Promote available space to artists</p>	<p>The Cultural Facilities & Open Space Task Force</p>
<p>Organizational Infrastructure (Refer to section 15.5 for detailed plan of implementation) Incorporate & establish charitable status</p>	<p>Establish commitment to a cultural forum & confirm role, operating format & composition with key affected parties</p>	<p>The Lakeshore Arts Committee</p>
<p>To establish a cultural forum for the Lakeshore</p>	<p>Establish a liaison relationship with the Arts Etobicoke Board; obtain on-going updates on the activities of the Etobicoke Arts Commission & Public Art Advisory Committee; involve representatives in local relevant projects (i.e. of city departments, committees & area groups)</p>	<p>The Lakeshore Arts Committee</p>
<p>To formalize relationships between the Lakeshore Arts Committee & city-wide cultural resources</p>	<p>Meet with representatives of Humber College, the business sector, Parks & Recreation Services Department, heritage groups & others to determine relationships of mutual interest associated with the proposals of the Plan</p>	<p>The Lakeshore Arts Committee</p>
<p>To improve & establish new cultural relationships</p>		

TABLE XIII CONT'D. THE CULTURAL PLAN – PRIORITIES

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

Cont'd SHORT TERM INITIATIVES: 1996

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Cultural Marketing (Refer to section 16.5 for detailed plan of implementation) To provide marketing support to the cultural sector</p>	<p>Upgrade the marketing acumen of the Lakeshore Arts Committee through the involvement of marketing advisors; provide marketing seminars or access to seminars for local artists & cultural agencies</p>	<p>The Marketing Committee</p>
<p>To develop a cultural marketing image</p>	<p>Develop image concept & plan for implementation</p>	<p>The Marketing Committee</p>
<p>To co-ordinate existing marketing activities</p>	<p>Determine & implement strategies to co-ordinate existing marketing activities</p>	<p>The Marketing Committee</p>

LONG TERM PLANS: 1996 - 2006 +

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Heritage (Refer to section 9.5 for detailed plan of implementation) To implement conservation strategies by 1997</p>	<p>Formulate strategies Obtain appropriate approvals Implement strategies</p>	<p>The Heritage Task Force</p>

THE CULTURAL PLAN - PRIORITIES

TABLE XIII CONT'D.

Cont'd LONG TERM PLANS: 1996 - 2006 +

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Community Design (Refer to section 10.5 for detailed plan of implementation) To continue the on-going programme for focal point enhancements until completion</p>	<p>Initiate focal point improvements</p>	<p>The Community Design Task Force</p>
<p>To continue the on-going programme for landmark enhancements until completion</p>	<p>Initiate landmark enhancements</p>	<p>The Community Design Task Force</p>
<p>To continue the on-going programme to revitalize & create vibrant, culturally significant places</p>	<p>Initiate the development of culturally significant places</p>	<p>The Community Design Task Force</p>
<p>Education & Instructional Programmes (Refer to section 11.5 for detailed plan of implementation) To continue to promote cultural education & awareness</p>	<p>Identify needs & undertake initiatives to meet needs on an annual basis</p>	<p>The Education & Instructional Programmes Task Force</p>
<p>To facilitate the expansion of cultural instructional programmes</p>	<p>Identify programme needs & opportunities on an annual basis & refer to the appropriate provider</p>	<p>The Education & Instructional Programmes Task Force</p>



TABLE XIII CONT'D.

THE CULTURAL PLAN - PRIORITIES

Cont'd LONG TERM PLANS: 1996 - 2006 +

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

OBJECTIVES	STRATEGIES	STEWARDSHIP
<p>Audience Development (Refer to section 12.5 for detailed plan of implementation) To establish new culturally focused audience opportunities</p>	<p>Plan & host an outdoor arts & crafts show by 1997 Develop & implement a subscription performing arts series by 1997</p>	<p>The Audience Development Task Force The Audience Development Task Force</p>
<p>To continue to add new culturally focused audience opportunities</p>	<p>Identify & initiate audience opportunities</p>	<p>The Audience Development Task Force</p>
<p>Culture & Economic Development (Refer to section 13.5 for detailed plan of implementation) To implement a viable cultural economic development project (s) by 1997</p>	<p>Implement project (s) & monitor impacts</p>	<p>The Culture & Economic Development Task Force</p>
<p>To continue to identify & implement viable cultural economic development projects</p>	<p>Continue to develop initiatives on a project by project basis</p>	<p>The Culture & Economic Development Task Force</p>
<p>Cultural Facilities & Open Space (Refer to section 14.5 for detailed plan of implementation) To implement the proposals of the Cultural Facilities Feasibility Study</p>	<p>Implement proposals according to the priorities of the feasibility study</p>	<p>City of Etobicoke Parks & Recreation Services City Heritage staff</p>



TABLE XIII CONT'D.

THE CULTURAL PLAN - PRIORITIES

Note: The planning & implementation of initiatives will involve all affected parties. Stewardship merely identifies the initiating party.

Cont'd **LONG TERM PLANS: 1996 - 2006 +**

OBJECTIVES	STRATEGIES	STEWARDSHIP
To assist with the implementation of facility capital projects	Develop fundraising strategies to assist in meeting the funding requirements for capital projects	The Lakeshore Arts Committee
Organizational Infrastructure (Refer to section 15.5 for detailed plan of implementation)	Provide annual orientation & other training opportunities for parties involved in the cultural organizational infrastructure	The Lakeshore Arts Committee
To maintain an effective cultural organizational infrastructure	Undertake an annual update of the Cultural Plan according to the guidelines in section 19.0	The Lakeshore Arts Committee
To update the Cultural Plan	Implement the cultural marketing strategy & monitor impacts	The Marketing Committee
Cultural Marketing (Refer to section 16.5 for detailed plan of implementation)	Identify on-going marketing support needs & provide seminars (or access to seminars) as required	The Marketing Committee
To launch the comprehensive cultural marketing strategy for South Etobicoke in 1997		
To provide marketing support to the cultural sector as required		