

# The Citizens' Reference Panel on Cultural Policy and Planning



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Prepared for the City of Hamilton  
Culture Division, Community Services Department

**MASSLBP**



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# Introduction

In 2010, the Ontario Ministry of Tourism and Culture launched the Creative Communities Prosperity Fund, a \$9 million program over four years to support municipalities and First Nations in Ontario to undertake cultural mapping and municipal cultural planning. Already acknowledged as a leader in cultural planning in Ontario, the City of Hamilton secured support to continue its ground-breaking work developing a Cultural Policy and Cultural Plan for Hamilton.

The City of Hamilton was one of the first municipalities in Ontario to launch a municipal cultural plan process. The City secured funding from the Department of Canadian Heritage to support the first phase of the process. This first phase of the process concluded with Hamilton City Council receiving the final report *Our Community Culture Project Phase One Report: Realizing Hamilton's Potential as a Creative City* on June 18, 2010. The final report has received international acclaim and has been widely cited across Canada as setting a new benchmark for cultural planning.

This first phase report included initial cultural mapping, a process of identifying and documenting Hamilton's cultural assets. Mapping revealed for the first time the true extent of Hamilton's creative economy and the integral role of culture in insuring the city's future prosperity.

Phase I also proposed several strategic directions to assist the City as it plans to put culture closer to the centre of its economic and social priorities. With the completion of Phase I, a second phase was launched to invite Hamilton residents to examine these strategies and propose their own recommendations to inform the City's Cultural Policy and Plan.

This second phase, called Love Your City, was launched to widen the conversation and engage the larger community in a conversation about culture and Hamilton's future.

Over the course of three Saturdays, spanning December 2010 and January 2011, 30 citizens were randomly invited to form a Citizens' Reference Panel on Cultural Policy and Planning. Tasked with reviewing the findings from the first phase of the project, the Panel also heard from cultural experts, arts leaders, and other Hamilton residents before submitting their recommendations.

This document is a report of the proceedings and recommendations of the Citizens' Reference Panel on Cultural Policy and Planning.

# Inviting citizens to think about culture

In early November 2010, 5,000 invitations were mailed to randomly selected households across Hamilton. Transferable to any family member over the age of 18, the letters invited residents to volunteer three Saturdays of their time to learn about cultural planning and provide advice to the City. More than 350 people indicated their interest in learning more about the process and ultimately, some 200 people volunteered to serve on the Panel.

From among the pool of volunteers, 30 candidates were randomly selected as panellists. The random selection process ensured that the Panel would be evenly divided between men and women, and that the city's six major communities, Hamilton, Stoney Creek, Glanbrook, Ancaster, Dundas, and Flamborough, would be represented. Lastly, consideration was given to the age of the panellists; the draw was designed to ensure that members of the Panel would be broadly representative of the age distribution of the city's population. As is typical with Civic Lotteries, special consideration was not given to the ethnicity, income or education of the candidates. These important attributes have been proven not to require their own selection filter, but emerge spontaneously from among the respondents. In short, the Panel was composed in such a way to deliver good demographic diversity and ensure that it was broadly representative of all Hamilton's residents.

# The Panel's task

The Panel was asked to develop:

- A vision statement that could be used to guide cultural development in Hamilton;
- A set of values to inform this vision;
- Practical recommendations that would help to realize this vision for cultural development.

Their job wasn't easy. Time was short and with their many different views and assumptions about the value of culture, members of the Panel had to work quickly to reach a series of recommendations that all panelists could support.

Over the course of three days the Panel worked through three distinct phases. A learning phase was designed to ensure that all of the panellists became better informed about Hamilton's cultural sector and its assets. A second phase invited members of the broader public to meet with the panel and share their priorities for cultural investment. A third deliberation phase focussed the panellists' discussions and built agreement for a range of recommendations to enhance Hamilton's cultural resources.

With only three days of meetings, the panellists wasted no time in beginning their work.

# Day One: December 11, 2010

The Panel convened for its first meeting on December 11, 2010, at 9:00am. Patti Tombs, the Manager of Cultural Initiatives from the City of Hamilton, opened the first session by introducing the Love Your City project, and thanking the panellists for volunteering their time. She explained that the Panel's advice was important and would likely become the basis for the City's first Cultural Policy and Plan.

## **BUILDING CONFIDENCE**

Following the official welcome, the members of the Panel took time to meet one another. They were asked to spread themselves out across the room and form what the discussion leader called a "human map". Each member worked out where to stand based on where they lived, relative to the other members of the Panel. As an exercise, it quickly demonstrated the broad geographic diversity of the Panel. They were there to speak for the whole city and judging by their distribution across the room, they could do just that.

Next, the panellists introduced themselves and explained their decisions to volunteer for the Panel. Some had lived in Hamilton all their lives and wanted to get involved to give back to their city. Others were new to the city – some were newcomers to Canada entirely and were equally excited to learn more about their adopted home. Some had volunteered for different heritage and cultural projects and were interested in what the City could do to support these causes. One panellist explained that, with football season at an end, he needed to stay busy on Saturdays.

Next, Dana Granofsky, the Panel moderator, explained how the Civic Lottery worked. She explained that even though each panellist brought a unique and valued perspective to the table their main task was to think on behalf of others and represent the broader public interest. They were challenged to consider the well-being of all Hamiltonians and provide recommendations that they felt would be best for all residents.

## **LEARNING**

The next task was to demystify cultural planning. Culture can be difficult to define, but the Panel had no trouble brainstorming a list of cultural organizations and events which they felt embodied the cultural

life of the city. Their list was extensive. It included annual events like the Mustard Festival, as well as time-honoured organizations like the Boy Scouts and Girl Guides; the majestic Hamilton escarpment and waterfalls; historical sites like Dundurn Castle and notorious figures like Evelyn Dick; local landmarks like the farmers' market and Sonic Onyon as well as international achievements like the city's connection to Sweden's Nobel Prize and the many medical achievements of McMaster University Hospital. In all, their list covered everything from the Hamilton Children's Choir to sports heroes like the Tiger Cats, showing that culture, however it is defined, has a big foot print in Hamilton.

Once they had completed their own city-wide inventory, they compared their list with a recent professional assessment. They reviewed the findings of Dr. Greg Baeker of AuthentiCity, responsible for the Phase I report and cultural mapping, and discussed the importance of culture as a major driver in the post-industrial economy. Panellists learned how Statistics Canada classifies urban cultural assets, and how Hamilton fares across these different cultural categories.

Next the panellists learned about the shift underway within the municipality. Historically, the City developed new cultural programs in isolation from one another and without any clear connection to other municipal activities. Now the City wants to incorporate culture across its different plans.

The Cultural Policy and Plan would not replace or supersede any of the City's existing plans like Vision 2020 or the Immigration Plan. Rather, the Cultural Policy and Plan would complement and augment these plans. It would give the City insight into the impact of each of these plans on Hamilton's culture, and would likewise provide guidance as to how cultural resources could contribute to achieving the wider goals of the City.

After the presentation the Panel returned to their cultural inventory. Using the walls they clustered their inventory according to the major headings of cultural assets used in Phase I. They added two new typologies to the 'intangible' category: one for stories, another for spirit. Over lunch panellists continued to discuss and add to their inventory.

