



Puzzle Pieces

Summary Report

**PUZZLE PIECE
SUMMARY REPORT**

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PUZZLE PIECE SUMMARY REPORT

EXECUTIVE SUMMARY

The City of Mississauga initiated a conversation and public engagement with city residents to get their ideas on how Mississauga could be positioned as a leading national and international city in the 21st Century. Various approaches were employed to get these 21st Century ideas from the general public, including the approach of asking people to submit their various ideas through paper and online puzzle pieces. Through this puzzle piece process, 6,454 ideas were submitted by the general public which were classified appropriately to fit under the eight themes fashioned for 'Our Future Mississauga'. This report therefore shows the summary of ideas generated by the puzzle pieces, as ideated by city residents.

The results show the following key findings:

- Transportation is ranked as the number one issue by respondents, with 23% of all ideas talking about various getting around issues in Mississauga and proffering solutions which include *'Transit on Demand'* and the need to *develop new transport alternatives*;
- Going Green respondents believe *better policy* and doing *more research* on issues of going green should be undertaken;
- *Tourism* and *building new entertainment places* are considered as the best ways to create wealth in Mississauga;
- Creating a *representative workplace* and *results-driven programs* for new immigrants living in Mississauga are seen as some of the best ways to embrace our social diversity;
- Promoting *walking* and *bicycling* is adjudged to be the best way to enhance our quality of life in Mississauga;
- Respondents opined that attracting more *post-secondary educational institutions*, showcasing our *arts and culture* and embracing our *local talents* are the most effective ways to investing in creativity and knowledge;
- More *daytime/night time activities* and attracting *major events* to the city centre are seen as one of the top ways to creating a vibrant downtown in Mississauga; and
- Pursuing *joint initiatives* with other cities and *exploiting new frontiers* are believed to be some of the lead roles which Mississauga should champion in the Golden Horseshoe.

TABLE OF CONTENT

1.0 INTRODUCTION	1
1.1 Background Information	1
1.2 The Themes	2
1.3 Aim and Objectives	2
2.0 METHODOLOGY	2
2.1 Distribution Methods and Respondent Background	2
2.2 Limitation of Study	4
2.3 Validity and Reliability of Data	4
3.0 RESULTS AND DISCUSSION	4
3.1 Getting Around in Mississauga	5
3.1.1 Getting Around in Mississauga: Five Top Ideas	5
3.2 Going Green in the 905	7
3.2.1 Going Green in the 905: Five Top Ideas	7
3.3 Creating Wealth in Our Community	8
3.3.1 Creating Wealth in Our Community: Five Top Ideas	8
3.4 Embracing Our Social Diversity	9
3.4.1 Embracing Our Social Diversity: Five Top Ideas	10
3.5 Positively Influencing Our Quality of Life	11
3.5.1 Positively Influencing Our Quality of Life: Five Top Ideas	11
3.6 Investing in Creativity and Knowledge	12
3.6.1 Investing in Creativity and Knowledge: Five Top Ideas	12
3.7 Creating a Vibrant Downtown	14
3.7.1 Creating a Vibrant Downtown: Five Top Ideas	14
3.8 Realizing Opportunities in the Golden Horseshoe	15
3.8.1 Realizing Opportunities in the Golden Horseshoe: Five Top Ideas	15
3.9 Theme Comparison	16
4.0 CONCLUSION	17

PUZZLE PIECE SUMMARY REPORT

1.0 INTRODUCTION

This report is prepared as a summary of all the ideas collected through the Puzzle Piece as a community engagement tool. The report gives insights into how the BC 21 puzzle piece idea has evolved over time. It starts by discussing the relevant background information related the project in general, the themes that were chosen for the project, the methodology used in distributing the puzzle pieces and issues related to data collection and analysis. Furthermore, it sheds more light on the background of respondents and analyzes all the ideas and opinions received, concluding with comparison between the theme areas. The main project, 'Our Future Mississauga', started in July 2007 and is expected to be completed in April 2008. However, the puzzle piece aspect of this project is considered completed.

1.1 Background Information

Mississauga is a city of approximately 700,000 people, the sixth largest in Canada. Because of the dynamic nature of the city, its burgeoning population, myriads of opportunities and the impacts all these portend for the future, the City of Mississauga has committed to updating its Strategic Plan to position the city as a national and international leader in areas crucial to the 21st Century. At the June 6th Council Meeting, the Council endorsed a community engagement plan entitled "21st Century Conversation – Our Future Mississauga". This community engagement initiative has been effective in getting the views and opinions of city residents on how they would want the city to look like, in the next 10, 20, 30 and 40 years.

The 21st Century Conversation is undertaken on behalf of the City by the Building a City for the 21st Century Team (or BC 21 Team for short). The BC 21 Team is a City multi-departmental team made up of representatives from the Planning and Building Department, Community Services Department, Economic Development Department and Human Resources Department. BC 21 Team works with the consulting firm, Office for Urbanism, a professional firm highly skilled in community visioning and facilitation process. Office for Urbanism is the project lead for this initiative. Various strategies have been fashioned to get inputs and feedbacks from a broad spectrum of the community – from various arts and cultural groups, ethnic groups, religious organizations, business entrepreneurs, professionals, community leaders, youth, students and the City staff. Some of these engagement strategies include:

- a. Community and group presentations;
- b. School presentation (to students and teachers);
- c. School Board presentation;
- d. Puzzle Pieces;
- e. Speaker Series;
- f. Interactive website (www.conversation21.ca);
- g. Rogers Television Series;
- h. Our Conversation This Week (a weekly internal newsletter);
- i. Visioning Symposium;
- j. Big Ideas and Making it Real Workshops;
- k. Open House.

This report only focuses on the puzzle pieces part of the community engagement strategies.