After lunch, Kelly Hill of Hill Strategies Research joined the Panel to discuss the impact of artists and the creative sector. Using Statistics Canada data, Kelly noted the decline of manufacturing and agriculture jobs in Canada and the rise of the creative sector. The creative sector consists of 48 different occupations ranging from artists and publishers to librarians, architects and designers. In the 2006 census the number of Canadians working in the arts and creative industries outnumbered those working in the forestry or automotive industries, or even banking.

Hamilton has a lower proportion of artists and creative workers to the overall labour force than both the Ontario and the Canadian average.

This creative sector – artists in particular – has an impact on its audience that continues long after the performance has ended. Polling conducted by the Ontario Ministry of Citizenship and Immigration in 2007 showed that individuals who consumed creative products felt less trapped by their daily routines and were far more likely to donate money and volunteer their time.

Next, the Panel turned to their own experiences to share and evaluate the impact of culture on the lives of Hamiltonians.

## **FINDING SHARED VALUES**

The Panel spent the remainder of the day determining their values framework. Dana informed the Panel of the impact our values have on our decision making. For the Panel to decide on a vision and recommendations, they would need a common set of criteria they could use to evaluate the options. This same set of values would be part of their report to the City to help guide the City as it made decisions to enact the Cultural Policy and Plan.

First, the panellists shared stories of their most profound cultural experiences. Many of the recollections were joyous, though some were sombre. Panellist and reservist, Ashley Gushue, remembered taking part in a Remembrance Day ceremony and the pride, seriousness and connection of standing with the military for that occasion.

Next, the panellists told stories of their most memorable experiences in Hamilton. In facilitated groups they shared their most positive and negative cultural memories, working together to extract from their experiences the underpinning value or characteristic. After they had accumulated a list of values, each group selected the few they thought were most important.

Once each group made their decision, they presented their values in plenary. Panellists asked each other questions, spontaneously congratulated each other for proposing a good idea, or probed and debated the definition of a particular value. Then, through a clustering and ranking exercise, the Panel narrowed their list until they had decided the values they agreed should form the foundation of the Cultural Policy and Plan.

**Citizens' Reference Panel Values:**

1. Respecting Diversity
2. Sustainability
3. Civic Stewardship
4. Community Engagement
5. Pride
6. Confidence
7. Cooperation
8. Access
9. Innovation
10. Experiences for Life-Long Learning

After a full first day, the Panel would not meet again until the New Year. The panellists were asked to do some informal research over the break. Each panellist would interview five Hamiltonians, be they family, neighbours, or strangers in the grocery store, and probe how Hamilton's culture is experienced by tourists as compared with residents. The holidays would give panellists a chance to brush up on their hosting skills. When they returned in January, the Panel would be hosting a public roundtable open to all Hamilton residents.





# Cultural Leaders' Roundtable

On Wednesday, December 15, 2010, 42 cultural leaders from across Hamilton met at the Ancaster Old Town Hall. This meeting was a rare opportunity for individuals representing the breadth of the cultural community in Hamilton to come together and discuss the state of their field in the City. The cultural leaders learned about the Love Your City process. They were asked to contribute their experience and expertise to the Citizens' Reference Panel on Cultural Policy and Planning.

Over the course of the meeting, the leaders were asked to articulate the opportunities and challenges shared by the sector that the Cultural Policy and Plan could address. Most expressed frustration at other similar initiatives the City has run in the past, most of which had failed to result in policy change. They were nonetheless dedicated to trying again and hopeful for the Love Your City project.

They were generous and candid in their responses. They shared their goals as individual organizations and their aspirations for how the Cultural Policy and Plan could help them achieve those goals. As a group they determined the major issues shared by the cultural sector in Hamilton.

On the whole, the cultural sector is committed to what they do and confident in the contribution they make to the city. Cultural workers feel overstretched and often undervalued. They feel both government and the public lack understanding of what they do. They see increasing opportunities for culture to educate, illuminate, and create social bonds in Hamilton.

They are eager to build their capacity, expand their impact and create financial stability for their organizations. The cultural community is enthusiastic about developing a deeper relationship with the City of Hamilton to help them achieve these goals. They identified three major challenges and four major opportunities shared by the sector.

## **MAJOR CHALLENGES: FUNDING, STABILITY, ACCESSIBILITY**

### **Funding:**

#### **Funding is the single greatest challenge for the cultural community**

“Artists in Hamilton are considered extremely successful if they earn \$12,000 a year – and that includes supplemental part-time jobs.”

#### **Funding is short-term and piecemeal leaving a shortage for operational costs**

“If you found out in May that your salary from last January was going to be cut it’s really hard to plan.”

Burnout of staff and volunteers is common.

#### **Cultural spending in Hamilton is less than 1% of overall spending**

1% is the goal for proportional spending being adopted by cities around the globe. Artists have a disproportionate impact on their communities; the 1% goal could have a profound influence on Hamilton’s cultural development.

More can be done to support artists and providers directly.

### **Stability:**

#### **Many cultural organizations – particularly artists – lack adequate facilities**

“If we have a place to do our work than the work will happen.”

A lack of capital funding prohibits long-range planning.

#### **Funding models discourage innovation and diversification of revenue streams**

Limited funding streams encourages cultural organizations to tailor their approach to specific funders. This creates a vicious cycle, discouraging innovation, diversification of revenue streams and collaboration within the cultural community.

**Accessibility:**

**Young people lack sufficient avenues to experience arts participation**

“The arts help kids learn to express themselves, appreciate culture, and makes them better learners. That’s exactly what this generation of young people needs, and not enough of them are getting the chance.”

**The hollowing-out of the middle class diminishes cultural vitality**

Extreme differentiation between rich and poor creates two Hamiltons, undermining the social bonds that unite community.

Arts can be used to help forge a shared sense of identity. Participation in arts and culture activities must remain affordable to all the residents of Hamilton.

**Insufficient City infrastructure limits the accessibility of cultural programs**

Developing infrastructure, particularly public transportation, goes a long way to ensuring that all Hamilton residents can access cultural events and programming.

**MAJOR OPPORTUNITIES: COMMUNICATION, COLLABORATION, BUILDING SOCIAL CAPITAL**

**Communication:**

**Increasing arts coverage will raise the calibre of public dialogue around the arts**

“Hamilton needs professional reviews in the local papers. Reviews are an important part of the creative process, and in themselves are a way for the public to access culture.”

**Increase two-way communication and consultation with the sector**

“The City operates in silos, but sometimes it seems like it’s in a black box too.”

“There should be transparency on funding and decision-making. It shouldn’t seem like just a matter of who you know”

**The arts community must clarify and articulate its message**

Perception of the arts and artists would be improved by focused communications from the sector.

“We need to get better at telling our own stories, and bringing those stories from the periphery to the centre.”

**Collaboration:****A streamlined, cooperative approach to organization will lower costs and increase stability**

“Why are we constantly doubling up our efforts?”

The cultural sector can improve the stability of their organizations by sharing services and collaborating in strategic and operational planning whenever possible.

**Include representatives from the cultural sector in research and planning**

Artists and cultural workers can contribute to City planning and build their own capacity through inclusion and engagement in the decision-making process.

**Build unity and the collective voice of the cultural sector**

“We need to be unified and we need to be diligent in getting our message out.”

“We need to help each other more, and promote our own stories.”

**Building Social Capital:****The sector can help create a culture of sustainability**

The necessary shift to a greener, healthier Hamilton presents important and powerful opportunities for collaboration and public education through the arts.

**Culture can build social bonds as demographics change**

Hamilton is aging rapidly and must attract and retain young people. Cultural participation is one way to maintain an engaged and active citizenry as residents age. A vibrant and thriving cultural scene is also a key selling-point for young people looking to settle.

**Culture can promote a sense of shared identity to a city in transition**

“We have to debrand and rebrand.”

“The goal is to transform the identity of the city.”

At the conclusion of the session the cultural leaders agreed that while they were diverse in their goals and experience, they ultimately have more in common than they have differences. Cautiously optimistic about the Love Your City process, they nominated three of their peers to present their results to the Citizens' Reference Panel.

# Day Two: January 8, 2011

The Panel reconvened at Ancaster Old Town Hall the first weekend of 2011. Despite the long break the day's agenda was more ambitious than the previous. On day two the Panel would learn about the city-building opportunities associated with cultural planning. They would begin to explore the demographic, social, economic and political issues facing cultural development in Hamilton. As if that weren't enough, they would be hosting a public roundtable.

Far from being intimidated, the panellists were buoyed by the challenge. There was a brief review of what had been accomplished the previous session, and how the Panel's recommendations would fit into the Love Your City process. Then, it was right down to work.

## **LEARNING**

Gord Hume, founder and president of Hume Communications Inc., author, and four-time London City Councillor joined the Panel. Gord explained that a momentous shift had occurred within the last few years. For the first time in human history, more people live in cities than in rural areas. With the urban population steadily rising, cities have to be smart in order to remain sustainable, competitive, liveable places.

Cultural planning, Gord explained, can be an important tool for cities to achieve economic agility, vibrant social attractions and strong community identity. Using international examples and his own experience in London, Ontario, Gord demonstrated how culture can impact city-building. Pedestrian oriented streets, public art, innovative design and mixed-use spaces and investments in downtowns and the creative economy were all noted as essential to building efficient, prosperous cities.

Finally, Gord drew on his own experience as a municipal councillor to issue a warning to the panellists. He said new initiatives are always hard to start. He challenged panellists to provide compelling, clear recommendations to the City, and to be diligent and certain that their advice considered all Hamilton residents.

## **THE ISSUES**

Thus challenged, the panellists turned to the major trends effecting Hamilton's development. As they learned the first day, culture planning

involves not only questioning how planning decisions will affect culture, but how cultural levers can be used to address planning issues. Now the Panel put that idea into practice. The topics would supply the organizing focus for the Panel's recommendations, and also the starting point for their public roundtable discussions. By the end of the session, the panellists would be informed ambassadors for their chosen topic.

After some quick ranking activities to increase the panellists' familiarity with each topic, three sets of topics were amalgamated. The twelve remaining roundtable topics were:

1. Neighbourhood Culture & Hamilton's Character
2. Cultural Spaces
3. Heritage
4. Tourism
5. Diversity
6. Youth Attraction & Retention
7. Aging Population
8. The City's Role & Funding
9. Education
10. Access & New Audiences
11. Special Events
12. Major Institutions

Panel members self selected their topics and in groups of two or three began to consider the challenges, opportunities and implications for Hamilton's cultural development. They thought about what they would have to learn from other residents to gain a comprehensive understanding of the major issues and aspirations associated with that topic. They drafted discussion questions, received a crash course in facilitation, and prepared for the public roundtable meeting.

# Not your average town hall meeting

It took the format of an open house, no registration was required. No one could anticipate how many residents would take the opportunity to attend the roundtable. There had been notices in the local papers, an article in the *Hamilton Spectator*, email invitations, even a radio appearance. But there was also heavy snow and it was the first weekend after the holidays. Organizers and panellists alike kept a hawk-like gaze on the weather reports.

As the sign-in to the public roundtable opened it was apparent that any anxiety was for nought. It would be a packed house.

As participants entered the hall they were greeted by a MASS facilitator, who welcomed them and invited them to explore each of the table topics before choosing the one that most interested them. The Panel members sat at each table, ready to answer questions about the topic or simply thank their fellow Hamiltonians for coming out. Some Panelists stood with their topic signs in hand, already preparing to take their participants to additional space in an adjacent building. The room filled quickly and the sounds of music and neighbours introducing themselves warmed the bright cold afternoon.

Patti Tombs welcomed and thanked the group for accepting the City's invitation. Dana Granofsky summarized the Love Your City process. Some participants expressed incredulity that the views of citizens would be taken seriously. They were sceptical that Hamilton would embark on a pioneering process, much less be a recognized leader in the realm of municipal cultural planning. Despite their doubts, they wanted to learn more.

Dana explained how the afternoon would work. Participants were given only two rules: be kind to your neighbours, and vote with your feet. There would be two conversation sessions, but if at any point someone found themselves at a table they didn't like, they could simply join another table. Greg Baeker gave an orientation to culture planning, providing context to the table topics. He noted that the Love Your City project was already receiving international accolades as a superlative cultural planning process. Then he turned things over to the panellists.

There were facilitators on hand to respond to queries or provide assistance to the panellists, but little was needed. The panellists were listening carefully, asking thoughtful questions, and taking notes. Their guests were considerate and eager to contribute. People spoke frankly,

had heated discussions, and showed each other and their city tremendous respect.

Over the course of the afternoon, two tables were closed due to lack of interest. During the first conversation the Major Institutions topic was retired. Though the Aging Population table had a productive first session, it too was discontinued. This in itself provided the panellists with insight as to which issues Hamiltonians felt were most pressing.

After the second conversation all the participants came back together in the great room of the Ancaster Old Town Hall. On behalf of the Panel, Eric Ames thanked all of the participants for their time, energy, and thoughtful comments. He admitted that like many of the round-table participants, the members of the Panel had also had their doubts about the dedication of the City to the project or Hamilton's willingness to innovate. Eric told the assembled residents that the Panel was determined to take some of the energy Hamiltonians often spend criticizing their city, and turn it into credible policy advice to help make the city better. There could be no guarantee that the City would adopt the Panel's recommendations. But the possibility of contributing to a new phase in Hamilton's development only strengthened the Panel's resolve to provide meaningful recommendations.

A woman piped up from the front of the room. "I called you a newbie before," she told Eric, "but you're right. It starts with us."





# Day Three: January 15, 2011

One week later the panellists met for a final time at the Coach House at Dundurn Castle. The atmosphere was spirited but serious – today they would take all they had learned and draft their recommendations.

They had shared their personal experiences and created a values framework. They had reviewed the findings of the Phase I report and become comfortable with the terms and concepts of cultural planning. They had compared the cultural attributes of cities around the world and quantified the impact – and income – of artists right here in Hamilton. They had interviewed their friends and neighbours. They had worked together to identify the major trends affecting Hamilton's development. And they had heard from the public to help characterize the challenges and opportunities associated with each of those trends.

But before they could make their final decisions, there remained some learning left to do.

## **LEARNING**

The Panel was joined by three delegates who had been selected by their peers to represent the creative cultural community. Their job was two-fold: they needed to present the results of the Cultural Leaders' Roundtable and explain the agreement reached by leaders of Hamilton's creative sector. They were also tasked with giving the panellists a glimpse of what it is like to work in the cultural field in Hamilton.

Kathy Wakeman of the Hamilton Historical Society told the Panel about her experience trying to preserve heritage sites. Kathy spends dozens of hours a week as a volunteer. The wealth of heritage buildings and historical landmarks in Hamilton keep preservationists busy, but there aren't enough hands to do the work. Kathy expressed her commitment to the importance of heritage work that honours Hamilton's history and strengthens its sense of place.