1.2 The Themes

All areas of interest relevant to 21st Century and essential for Mississauga's current and future were recognized. They have been identified and summarized into eight themes as follows:

- a. Getting around in Mississauga;
- b. Going Green in the 905
- c. Creating Wealth in our Community;
- d. Embracing our Social Diversity;
- e. Positively influence our Quality of Life;
- f. Investing in Creativity and Knowledge;
- g. Creating a Vibrant Downtown; and
- h. Realizing opportunities in the Golden Horseshoe.

These themes form the main discussions and discourses in all the engagement strategies identified in Section 1.1. They therefore form the basis of the puzzle piece ideas, as in the rest of the engagement strategies.

1.3 Aim and Objectives

The main aim of this report is to capture what city residents have said about their future Mississauga as depicted by the puzzle pieces, literally fitting the puzzles together to paint a big picture of the future. To achieve this aim, two objectives have been created as follows:

- a. To garner thoughts and ideas presented by the city residents in a systematic way that is easily read and understood;
- b. To give policy makers an opportunity to see what the people dream about the future and consequently assist in setting priorities that will bring some of the thoughts and ideas into fruition.

2.0 METHODOLOGY

This section discusses the methodology of distributing the puzzle pieces, figures on those who submitted the puzzle pieces, the report limitations, and efforts made to ensure a reliable data representation.

2.1 Distribution Methods and Respondent Background

25,000 puzzle pieces were printed in total and made public in September 2007. As at the time of writing this report, 6,454 ideas have come through the puzzle pieces. They were properly classified into the theme areas. The main methodology used in distributing these puzzle pieces was making certain that they were available to all Mississauga residents, irrespective of where they live in the city. The puzzle pieces were also designed to get opinions and ideas from residents without disclosing any personal information. This method of anonymity ensured quality of response, principles of free speech and big visioning about the future.

The 6,454 puzzle ideas were received from various sectors and segments of the community as follows:

- a. Speaker Series events:
 - o Over 3,000 people attended the 4-day event;

- Almost all the puzzle pieces were collected at the BC 21 Lemonade Stand;
 - Some other puzzle pieces from Speaker Series made their way to community centres and libraries, from where they were sent directly to the BC 21 Team.
- b. Community meetings and presentations:
- 110 meetings and presentations were carried out to various groups and residents;
 - About 3,500 attended all the meetings in total;
 - Some puzzle pieces came through community meetings and presentations.
- c. School Presentations:
- Presentations were done in elementary, secondary and post-secondary schools, 12 schools in total;
 - 1,200 students attended all the presentations;
 - About 1,800 puzzle pieces were received from all the 12 schools.
- d. Mayor Youth Summit:
- Over 200 youth attended this event;
 - Many of the puzzle pieces collected were received at the BC 21 Lemonade Stand.
- e. City Staff:
- Presentations were made to various 20 City Staff groups at different venues;
 - About 650 City Staff attended all the meetings;
 - Many puzzle pieces came through these meetings, but the majority of Staff puzzle pieces came through Staff inter-office mail and competition.
- f. Community Centres:
- Presentations were done in 11 community centres across Mississauga;
 - About a quarter of all the puzzle pieces received came from community centres.
- g. Libraries:
- Presentations were done in 18 libraries across Mississauga;
 - About a quarter of all puzzle pieces received also came from libraries.
- h. Website:
- Our Conversation website (www.conversation21.ca) has an electronic puzzle piece that people could fill in to give their ideas;
 - The website still gets about 3,000 hits per day;
 - About 120 respondents gave their puzzle pieces ideas via the website. These ideas were later hand-written by BC 21 Team on hard copies of puzzle pieces.
- i. Other Major Events:
- Some puzzle pieces came through some major events in the city, like 2007 Mayor Tree Lighting, 2007 World Town Planning Day, Big Ideas Workshop, etc;
 - Over 110 puzzle pieces were collected at all these events at the BC 21 Lemonade Stand.
- j. Unidentified Sources:
- Some puzzle pieces were received by the BC 21 Team that have no identifiable sources;
 - About 55 puzzle pieces came through unidentifiable sources.

2.2 Limitation of Study

This report has a good component of collection and analysis of data from primary sources, i.e. the residents of Mississauga who participated in the puzzle piece initiative. However, the following is determined as the deliberate limitation or shortcoming of this study:

1. This report does not review existing secondary sources, literature or City documents to support or debunk some of respondents' views and opinions on the theme areas;
2. This report does not research existing situations, conditions or infrastructural capacities of wards or planning districts that have definitely influenced why a respondent would more likely talk about a particular theme compared to the other; and lastly,
3. This report does not provide recommendations, either for the methodology or the concluding chapter.

2.3 Validity and Reliability of Data

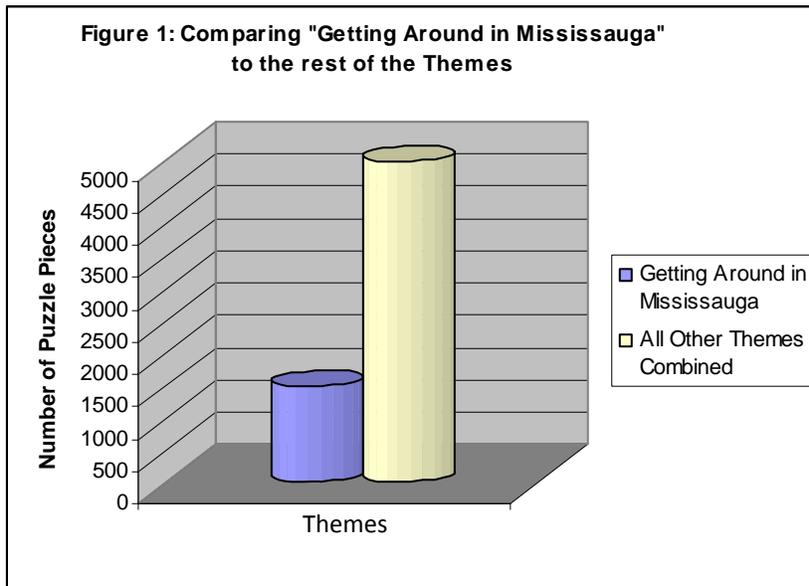
Bearing the above limitations in section 2.2 in mind, strict efforts and attention to details were made to get very reliable figures as seen in Section 2.1. However, these figures are not absolutely without bias. The main reason is that some puzzle pieces ideas had multiple repetitions, and it was not known whether they were submitted by one individual or more. This category was nevertheless captured as multiple ideas. Again, some puzzle pieces (25 in number) were outrightly removed and not counted as part of the total puzzle piece figures because they contained some inappropriate or offensive ideas that touched on race, gender, age group and certain individuals. Apart from this, the Conversation Website is still open for people to continuously submit their ideas though these ideas are not expected to influence the results of this report in any significant way. Therefore, as a general standard, caution should be employed when drawing inferences or putting absolute reliability on this report's data and figures. More so, the 6,454 puzzle piece ideas analyzed were submitted by only about 0.9% of the total Mississauga population of about 700,000, assuming each idea was submitted by each individual. In conclusion nevertheless, the puzzle pieces data analyzed for this report is consistent with the principles of data validity and reliability because they fairly cut across the eight themes and transcended geographical areas, wards and planning districts in Mississauga.

3.0 RESULTS AND DISCUSSION

This section captures all the big ideas and opinions of all Mississauga residents who participated in the puzzle pieces exercise, as seen in Section 2.1. As earlier mentioned, while many residents wrote just one idea on a puzzle piece that bordered on one of the eight themes, others wrote more than one idea on a puzzle piece. Careful efforts were made to classify all these ideas under the various eight themes, in a one-puzzle-one-idea manner. This was how the total number of 6,454 ideas from the puzzle pieces was derived – meaning that this report is idea-based and does not put actual number of puzzle pieces into consideration. At the end of the classification exercise, *five top ideas* for Mississaugans were extracted somewhat verbatim from each of the themes, reflecting what the people have said about their current and future Mississauga. These main ideas represent the major changes or improvement which city residents would want to see happening in Mississauga in the very near future. Finally, relevant charts are appropriately utilized to depict some of these thoughts, ideas and opinions, and to give a quick glance of the *top five ideas* from residents.

3.1 Getting Around in Mississauga

Of the entire 6,454 puzzle pieces ideas collected through this initiative, about 1,484 comments or ideas dealt directly with getting around in Mississauga. This makes “Getting around in Mississauga” arguably the most important issue for respondents. As seen in Figure 1, issues of getting around in Mississauga represent about 23% of major areas that residents would want to see an immediate improvement in the near future, compared to 77% (4,970 pieces) for the rest of the themes combined.



3.1.1 Getting around in Mississauga: Five Top Ideas

As earlier discussed, through the classification that was done by fitting each of the puzzle pieces into each of the theme areas, *five top ideas* were captured according to participants’ priorities and opinions. With regard to getting around in Mississauga, as seen in Figure 2, out of the 1,484 comments or ideas made about getting around in Mississauga, about 1,394 puzzles (412, 306, 271, 253 and 152 respectively) talked about these *Five Top Ideas*, representing about 94% of all comments, while about 6% (90 pieces) talked about what is considered ‘divergent’ getting around issues such as ‘flashing street lights’, ‘conduct of bus drivers’, ‘putting heat at bus stops’, etc. This 6% also contained some drawings that were not interpreted. These *five top ideas* are ranked in order of importance

1. Transit on Demand

- Within Mississauga:
 - The frequency of Mississauga Transit needs to be improved upon. Residents opine that they don’t want to spend hours waiting at bus stops. They want to see an immediate change that will make buses show up at bus stops every 10 minutes and must be sustainable. Frequency of transit is regarded as the number one reason why people will want to take a bus instead of driving. It is also suggested that buses should run late into the morning hours to prevent drunk driving.
 - Low fares policy needs to be maintained by Mississauga Transit. This will make more people get out of their cars and take the bus in view of the soaring gas prices.

- More routes should be created by Mississauga Transit. This will reduce driving to drop people off at bus stops. There should also be a direct shuttle to major public events, e.g. when major events happen at the Hershey Centre.
- Eliminate transfer fees from GO to Mississauga Transit.
- To and From Mississauga:
 - Go Bus must increase its frequency of getting people to and from Mississauga. It is opined that Go Bus showing up very later than scheduled and also many cancellations have had a huge negative impact on getting around in Mississauga.
 - Go Train should be running to and from Mississauga with increased frequency, especially to Toronto. Respondents say they find it hard to believe that the two most populous cities in the GTA (Toronto and Mississauga) have very poor transit connections. This area needs a lot of improvements.
 - For a more competitive and reliable getting to and from Mississauga, respondents suggest that the monopoly of Go Bus and Train needs to be broken.

2. Mississauga should have a Subway

- Mississauga should have a subway that connects Square One with Toronto (Kipling). Lack of subway is suggested as one of the major problems pertaining to getting easily in and out of Mississauga.
- Future subway should connect Pearson International Airport with Toronto.

3. Harmonize GTA Transits

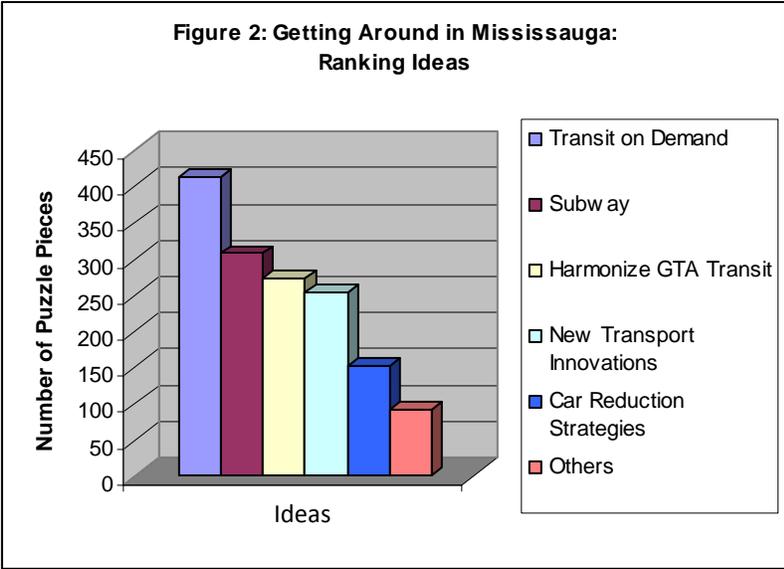
- A plan should be made to harmonize all the transits that operate in the GTA. Someone coming from the east end of the GTA should be able to get to the west end of the GTA, and vice versa, without hassles and having to transfer trains and buses multiple times.