Lorna Zaremba, the Director of Operations for Theatre Aquarius, conveyed the struggles and rewards of working in the arts. The demands of keeping a theatre open pose a never ending campaign for money and time. In the theatre world, Lorna told the Panel, there is never a guaranteed connection between artistic and financial success – sometimes the most popular, influential productions are the least profitable. But the transformative capacity of art inspires her to continue.

Klyde Brooks, a dub poet (dub is a performance art of West Indian origin, with connection to reggae), shared the views of an indepen-

dent artist. Klyde expressed a desire for artists to be viewed as workers, doing a job for society and the economy. He suggested that art can be a vital tool for local communities to help improve quality of life and social cohesion. As a proud Hamiltonian who makes most of his living in Toronto, his hope for the eventual Cultural Policy and Plan was to connect communities to artists in Hamilton and enable artists to do their work at home.

Together, the three speakers shared the main challenges and opportunities agreed upon at the Cultural Leaders' Roundtable. The Panel learned about the role the municipality can play in elevating the creative sector, from convening and encouraging collaboration amongst the sector to signaling the viability of cultural enterprises – both to private sector and higher levels of government – through funding support.

After hearing from the cultural leaders the Panel returned to their table topics from the public roundtable. In their small groups they agreed on the major thematic issues that emerged over the course of their conversations with the public. Each group presented the major themes and what they learned in their discussions to the other panellists.

By lunchtime, the panellists had completed their curriculum. They were now ready to begin deliberation to decide their recommendations, but they were in for a surprise first.

Dana informed the group that for the first time in Ontario history, two Citizens' Reference Panels were occurring at the same time. A group of citizens in neighbouring Halton had just been convened to provide advice to their regional Council. Their subject matter was different, but the Halton group wanted advice from their more experienced peers.

Using Skype and projectors, the two groups were able to see and speak to each other. The Halton panellists were preparing for their public roundtable meeting and asked the Hamilton group for their advice.

Panellist Albert Graham didn't hesitate. "The most important thing is to listen" he said. "You have to listen very hard to hear what people are really trying to say."

"I don't know what the ratio is in Halton," added panellist Diane Dent, "but each one of us here is representing 23,000 other Hamiltonians. You need to always be thinking of the people who aren't in the room, because your recommendations count for them too."

And with that in mind, the Citizens' Reference Panel on Cultural Policy and Planning set to work drafting their report.

## **DELIBERATION**

During two long afternoon sessions, the Panel worked in small groups to draft their recommendations. There was a sense of camaraderie as the panellists divided the work amongst themselves, checking in periodically in plenary to make sure they all agreed with the recommendations that were being developed.

They began by narrowing their original list of fifteen topics to nine. From among these nine a long lists of recommendations were quickly generated. Dana reminded the Panel to focus not only on what the City could do, but to take a broader perspective and think about what the cultural sector and citizens like themselves could do to reinforce the goals of the City's cultural plan.

Over the course of the afternoon panellists challenged each other, debated, affirmed and kept each other focused on the goal. At the end of the second plenary they had agreed on a vision, guiding values and more than seventy recommendations that would support their vision.

# Vision, Guiding Values and Recommendations

What follows are the vision, values and recommendations of the Citizens' Reference Panel on Cultural Policy and Planning. They were developed by the panellists based on their best understanding of the cultural needs and opportunities available to the City. It is the Panel's hope that Council will use these recommendations to incorporate a cultural lens to City planning and development.

## **VISION:**

“Our Hamilton is a unique destination of culture and natural beauty. Our proud history is visible, our neighbourhoods are colourful, our services accessible. Hamilton welcomes you for a day, a weekend, or a lifetime of discovery.”

## **GUIDING VALUES:**

- **Respecting Diversity:** We welcome and accept our differences as strengths
- **Sustainability:** All of our actions are oriented to preserve our natural and social heritage
- **Civic Stewardship:** Every citizen of Hamilton takes responsibility for our neighbourhoods and our city
- **Community Engagement:** Citizens of all ages are involved in Hamilton's cultural expression and decision making
- **Pride:** Our cultural interactions honour and promote self-respect
- **Confidence:** We can think big!
- **Co-operation:** Cultural promotion and community building is founded in a spirit of collaboration and teamwork across sectors

- Access: Hamiltonians of all backgrounds and ages are able to share in cultural experiences
- Innovation: We strive to constantly improve and advance new and original ideas
- Experiences for Life-Long Learning: We are never too old to learn, and culture continually challenges us to grow

## **RECOMMENDATIONS:**

### **Hamilton's Character**

- Promote pride and a positive image of the city and capitalize on the proud working class tradition that Steeltown evokes
- Support cultural groups to promote their activities online and in local media
- Encourage friendly competitions and challenge groups and individuals to organize their own celebrations of Hamilton through flash mobs or videos posted to the Love Your City website
- Continue efforts to revitalize the downtown core by encouraging local BIAs and community groups to erect decorative lights or initiate clean-up programs
- Develop new outdoor civic space for concerts and events
- Review policies concerning the provision of dedicated public spaces in new developments
- Increase public art, especially installations related to natural heritage and “Steeltown” heritage

### **The City's Role and Funding**

- Review and amend bylaw and zoning regulations to encourage diverse business opportunities
- Adopt a use-it-or-lose it policy to vacant properties
- Examine underutilized City space for shared use with cultural or community groups

- Set targets for long-term cultural spending in the City budget and aim to meet or exceed the 1% goal for cultural spending
- Increase citizen involvement by creating opportunities for neighbourhood associations to contribute to planning and implementation of cultural initiatives
- Incentivize participation in cultural activities and contributions to city rejuvenation for small and large businesses; expand opportunities for citizen involvement in consultation and planning
- Incorporate cultural considerations and assessments in City planning by recognizing culture as a core strategic objective alongside economic growth and environmental stewardship
- Create an on-going citizens' advisory committee on cultural planning that is comprised of representatives from the cultural community, neighbourhood organizations and the general public

### **Diversity**

- Mend the disconnect between downtown and the suburbs by promoting daytime events and activities and encourage event organizers to build partnerships to sponsor transportation from the suburbs to the downtown
- Promote inter-ethnic celebration by encouraging collaboration between ethnic groups on events and programs
- Institute a multi-ethnic festival in the downtown core. Look to Brantford "International villages" model
- Consider an annual weekly event celebrating the music, dance, sports, arts, and history of many cultural communities
- Incentivize the cultural community to coordinate their efforts to encourage cross-cultural pollination

### **Accessibility and New Audiences**

- Create new programs to appeal to youth by promoting Hamilton through the [foursquare.com](https://www.foursquare.com) discovery game
- Seek corporate partnership for free regular recreational activities (eg: Tim Hortons skating) and promote regular free public activities, like public picnics in parks on the first Sunday of every month

- Promote affordable grassroots programs by hosting neighbourhood walks that invite locals to share and explore various areas of the city
- Create a dedicated innovation fund for community-organized programs
- Improve access to cultural information by installing a tourism office at the entrance to the city and building more tourist kiosks around the city, particularly in Gore Park
- Partner with BIAs, Mohawk College and McMaster University to promote cultural assets and activities
- Produce and widely disseminate multilingual welcome and tourist information and include cultural information in newsletters, welfare mailings or other regular correspondence
- Arrange for Channel 14 to feature local groups and events
- Further subsidize admission rates for low-income groups by reviewing existing subsidization schemes and exploring options to extend and improve subsidies
- Coordinate transportation with cultural events and consider including free transit with admission stubs
- Partner with corporate sponsors to arrange for shuttle services from suburbs to downtown for events and support for DART by event organizers to increase frequency and availability for seniors