4. Develop New Transport Innovations

- New transport frontiers, like LRT, BRT, Sky Tram, Gondola, Monorail, etcetera, should be exploited to facilitate getting around more easily and quickly.
- Water transportation that will connect Mississauga with the rest of the GTA bordered by Lake Ontario should be exploited.
- Explore the possibilities of developing a future underground pathway that will connect Mississauga major buildings like Square One to LAC/City Hall/Mississauga City Library.
- Underground street crossings to improve traffic flow.
- Install pedestrian countdown lights on our traffic lights.
- Improve the visibility of lines that separate road lanes.

5. Car-reduction Strategies should be explored

- Walking and bicycling are seen as some of the most effective ways to reduce cars on the road. Support should be given to these areas through policies that will improve bike lanes, bicycle LRT and promote safe walking.
- More carpooling and joint commuting campaigns should be embarked upon by the City.
- City of Mississauga should set the pace of joint commuting by providing buses to pick City workers who live outside Mississauga at designated bus stops to and from work.

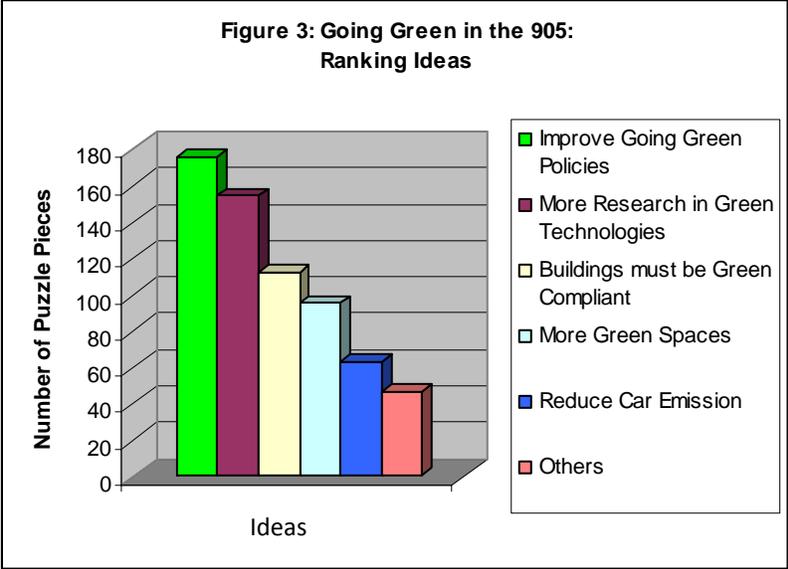


3.2 Going Green in the 905

Going green opinions talked about a wide variety of ideas that range from tree protection to environmental pollution, idling and policies. All these ideated opinions were captured under *Five Top Ideas* and compared figuratively with the rest of Going Green ideas. These *five top ideas* are ranked in order of importance.

3.2.1 Going Green in the 905: Five Top Ideas

Out of the 6,454 puzzles ideas analyzed for this report, about 10% of respondents talked about the issues of going green, representing about 645 of puzzle piece ideas. As seen in Figure 3, out of these 645 puzzle piece ideas, about 600 puzzles (176, 154, 112, 95 and 63 respectively) talked about the *Five Top Ideas*, representing about 93% of total ideas while the rest 7% (45 puzzles) talked about what was considered as ‘abstract’ going green issues such as ‘do something about going green’, ‘we have to be more green’, ‘let only horses and buggies ply our roads’, and the like. It also included some pictorial representations of ‘going green’ which were not classified.



1. Improve Going Green Policies

- Save energy by using energy-efficient light bulbs.
- More garbage and recycling cans should be put across the city.
- Improve going green campaigns like energy conservation, recycling, anti-littering, and promote a 'Green Day' where everyone walks to work, wash dishes, carpool, etc.
- Develop other sustainable environmental policies.
- Eliminate the use of plastic bags for shopping.

2. More research in Green Technologies

- More research should be undertaken to exploit various green technologies relevant to Mississauga, like renewable energy sources, solar, wind, biodegradable, e.t.c.
- Alternative energy to fuel should be exploited to reduce helpless dependency on car.
- Alternative de-ice technology other than salt should be explored for snow removal.

3. All Buildings must be 'Green' Compliant

- New buildings to be built in Mississauga should be 'green' compliant.
- All old residential and industrial buildings should embrace going green.

4. More 'Green' Spaces

- More parks should be built in Mississauga.
- More trees should be planted instead of cutting them down to build houses and condos.
- Continued protection of Mississauga's waterfront and natural habitats.

5. Car emission should be reduced

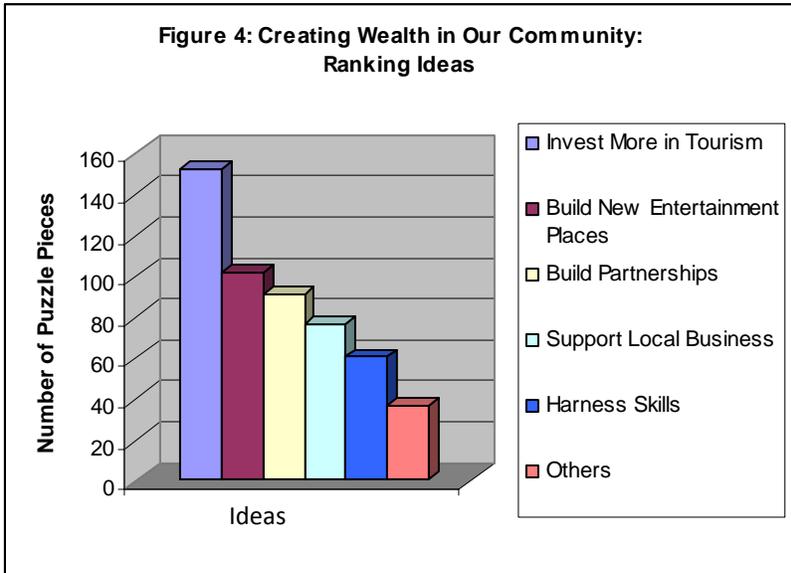
- Give juicy incentives to encourage city residents to buy 'green' cars.
- City of Mississauga should be a pacesetter by using 'green' cars and vehicles as a way to also encourage residents to do the same.
- Ban idling and drive-throughs in Mississauga.
- Introduce gas tax to discourage driving: 1 litre of gasoline should worth significantly more than Tim Hortons coffee.

3.3 Creating Wealth in Our Community

Creating Wealth in Our Community generated a low response rate compared to some of the other theme areas. However, the ideas given by respondents were properly captured and classified under the most relevant categories.

3.3.1 Creating Wealth in Our Community: Five Top Ideas

Of all the 6,454 puzzle piece ideas that were analyzed for this report, about 8% talked about creating wealth in our community – this is about 516 puzzle piece ideas in total. Out of this 516 figure, about 93% (152, 101, 91, 76 and 60 puzzles respectively) talked about the *Five Top Ideas* chosen under this particular theme as seen in Figure 4, while the rest of 7% (36 puzzles) talked about what is considered as 'hard to classify' creating wealth issues and some pictorial representations. These *five top ideas* are ranked in order of importance.



1. Invest more in Tourism

- Fashion out modalities of attracting tourists to Mississauga.
- Develop our waterfront, heritage and amusement parks to attract tourists.
- Commercialize our Public Arts Gallery.

2. Build New Entertainment Places

- Build a world-class Casino that could compete with Casino Rama in Mississauga.
- Build other entertainment places like museum, zoo, petting zoo, concert houses, etc.

3. Build Partnerships

- Build sustainable partnerships with our neighbours around the GTA that will generate wealth for Mississauga.
- Promote Mississauga at home and abroad to attract more scientific and technologically-inclined companies, leading to more job creation opportunities.
- Build more partnership with the private sector.

4. Support Local Business

- Support local farmers facing stiff competition from big box grocery stores.
- Devote more spaces for small businesses in the downtown.
- Cut taxes for small businesses.

5. Harness Skills

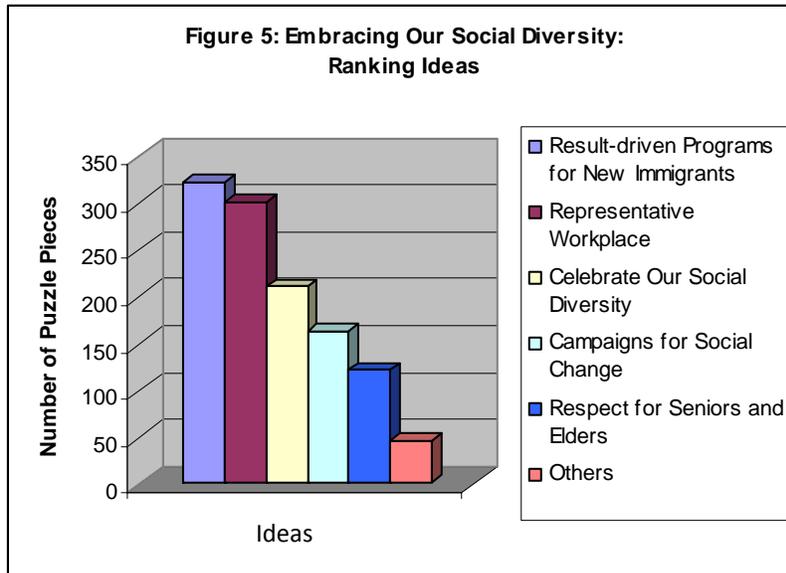
- Wealth creation experts should put heads together to create wealth for Mississauga.
- Harness skills of immigrants who might have great wealth creation ideas that could appeal to visible minority groups and other residents alike.

3.4 Embracing Our Social Diversity

Embracing our social diversity as a theme is the second most talked about issue, according to the 6,454 ideas generated through the puzzle pieces, second to getting around in Mississauga.

3.4.1 Embracing Our Social Diversity: Five Top Ideas

Of all the 6,454 puzzle piece ideas that were analyzed, 18% talked about embracing our social diversity. This is about 1,162 puzzle pieces in total. As displayed in Figure 5, out of this 1,162, about 96% of the ideas (322, 301, 210, 162 and 121 respectively) were captured under the *Five Top Ideas*, while the remaining meagre 4% (46 puzzles) talked about other diversity issues that could not be fitted into this format. These *five top ideas* are arranged in order of importance.



1. Result-driven Programs for New Immigrants

- Mentorship and welcoming programs for all new immigrants.
- Paid internships should be in place for new immigrants to learn Canadian work culture.
- Support for new immigrants who have the skills to be self employed.
- More jobs should be created to accommodate new immigrants.
- More programs to learn English and recognize foreign credentials.
- Give more support for local establishments that cater for new immigrants.

2. Representative Workplaces

- Employers should set the pace by giving more job quota to members of the visible minority groups.
- New laws should be enacted to compel major employers of labour in Mississauga to reflect diversity in their workforces.
- More women should be employed.