#### **Funding and Special Events**

- Simplify funding mechanisms and turn part of the Hamilton website into a hub of information about funding opportunities for all levels of government
- Simplify and centralize grant information
- Signal confidence in Hamilton by granting funding first, recognizing that provincial, federal and private funders follow the municipal lead

- Create a central registry for companies looking to donate to local organizations
- Invest in and promote public space. Increase the number and variety of public meeting spaces downtown
- Invest in making public event spaces clean, safe and attractive
- Convert underutilized spaces to make public buildings and parks
- Raise community awareness by building partnerships and creating sponsorship opportunities tailored to smaller community-based organizations
- Centralize and publicize funding and partnership information
- Keep the City events calendar on the Hamilton website updated and more visible
- Promote Hamilton events in provincial and other event guides (eg: Discover Ontario)
- Include the cultural community in outreach initiatives
- Target medium-sized attractions such as regional competitions or popular junior sporting events to be held in Hamilton
- Search for initiatives with multicultural community groups that foster inter-cultural exchange
- Sponsor small-scale as well as neighbourhood festivals that encourage people onto residential streets
- Improve access to cultural activities by coordinating extended transit or shuttle bus services to events
- Examine long term infrastructure investment with a view to identifying opportunities for cultural impact
- Take advantage of sunlight hours by hosting daytime events in winter months

## **Heritage**

- Publicize municipal zoning regulations pertaining to heritage and create an online inventory of heritage assets
- Review regulations to ensure consistency and empower neighbourhood associations and/or heritage committees to identify and inventory heritage assets
- Involve the public in decision-making about heritage sites under the City's control
- Recognize that heritage includes natural heritage
- Liaise with the school system and seniors' centres to promote (and fund) trips to local heritage sites
- Improve transit and financial accessibility of heritage sites
- Liaise with school guidance counselors and heritage operators to search out volunteer opportunities for high school students
- Publicize volunteer opportunities on heritage committees or boards, specifically among students
- Expand outreach activities to bring historic/creative events to schools
- Encourage adaptive reuse by preserving traditional buildings for public space
- Expand the protection of entire streetscapes, not just facades by strengthening heritage zoning regulations in city planning

## **Education**

- Increase student access to cultural assets by designating a position in the culture division to coordinate with school boards to promote and identify field trip opportunities, reach out to teachers to align opportunities with curricula and extend discounts and promotions for students and youth groups
- Promote and integrate arts training and creative thinking in classrooms by emphasizing the benefits of creative skills in occupations apart from the arts
- Use cultural programming to integrate newcomer students currently underserved by school curricula
- Educate parents to support a stronger emphasis on creative learning
- Partner schools with creative industries to expand co-op and internship programs
- Raise public education about arts and culture by improving how the City uses the web to promote arts and cultural programming
- Encourage more coverage in local media
- Do more to integrate local universities and colleges into community life by strengthening the partnerships between the City and local universities and colleges and encourage the integration and co-sponsorship of cultural events and activities
- Expand new post-secondary facilities in the downtown core

## **Tourism**

- Commission local artists to create public art and develop more public events and spectacles in the downtown core
- Facilitate collaboration among local businesses, community and cultural groups to promote downtown tourism from the suburbs
- Host monthly events in Gore Park

- Continue cultural mapping to maintain a current cultural inventory for the City
- Promote Hamilton in travel guides such as Eye Witness Tour Books
- Increase the profile of culture on the City of Hamilton website to make a vacation to Hamilton easier to plan
- Expand the hotel and B&B industry in Hamilton, so that visitors who come here have somewhere to stay

**Youth, families and seniors**

- Make transit more efficient and affordable for families travelling to and from cultural events and provide extended service or routes during festivals and events
- Promote inter-generational exchange by supporting programs that bring artists into schools and seniors' residences
- Promote a youthful, creative economy by encouraging student culture and nourishing the city's nightlife
- Widely promote Hamilton as a centre for advanced medicine and education

# Recognition of public service

Joe-Anne Priel, the General Manager of the Community Services Department, came to receive the Panel's final recommendations. She praised the panellists for their thoughtful and constructive advice. "You've been part of something really remarkable here," Joe-Anne told the panellists. "I want you to know we're listening."

As a testament to their time, service and dedication to Hamilton, Joe-Anne presented each of the panellists with a certificate of public service. The panellists were also gifted a full copy of the Phase I report. Energized and proud, the panellists applauded each other warmly as each of their names was called to receive their certificate.

# Major themes of the recommendations

The Phase I report suggested three strategic areas for Phase II to develop: Creative Hamilton, Sustainable Hamilton, and Hamilton's Cultural Development. These three strategic themes resonate strongly with the citizen recommendations. Below is an overview of the Citizens' Reference Panel recommendations as they fit into the Phase I strategic categories.

Creative Hamilton pertains to Hamilton's ability to compete economically and attract new talent to the city. The Phase I report stressed the importance of what Richard Florida calls the 4Ts of successful creative cities: technology, talent, tolerance, and territory. Territory refers to quality of place, and encompasses many factors, including the diversity of arts and cultural options and amenities, strong natural and cultural heritage features, and others. Both the Phase I and Panel recommendations emphasised the need to revitalize the downtown core as a key quality of place priority

Other aspects of the creative economy identified in both phases include the necessity of building cross-departmental ties within the City to strengthen Hamilton's ability to act as a connector between schools, citizens and the creative community. The Citizens' Reference Panel also suggested the City develop partnerships between universities and colleges and local industry, to expand co-op and internship opportunities in the creative sector within Hamilton. The citizen recommendations included building Hamilton's reputation as an educational centre— particularly in the field of medicine. The citizens also suggested the City examine teaching twenty-first century capacities in the school system, to help equip the next generation to compete in the creative economy.

Sustainable Hamilton refers to culture as an important fourth pillar of sustainability, along with economic viability, social equality and environmental stewardship. The necessity for the City to take a holistic view of planning was a strong theme in both the Phase I and Citizen Panel recommendations. The citizens insisted on the preservation and promotion of Hamilton's natural and heritage assets, as well as the promotion of modern, mixed-use public spaces. They also recommended using culture to alleviate inequality and isolation of certain demographics in Hamilton. The Panel suggested the application of arts and culture as a powerful tool to encourage social inclusion and equality among the young, aged, and underprivileged. Finally, the Panel

strongly recommended the full integration of cultural considerations in all aspects of City planning. This supports the argument that adopting culture as a fourth pillar of sustainability will result in more responsive and comprehensive city planning.

Cultural Development relates to Hamilton's capacity to nurture the growth of the cultural and creative sector. The Panel agreed with the cultural leaders in their assessment that the City should act as a hub and connector for the creative community. They stressed the City has an important role in fostering partnerships, and learning opportunities for individual artists and organizations. The Panel also noted that Hamilton should demonstrate leadership for the private sector and other levels of government by investing in local cultural organizations and activities.

The citizens stated that educating and involving residents would also improve Hamilton's creative sector. The Panel recommended improving the quality, range and prevalence of cultural information throughout the city. Expanding the frequency of information kiosks and partnering with local BIAs and community organizations would make accessing culture easier for both visitors and residents. Finally, the Panel stressed the importance of building the capacity of both the creative sector and the citizenry by creating more programs that bring art and culture into the community – be it through artist in residence programs at local schools to special events at retirement facilities.

The Citizens' Reference Panel on Cultural Policy and Planning produced over seventy recommendations across nine topic areas. In many cases, the citizens ascribed the same recommendation to address a number of topics. Five themes stood out strongly across all nine topics. These were:

### **REVITALIZE THE DOWNTOWN CORE:**

- Diversify businesses, nightlife, and public activities
- Adopt mixed-use planning to public spaces
- Expand new post-secondary facilities in the downtown core
- Partner with local organizations and BIAs to extend cultural information availability
- Increase local capacity to identify and preserve heritage buildings and streetscapes
- Improve cleanliness and lighting of downtown thoroughfares
- Organize downtown daytime activities, particularly in the winter

- Incentivize use of downtown spaces for public events and festivals
- Sponsor regular free public events to draw people to the downtown
- Promote Hamilton's downtown through foursquare and other mobile applications  
Create communal outdoor space for concerts and events
- Mandate dedicated public spaces in new developments
- Increase public art

### **UNITE THE SUBURBS AND THE DOWNTOWN:**

- Adopt a cultural lens to transit planning
- Improve accessibility of downtown from the suburbs
- Partner with local industry to sponsor expanded transit for events and festivals
- Subsidize transit to and from cultural events and attractions
- Promote daytime events and activities, especially for seniors
- Improve transit between the downtown and suburbs

### **INCREASE PARTICIPATION IN CULTURAL PLANNING, DECISION MAKING AND PRACTICE:**

- Create opportunities for neighbourhood associations to contribute to planning and implementation of cultural initiatives
- Incentivize small and large businesses to participate in downtown rejuvenation and cultural initiatives
- Create a citizens' advisory committee to advise planning
- Emphasize the benefits of creative abilities in occupations apart from the arts

- Partner schools with creative industries to expand coop and internship programs
- Assist organizations and programs that bring artists into schools and seniors' residences
- Initiate programs that bring students to seniors' residences or seniors to schools
- Publicize municipal zoning regulations pertaining to heritage
- Create an online inventory of heritage assets
- Create mechanisms to regularly consult with the creative cultural community and citizens on cultural and planning issues

### **IMPROVE AND INCREASE INFORMATION:**

- Raise public education and awareness of established programs
- Increase the prevalence of Hamilton's cultural information on mobile and online sources
- Continue cultural mapping to promote updated cultural inventory of Hamilton
- Use the City website to create a hub of information about cultural funding opportunities from all levels of government
- Build more tourist kiosks around the city, particularly in Gore Park and at the entrances to the city
- Partner with BIAs, Mohawk College and McMaster University to promote cultural assets and activities
- Keep the City events calendar on the Hamilton website updated and more visible
- Promote Hamilton events in provincial and other event guides

## **ADOPT A HOLISTIC APPROACH TO PLANNING:**

- Aim to meet or exceed the 1% goal of proportional cultural spending in City budget
- Accelerate the growth of the creative economy as a method of attracting and retaining young people
- Promote Hamilton as a centre for medicine and education
- Partner with schools and industry to expand coop and internship programs
- Review and amending bylaw and zoning regulations to encourage diverse business opportunities
- Consider streetscapes and not just facades in the preservation of heritage sites
- Recognize culture as an equal consideration to economics, social or environment

These recommendations are a good starting point for the City as it embarks on Phase III of the Love Your City Process. Prioritizing these recommendations, and exploring the feasibility and implications of adopting these measures is the next step for the City as it looks to create a targeted set of strategic goals for the first Cultural Policy and Plan.

# Panelist Biographies

Aaron Den Boer

No biography provided.

Albert Graham

I was born in St. James, Jamaica. I spent 2 years training as a chef. I came to Canada in 1973 and worked at Stelco for 30 years. I am now retired. I have been married 30 years and raised 3 boys who were active in sports locally, nationally and internationally. My community involvement includes participating in a housing co-operative and food co-operative, fundraising for the Jamaica Foundation for an orphanage in Jamaica, member of the Afro-Caribbean Community Association and volunteer with the Out of the Cold Program. I am an active member of Stuart Memorial Church, take singing lessons and participate in a hymn singing at a seniors facility. I enjoy gardening and wine collecting.

Andy Schreiner

My name is Andy Schreiner. I was born in Oberhausen, West Germany, in February 1963. I came to Canada in 1966 at the age of 3. I was raised in Hamilton and educated in Hamilton in the public school system. I graduated in 1982 from an all boys trade school as a top honour student with tech, proficiency awards, and an SSGD. I started working for a body shop and soon joined the Armed Forces. I was stationed at CFB Petawawa. I was in the military for 4 years and had a corporal rank and went to Support as a vehicle mechanic. My role was to service and tow vehicles, and run a transport compound and order supplies for the troops in the field on military war games. When I left the military in 1987, I worked for a limousine manufacturing shop and apprenticed as an auto body mechanic. I got my interprovincial license as a collision repair person. Over time I worked for truck and coach companies all over Toronto (overhauling buses and trucks) like Glass Van Trailers, Paling Truck and Coach, Ontario Truck and Coach. I also worked for the bus plant in Mississauga (Ontario Bus Industry), where I learned coach work like fabricating and metal finishing, etc. I got a job as a body mechanic for HSR transit in Mount Hope and have worked there for 17 years. I enjoy working out at the gym and body building which I have been doing for over 20 years. I also enjoy my hobby of building hot rods. I own a 1935 Huppmobile and in the last 3 years have gotten my motorcycle license and enjoy riding my V-Star 1100 at group rides in the summer. I belong to a bike riding club in Hamilton with

200+ members called CMC 007 and enjoy the road trips and outings to help raise money for charity. I'm very active in my hobbies and enjoy going to trade shows, car shows, bike shows and swap meets too. I have worked for 2 governments as an employee and many private sector companies over the years and have seen a lot of good and bad planning and I hope to be helpful in this panel.

Ashley Gushue

My name is Ashley Gushue and I'm 19 years old. I attend Mohawk College for Police Foundations and I have been serving in the Canadian forces for 3 years. I am a hard worker and I never let people down. In my spare time, I cook and bake and also read. I also work out 6 days a week and I box.

Audrey Karlos

I was born in Hamilton on August 23, 1943. I have raised 4 children (3 girls, 1 boy) and have 2 grandchildren and 2 great grandchildren (girls). I have been married to my husband (78 years old) for 48 years. I worked for over 30 years as a Personal Support Worker in the community. I also worked as a Sunday School teacher and volunteered in the church soup kitchen. I am a member of the LAdies Aux of St. John's Lutheran Church. I founded and organized an employee social committee, responsible for Parade entries on behalf of work. I gave speeches in City Hall in honour of Homemaking Week (1990s), took part in conventions (work related - 1980s). Currently, I am rehabilitating from an auto accident and am attending a physio and the gym every week. I joined knitting classes, love to read novels, doing ancestry research (aboriginal). I answer surveys online for companies, go to the movies every week, love live theatre, comedy and history.

Beatrice (Joan) Jeffrey

No biography provided.