3. Celebrate Our Social Diversity

- Engage in cultural concourses uniting various cultures and ethnicity.
- Reveal our multiculturalism as a city through building and designs.
- Remove barriers of segregation from our communities by encouraging mixed housing.
- More multicultural festivals and culturally-diverse events (like Carassauga).
- More multicultural restaurants.

4. Campaigns for Social Change

- More campaigns and orientation programs to discourage racism, bullying, racial profiling and any form of discrimination.

- Tolerance for everybody irrespective of their sexual orientation.
- More lectures in schools about cultural pluralism.
- Religious tolerance

5. Respect for Seniors and the Disabled

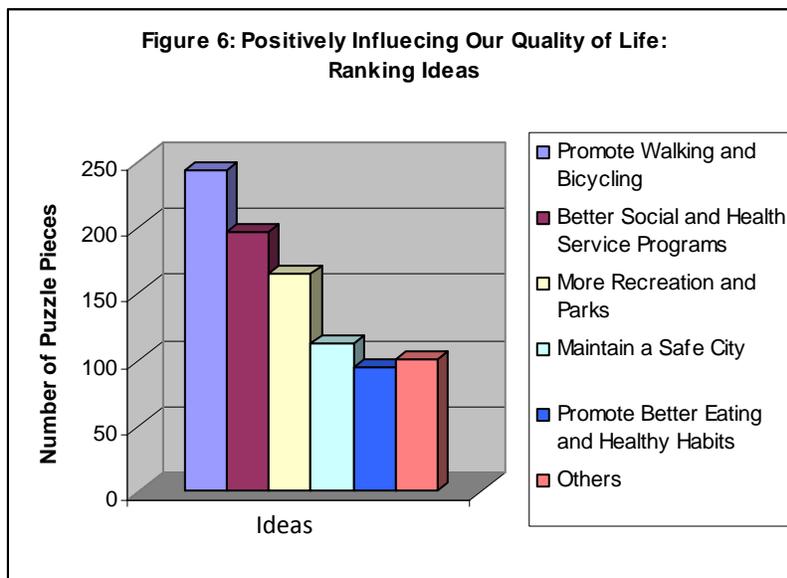
- More social assistance for the disabled and people living with disabilities.
- Lower bus fare for seniors.
- All houses, public buildings, restaurants and grocery stores should be more accessible to seniors and the disabled.
- Improve retirement homes and homecare services for the aged.

3.5 Positively Influencing Our Quality of Life

Many divergent views and opinions were made on positively influencing our quality of life. Apparently, quality of life means different things to different people. However, these divergent views have been properly captured to reflect nearly all the responses given by residents.

3.5.1 Positively Influencing Our Quality of Life: Five Top Ideas

14% talked about positively influencing our quality of life out of the analyzed 6,465 puzzle piece ideas generated. This amounts to about 904 in number. As shown in Figure 6, out of this number, about 89% of the ideas (242, 195, 164, 111 and 93 respectively) were captured under the *Five Top Ideas*, while the remaining 11% (99 puzzles) were hard to classify under the category. These *five top ideas* are arranged in any order of importance.



1. Promote Walking and Bicycling

- Create incentives and programs for pedestrians and bicyclists only.
- Locate grocery stores near residential neighbourhoods to encourage walking.
- Elongate walking trails around the city, especially the Waterfront trail.

2. Better Social and Health Service Programs

- End poverty and reliance on food banks in Mississauga.
- Reduce poverty among low income families and recent immigrants.

- Reduce waiting periods for public housing or build more.
- More subsidies for childcare and family support.
- Shorter waiting periods at hospitals and clinics.
- Remember the homeless.
- More hospitals.
- More doctors.
- More vacation days.

3. More Recreation and Parks

- Build more bike and skateboarding parks.
- More fun places for kids and youth.
- More indoor playgrounds during Winter.
- More animal parks.
- More elderly get-together centres.

4. Maintain a Safe City

- Make Mississauga free from gun, violence, drive-by shooting and drug.
- Develop a better partnership with law enforcement agencies.
- More police presence needed in Mississauga.
- Put an end to vandalism and graffiti.
- Improve safety in schools.

5. Promote Better Eating and Healthy Habits

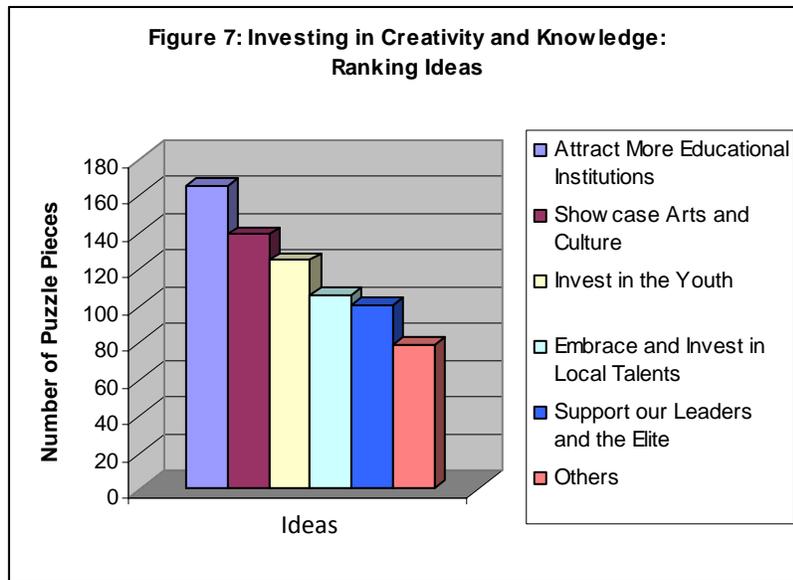
- More focus on organic foods and make them cheaper.
- Discourage fast-food patronage or lower their food cholesterol.
- Lower fees for fitness classes and gyms to encourage workouts.

3.6 Investing in Creativity and Knowledge

Views and opinions about investing in creativity and knowledge range from arts and culture to schools and talents. All these ideas were properly captured in a representative way that depicts the ideas of respondents.