Chacko Manayathu

My name is Chacko Manayathu. I was born and raised in the state of Kerala in South India. I was married in 1976 and immigrated to Canada with my wife that year. We settled and raised our 2 children in the Hamilton area. Currently, I work in Burlington Technologies, where I have been working for the past 33 years. I enjoy doing carpentry work in my spare time. Over the years, I have been very involved in the Malayalee cultural community, particularly, the Hamilton Malayalee Smajam (HMS). I held the position of president of HMS twice since its establishment in 1982. In 2005, HMS purchased a community centre in Glanbrook, of which I am the property chairman. This position requires my involvement in the planning and decision-making during meetings regarding all the programs we have

throughout the year, as well as the maintenance of the community centre.

#### Denise Tsekrekos

I am currently a mother to an 11 month old and am with child. I'm also a stepmother to 2 boys ages 12 and 10. While, in this transition of life, I'm in the process of resigning from working at Christian Horizons where I work as a Personal Support worker for approximately 6 years. Weekly, I attend church services and act as a lay pastor as designated by the head pastor. Leading weekly Bible studies and discussions we look at relevant scriptures and how they can be applied to our lives. Additionally, I attend a weekly prayer group and a monthly mother's prayer group. With any remaining time I'm spending time with my daughter, family, friends and reading.

#### Diane Dent

I was born and raised in Toronto, but moved to Hamilton in the 1970s with my husband, Dr. Peter Dent and 2 young children - a third not yet born. One evening we met Herman Turkstra who was at the time a member of Hamilton City council. The next day Herman telephoned me to ask me to found a ratepayers group, the Durand Neighbourhood Association, which I did. Since 1972, Durand has led the way for community activism in Hamilton, and continues as an advisor and catalyst for citizen involvement in planning and heritage preservation. In 1977, Grant and Brenda Head, founders of Heritage Hamilton Foundation, invited me to join the board. Through the years, HHF has funded the rehabilitation of St. Paul's stone steeple, purchased and restored the windows, stolen from the Pigott building, and funded numerous rehabilitation studies for endangered historic buildings such as Victoria Hall in the Gore. With a mandate to encourage the preservation of Hamilton's built heritage, HHF has long recognized the significance of the Auchmar Estate. The house and grounds, in addition to their historical importance, deserve to be restored as a resource for Hamiltonians. Therefore, the foundation has set aside \$25,000.00 in an AUCHMAR CHALLENGE FUND. Donations from the public will be matched dollar for dollar and will be directed toward the restoration of the main entry of the manor house. In 1978, I became a member of Hamilton's Municipal Heritage Committee/The Local Architectural Conservation Advisory Committee (LACAC). LACAC has been successful in convincing Hamilton City Council and staff to work together to promote the rehabilitation of the Carnegie Library, now the Unified Family Court, the Main Post Office, now the Sopinka Court House, the Bank of Montreal, now Gowlings, Central Public School, St. Mark's Church, The Pigott/Sun Life building, and most recently the Lister Block. I was a board member from 1978 until 2008. In 2007, I became a member of the Permit Review Committee, a Subcommittee of

LACAC. Culture and Heritage continue to be my chief focus of interest and volunteer activity.

Eric Ames

I am 32 years old, married for 7 years to my wife Lauren and have a 19 month old boy Ethan. I have lived in Hamilton all my life, attending school in Ancaster and downtown at McMaster University. Up until recently, I worked as a literacy instructor for special needs adults in Stoney Creek as part of the Hamilton School Board. I am a born again Christian and attend a local church, helping in the community. I play guitar and love wood working, sports and photography.

Gary Regis

I'm 49 years old and have been living in Hamilton for 44 years. I worked at Dofasco for 32 years as a machinist/ CNC programmer/ Gibbs offline programmer/ Planner-Scheduler/ Team Leader. I have a family of four, Cheryl, daughter Kristin is presently at McMaster and son Ryan presently in a welding apprenticeship through TM Steel and Mohawk College. I have volunteered as a treasurer and board member of the Hamilton Hoppers Rope Skipping. I have a great love of the outdoors and have a cottage in Bobcaygeon.

Hailey Mateciuk

My name is Hailey Mateciuk and I am 20 years old. I have grown up in Hamilton. I was born in Toronto and moved to Hamilton at a young age and I have been here ever since. I graduated from Everest College in October 2009 for Dental Assisting. I have a great passion for my profession. I am involved in many Dental meetings and seminars. I also enjoy being involved in my community and I am grateful to have been selected for this Citizens' Panel.

Heather Geres

I arrived in Hamilton in 1967 with Bell Canada. I trained as an X-Ray Tech at Hamilton General Hospital. I finished training in 1969 and was hired at HGH. I married Ed Geres, partner with Finlay Foods. He passed away in November 2008. I have 2 children. Greg, now a partner with 2 Quiznos stores in Hamilton. His love for swimming kept me busy at the pools and at meetings. My daughter Cindy (Computer Engineer with Symcor) took me to the equine aspect. I love animals and founded the GLOHW in 1997 for Greyhound adoption. I support my community by participating with political events, was on the Hamilton Sports Council, helped with athletic events, sang with vocal choirs, organized children's events at the library. Currently, I live in the country with dogs, cats, and horses but spent many years living in the east end of Hamilton. I have done a lot of speaking to young and old, I edit the GLOHW newsletter and always offer my opinion when

requested. All of this despite having had a stroke 3 years ago. I will happily donate whatever I am able to provide.

Helena Hiercioch

I was born in Poland November 8, 1972 and arrived in Montréal by the Polish boat “Stefan Batory” with my husband and 3 children as a landed immigrant for a family reunion sponsored by my parents. I was a bookkeeper in Poland - after 6 months of English day school at Mohawk College I continued as an evening student studying accounting, bookkeeping, computer programming in 4 languages, system design, etc. that gave me a computer programming certificate. I’ve also worked for Bozzo’s store as a bookkeeper for a few years. I worked 10 years in Rigiél home as a care worker and have taken care of WLW siding and home improvement, a family business. In 1993 and 1994 I had both my hips totally replaced. I have been widowed since February 2008. I have traveled a lot since 1950 until now.

Juliana Lyons

I am a retired teacher and am on the Board of Regional Supports for Community Living. I have been volunteering for 2 years at the Children’s Museum.

Larisa Gulenco

I was born in the republic of Moldova in 1972. After living for many years in such countries as Russia, the Netherlands, and the United States, I settled in Hamilton in 2008. In addition to teaching piano privately and at Hamilton Suzuki School and Hamilton Conservatory for the Arts, I accompany choirs and perform as a chamber musician.

Laura Ryan

I have lived in Hamilton for 22 years and was a social worker for 10 years. I served many unions and businesses, student government, community committees and BODs. I have a Masters in Social Work and Public Policy and am keenly interested in cultural planning and strategic development processes happening in Hamilton.

Linda Langdon

My name is Linda. I’ve been married to my husband Doug for 32 years. We have a 22 year old son Justin. In the past, I volunteered with Scouts Canada as a Cub Leader for 25 years. Presently, our family fosters for the Children’s Aid Society and have for 11 years. I have two brothers - 1 older, 1 younger, and 2 younger sisters.

Mahmoud Elawa

My name is Mahmoud Elawa. I am eighteen years old. I study at Brock University. My major is political science. I like to listen to electronic music. I am very proud to be a citizen of Hamilton and Canada.

Maxine Nangle

I have lived in Hamilton for most of my life. I emigrated here from England with my family as a child and am currently living in Central Mountain. I work in Burlington for a company that makes pipe supports for construction. I'm married, the proud owner of a cat, and I am a crafter and musician in my spare time.

Muhammad Naveed Sharif

My name is M. Naveed Sharif and I belong to the Muslim religion of Islam. I am an immigrant, living 10 years in Hamilton. I have a university education and experience in environment and dealing with the public. I live with my family. My goal is 'to know.'

Nan Uzbali

I am a retired school teacher and am bilingual. I am a wife of 50 years and still love my husband. I am a mother of 3 children and am a grandmother of 4. I am a Queen's graduate and love sports, presently play golf. I go to Turner's Porter YMCA 3 times per week and am a member of St. Joseph's C.W.L. I was raised in the Ottawa area and have lived in Maple, London, Ontario, Montréal, Richmond, B.C., Burlington for 30 years and Hamilton since July 2003. I enjoy politics.

Robert Harkness

I am married with 2 sons, 2 grandchildren in university, and a dog. I have been retired from being an educator for 18 years. My hobbies are reading, gardening, skiing, tennis and travel. I volunteer in our church and especially with Working Urban Ministries, an outreach mission of the United Church.

Robert Wright

I am a retired secondary school teacher. I have 5 grandchildren and 3 married daughters. My wife and I live in the 20 Place complex in Mount Hope, which is an adult life style community.

Richard Rudy

I am a designer, former artist, and recent transplant to Hamilton. While I spent the first two years of my residency lamenting what Hamilton lacks, I have since decided to embrace my new city and my role in it as a

proud Hamiltonian. A firm believer in social media and great design, I spend my days trying to add 'awesome' to everything I do.

Sam Qureshi

My name is Sam Qureshi. I immigrated to Canada about 18 years ago. I obtained my CGA designation in Ontario and have worked in the accounting and finance professions throughout these years.

Slavica Pejakovic-Sukanica

My name is Slavica Pejakovic-Sukanica. I immigrated from Bosnia with my family 14 years ago. I am a Chemical Engineer, and I work on testing stack air pollution. I have two kids who are High School students. My family is very dedicated to our adopted city. We enjoy outdoor activities.

Tuan Bui

No biography provided.

Wael El-Dakhkhni

My name is Wael El-Dakhkhni, Ph.D., P.E., P.Eng. I am a professor at McMaster University, Faculty of Engineering. I am a member and Chair of Several Professional Associations including the Canadian Society of Civil Engineers, Masonry Subcommittee, the Canadian Standards Association, Strategic Steering Committee and 5 other committees in the CSA8 in the US (ASCE). I manage a group of 20 Masters and PhD students at McMaster. I teach several undergraduate and graduate classes.

Walter Scott

No biography provided.

# About MASS LBP and Authenticity

## **MASS LBP**

MASS LBP is a new kind of advisory firm which works with visionary governments and corporations to make better decisions while deepening and improving their efforts to engage and consult with citizens. Fundamentally we believe in people. Given the opportunity to participate in a thorough, fair and inclusive process, citizens are ready to provide constructive advice, offering officials the intelligence, perspective and sensitivity that difficult public issues require.

Inspired by the successful precedent of Canada's first Citizens' Assemblies, MASS LBP was founded in 2007 to extend this model to a wide range of issues and jurisdictions. Since its inception, MASS LBP has become a leading authority in Canada on public engagement and democratic innovation — generating new insights for government, industry and the third sector.

MASS LBP is pioneering the use of Civic Lotteries and Citizens' Reference Panels in Canada. Our work goes far beyond polling and focus groups. From conception to execution to evaluation, MASS LBP designs and delivers highly innovative engagement strategies that increase public understanding, legitimacy and support for complex decisions and policy choices. The Citizens' Reference Panel process focuses on learning, amplifying areas of common interest, and draws on the capacity of all citizens to reason on behalf of their communities.

Each Citizens' Reference Panel process follows a tailor-made curriculum designed to help citizens establish public priorities and make informed recommendations. This blend of personal experience, expertise and public context gives Panel members the tools and insights to translate their opinions and ideas into meaningful and credible policy advice.

The name MASS LBP is drawn from a quote attributed to the 18th century pamphleteer and intellectual Thomas Paine, "There is a mass of sense lying in a dormant state which good government should quietly harness." LBP is an acronym that stands for "led by people."

[www.masslbp.com](http://www.masslbp.com)

## **GREG BAEKER, PHD**

Director, Cultural Development, Millier Dickinson Blais

Greg Baeker is one of Canada's leading thinkers and practitioners in cultural planning, with over 35 years of experience in the field. Greg is a Director at Millier Dickinson Blais and Founder of AuthentiCity, a new Division of Millier Dickinson Blais.

Greg began his career in the museum and heritage field serving as Executive Director of the Ontario Museum Association and Executive Coordinator of the Ontario Heritage Policy Review for the Government of Ontario, the first cross-government heritage policy in Canada.

Greg and AuthentiCity pioneered the introduction of municipal cultural planning and cultural mapping concepts and practices in Ontario beginning in 2005. Since that time AuthentiCity has completed more than 15 municipal cultural plans in communities of all sizes in Ontario and other parts of Canada; many are now recognized as best practices. These range from large urban centres such as Toronto – he is co-author with Glen Murray and Pauline Couture of the Creative City Planning Framework for the City of Toronto – to small rural areas – his Cultural Strategic Plan for Prince Edward County in Ontario won an award from the Economic Developers Council of Ontario in 2006.

AuthentiCity has also pioneered the development of cultural mapping frameworks and methodologies that have been implemented in a range of municipalities in Ontario and other parts of Canada.

Greg is a sought-after speaker at conferences and publishes regularly for journals such as *Municipal World*. In 2010 *Municipal World* published *Rediscovering the Wealth of Places: A Municipal Cultural Planning Handbook for Canadian Communities* that is receiving acclaim across Canada and internationally.

Among his past volunteer commitments are: Founding Board Member, Arts Consultants Canada; Member, Sectoral Commission on Culture, Communications and Information, Canadian Commission for UNESCO; Founding Board Member, Canadian Cultural Research Network; Chair, Canadian Museums Human Resource Strategy.

Greg has a Masters in Museum Studies from the University of Toronto and a PhD in Urban and Regional Planning from the University of Waterloo. He lives in Toronto.

[www.millierdickinsonblais.com](http://www.millierdickinsonblais.com)

# Thanks to our student artists

The Citizens' Reference Panel on Cultural Policy and Planning and the Cultural Leaders' Roundtable both enjoyed the contribution of cultural guests. For each of the four sessions a number of student artists from Sir John A Macdonald Secondary School joined the participants to capture artists' renderings of the proceedings. While not all of their work could be included in this report, we would like to gratefully acknowledge the creativity and talent of the following student artists:

## **Sir John A MacDonald Art Students**

Josh Wald  
Josh Las  
Alex Chrystian  
Vivian Nguyen  
Tara Hunt  
Mira Guattery  
Wendy Lizarranga-Saucedo  
Alyssa Anderson  
Lenox Daley  
Angel Pangowish  
Thompson Fequiere  
Khadijah Cassidy  
Mary Deason  
Hanna Jeppesen

We'd also like to thank Marija Balmazan from the Immigrant Culture and Art Association.



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## **The Citizens' Reference Panel on Cultural Policy and Planning**

Prepared for the City of Hamilton  
Culture Division, Community  
Services Department

**MASSLBP**