3.6.1 Investing in Creativity and Knowledge: Five Top Ideas

About 11% of all the ideas from puzzle pieces talked about issues related to investing in creativity and knowledge, which amounted to about 710 puzzle piece ideas. As seen in Figure 7, at least 89% of all these ideas (165, 138, 124, 105 and 100 respectively) were captured under the *Five Top Ideas*, while 11% ideas (78 in total) were not captured because they were mainly freehand drawings which were not interpreted. All these *five top ideas* are *not* arranged in any order of importance.



1. Attract More Educational Institutions

- Build a University of Mississauga.
- Attract more specialty colleges (like fashion, film, arts, dance, etc)
- Build a wildlife centre in Mississauga.

2. Showcase Arts and Culture

- Take better care of heritage buildings.
- Raise LAC to a world-class centre through programs and activities.
- Use arts and culture to promote our diversity.
- More modern books in the libraries, especially on arts and culture.
- Build more art galleries.
- Build more museums.

3. Invest in the Youth

- Devise programs that will keep youth off the streets.
- More inspirational and motivational speaker programs for the youth (like the Speaker Series).
- Engage youth in development process.
- Put more computers in schools.
- Give more scholarships for brilliant but poor students.

4. Embrace and Invest in Local Talents

- Support local artists.
- More investment in arts, culture and creativity.
- Encourage local sports heroes to go round schools to encourage youth.
- Use public space to display our famous residents.

5. Support our Leaders and the Elite

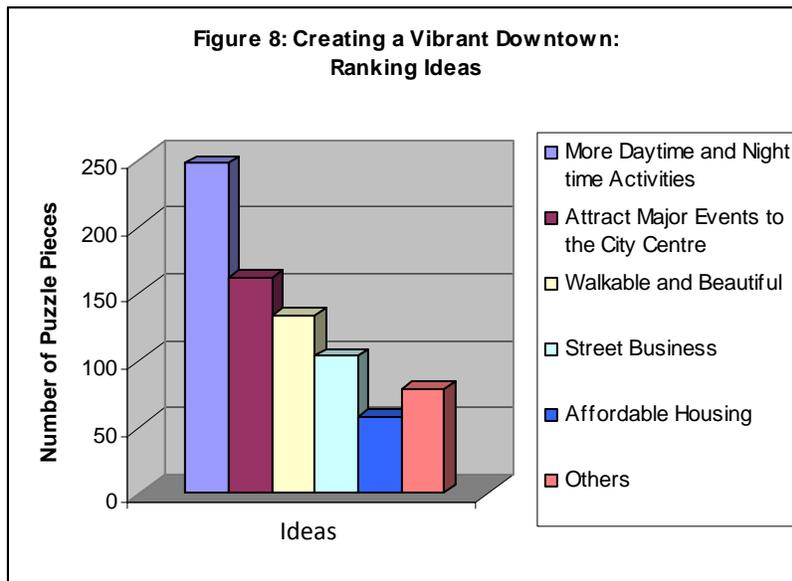
- Support the City Council because their ingenuity and decision-making have made Mississauga a great city in the world.
- Engage more academics and elites in crucial issues related to our future.

3.7 Creating a Vibrant Downtown

Creating a vibrant downtown generated a bit higher opinions relative to some other themes, and those ideas are more convergent. They have been adequately captured to reflect what respondents have opined.

3.7.1 Creating a Vibrant Downtown: Five Top Ideas

About 774 puzzle piece ideas talked about creating a vibrant downtown out of the 6,454 puzzle piece ideas analyzed. This represents about 12% of respondents. Again, out of these 774 ideas, about 90% (246, 161, 132, 102 and 56 respectively) were captured to fit under the *Five Top Ideas* while the remaining 10% (77 puzzles) contained mostly drawings and other unclassifiable ideas. Figure 8 puts this in perspective. All these *five top ideas* are ranked in order of importance.



1. More Daytime and Night time Activities

- Extending subway to the downtown will increase activities and properly define the meaning of “downtown”.
- Explore ways to sustain night activities.
- Put a college or university in the downtown to attract student population.

2. Attract Major Events to the City Centre

- More multi-cultural activities needed in the downtown.
- Put activities that will always attract students to the downtown.
- Promote skiing, skating and snowboarding events in the downtown.

3. Walkable and Beautiful

- Mississauga downtown should be more pedestrian and bicycle friendly.
- Make some parts of the downtown core “for pedestrians only”.
- Light up the clock above City Hall at night.
- The large parking lots in Square One are not attractive – make better use of them.

4. Street Business

- Put more bars and restaurants in the downtown.

- Put convenience stores at lower levels of condos to encourage street trading.
- Formulate policies that will attract small business to the downtown.

5. Affordable Housing

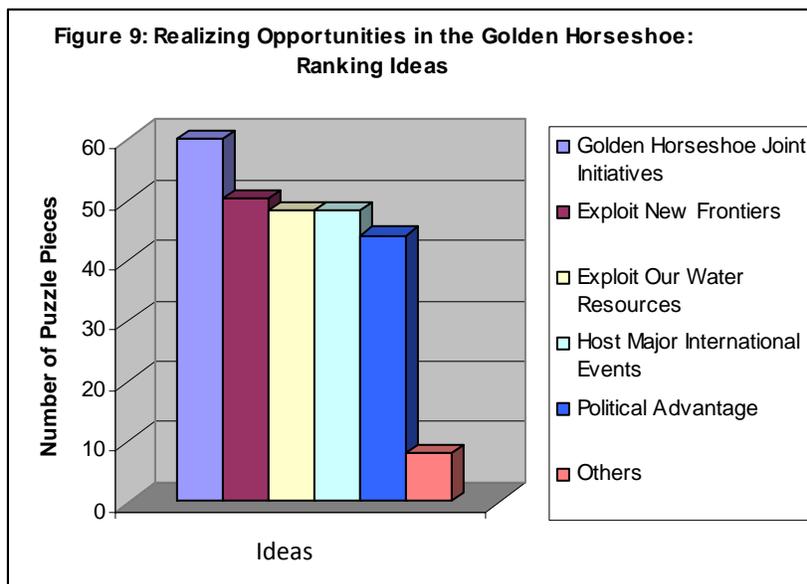
- Make downtown housing affordable to attract more people.

3.8 Realizing Opportunities in the Golden Horseshoe

Of all the themes in this initiative, realizing opportunities in the golden horseshoe as a theme generated the lowest response according to the puzzle piece ideas analyzed. This might be due to many respondents not understanding the term 'Golden Horseshoe' or respondents were more inclined to talk about the other themes as they affect their everyday lives.

3.8.1 Realizing Opportunities in the Golden Horseshoe: Five Top Ideas

Realizing opportunities in the Golden Horseshoe generated only 258 ideas from the puzzle pieces, representing only 4% of the total 6,454 puzzle ideas analyzed. However, classifying the responses under *Five Top Ideas* was fairly easy owing to the low responses generated. In all, as seen in Figure 9, about 97% of the 258 ideas were fitted under *Five Top Ideas* (60, 50, 48, 48 and 44 respectively) while the remaining 3% (8 pieces in total) could not be classified. These *five top ideas* are arranged in any order of importance.



1. Golden Horseshoe Joint Initiatives

- Transport (Harmonized Electronic Transit Cards).
- Develop joint business that will increase flow of goods and services within the Golden Horseshoe.
- Invest in technology.
- New innovations.

2. Exploit New frontiers

- Exploit green technologies.
- Exploit advanced IT.
- Exploit new medicine and research.

3. Exploit our Water Resources

- Build a national landmark on the Waterfront.
- Be known for water transportation in the Golden Horseshoe.
- Exploit other ways by which we can be renowned through water resources.

4. Host Major International Events

- Host major sports events like Tennis, Hockey, Curling, etc.
- Take better advantage of Pearson Airport since it's the major gateway to Canada.
- Attract international forums and global initiatives into Mississauga.

5. Political Advantage

- Take better advantage of Mississauga's political strength and stability.
- Influence partners and other government agencies to be more responsive to Mississauga's issues (like Region of Peel on recycling and composting).

3.9. Theme Comparison

Many interesting ideas and opinions have been generated through all of the eight themes for this initiative, 6454 ideas in total. As revealed in earlier sections, some themes generated more ideas compared to others. As shown in figure 10, 'Getting around in Mississauga' generated most ideas, with 23% of all ideas. Coming second is 'Embracing our Social Diversity' with 18% of total ideas. 'Positively Influencing of Quality of Life' generated 14% of all ideas, coming in the third place, while 'Creating a Vibrant Downtown' generated 12% of all ideas, in the fourth position. Others include, in descending order, 'Investing in Creativity and Knowledge' (11%), 'Going Green in the 905' (10%), 'Creating Wealth in Our Community' (8%), and lastly, 'Realizing the Opportunities in the Golden Horseshoe' (4%). While this report has deliberately refrained from adducing reasons for or against the strengths and weaknesses of one theme over the other, it is however construed that these percentages represent how important or the premium which respondents have placed on each of the themes as it affects their everyday lives.

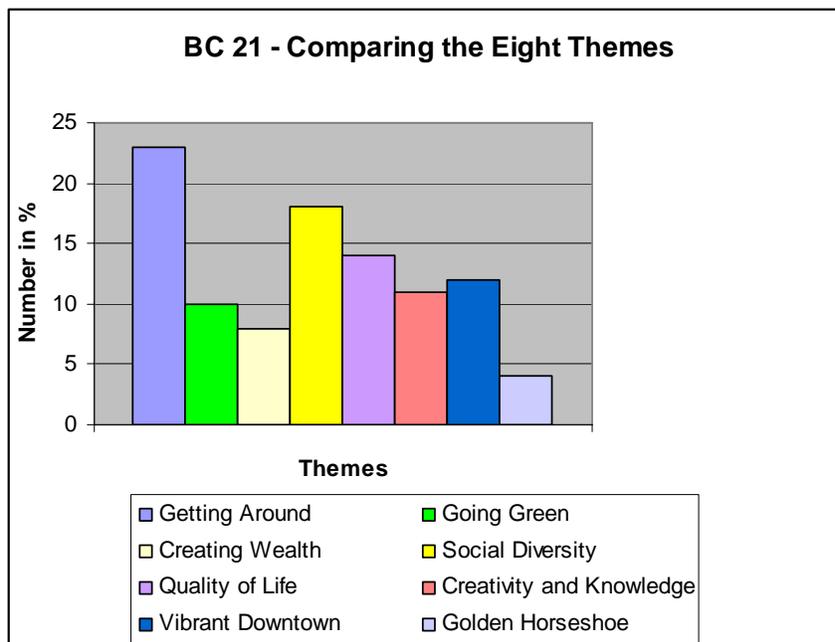


Figure 10: BC 21- Comparing the Eight Themes

4.0 CONCLUSION

21st Century Conversation – Our Future Mississauga is a community engagement program that has generated a lot of useful and thought-provoking ideas about Mississauga, not only for the future but also for the present. This report has been able to present the summary of all these ideas and inputs in an easily-read manner that captures people’s values, likes about Mississauga and some areas that need to be improved upon. Relevant issues related to the theme areas have also been reviewed. The eight themes covered in this report are Getting Around in Mississauga, Embracing our Social Diversity, Positively Influencing of Quality of Life, Creating a Vibrant Downtown, Investing in Creativity and Knowledge, Going Green in the 905, Creating Wealth in Our Community, and Realizing the Opportunities in the Golden Horseshoe. Relevant figures and statistics have also shown the relevance of these ideas to Mississauga residents who participated in the puzzle piece initiative. Policy makers will be able to utilize some relevant sections of this report in areas related to the themes when looking into making policies that will impact on the people’s dreams of the future city. This report has therefore fulfilled its aim and objectives, as enumerated in Section 1.3.