



City of Hamilton

AUDIT, FINANCE AND ADMINISTRATION COMMITTEE ADDENDUM

Meeting #: 21-003
Date: February 18, 2021
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall

All electronic meetings can be viewed at:

City's Website:

<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:

<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

7. CONSENT ITEMS

7.1. Various Volunteer Advisory Committee Minutes:

*7.1.g. Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee - January 19, 2021

9. STAFF PRESENTATIONS

*9.1. Hamilton Anti-Racism Resource Centre Update (CM20007(b)) (City Wide) (Outstanding Business List Item)

Discussion of Confidential Appendix 'D' to this report, would be pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, as amended, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees.

Please refer to Item 14.2 for Confidential Appendix "D" to Hamilton Anti-Racism Resource Centre Update (CM20007(b)).

10. DISCUSSION ITEMS

10.4. Hamilton Anti-Racism Resource Centre Update (CM20007(b)) (City Wide)
(Outstanding Business List Item)

*10.4.a. THIS ITEM HAS BEEN MOVED TO 9.1 - AS IT INCLUDES A
PRESENTATION

*10.5. Citizen Committee Report - Lesbian, Gay, Bisexual, Transgender and Queer
(LGBTQ) Advisory Committee - Focus and Committee Involvement in Selection
Processes



Hamilton

MINUTES

LGBTQ Advisory Committee

Tuesday, January 19, 2021

6:00 PM - 7:50 PM

Webex

Present: Cameron Kroetsch (Chair), Jake Maurice, Violetta Nikolskaya (Vice Chair), Terri Wallis, Freja Gray, Kyle Weitz, Maureen Wilson (City Council Appointee)

Regrets: James Diemert, Autumn Getty

Absent: Lisa-Marie Johnston

Staff: Pauline Kajiura (Staff Liaison)

Guests: Mikhaila Bernales (BSW Placement Student)

1. Welcome / Introductions

C. Kroetsch took roll call.

2. Land Acknowledgement

V. Nikolskaya provided a Land Acknowledgement.

(a) Changes to the Agenda (Item 5.1)

C. Kroetsch advised of the following change to the agenda:

Approval of the Agenda (Item 5.1)

(K. Weitz, V. Nikolskaya)

That the LGBTQ Advisory Committee approve the Agenda for today's meeting as distributed, with an amendment that the approval of the agenda be moved to follow item 2.

CARRIED**(b) Declarations of Conflicts of Interest (Item 3)**

None declared.

(c) 2021 Committee Elections (Item 4)**(i) Nominations (Item 4.1)**

For Chair - V. Nikolskaya nominated C. Kroetsch and the nomination was accepted.

For Vice-Chair - C. Kroetsch nominated V. Nikolskaya and the nomination was accepted. V. Nikolskaya nominated K. Weitz and the nomination was declined. K. Weitz nominated J. Diemert, who was not present.

There were no nominations for Recording Secretary.

(ii) Elections (Item 4.2)

C. Kroetsch was acclaimed as Chair. Elections for Vice-Chair and Recording Secretary were deferred to the next meeting giving nominees opportunity to accept or decline nominations and to again open nominations for recording secretary.

(d) Motion to Approve the Minutes of December 15, 2020 (Item 5.2)**(K. Weitz / V. Nikolskaya)**

That the LGBTQ Advisory Committee approve the minutes of its December 15, 2020 meeting, as distributed.

CARRIED

(e) Presentation from Councillor Maureen Wilson with respect to a Park Renewal Plan for the Hamilton Amateur Athletic Grounds (HAAA) at 250 Charlton Avenue West (Item 6.1)

Cllr Wilson introduced the topic of the park renewal initiative in Ward 1, in the Kirkendall neighbourhood, southwest part of the ward, a green space east of Locke bounded by Locke, Charlton and Queen, 7 acres in size. It holds a clay running track, playground equipment and basketball court. Frequented by people in and outside the ward.

There are 2 public meeting dates with the same information in each - February 4th at 7:30 and Saturday Feb 6 at 10:30 am. Evening and weekend times are an attempt to make the meetings accessible. Ward 1 office will provide a walkthrough test run of Zoom to increase participation.

City and Ward 1 office, assisted by neighbourhood working group, have adopted principle of inclusivity and are reaching out to stakeholders to invite to the consultation and to get ideas to reach people for the consultation to hear considerations for the park redevelopment. Cllr. Wilson invited people to attend meetings or provide her with feedback by email.

Discussion - The Committee had the following feedback for Councillor Wilson.

Are the facilities laid out and accessible enough for those who use them today? The park is historically significant, and was built for a different time in mind. How can the heritage features be preserved while still finding ways to make the space more inclusive, accessible, and welcoming?

Ensure washrooms are accessible and are not gendered and include change tables/stations. Accessible washrooms are especially important in COVID times, where we have seen more need. Consider the Portland Loo project - self-maintained washrooms. Ensure drinking fountains, for extreme heat.

A member offered to speak with Cllr. Wilson about accessibility and suggested connecting with the Disabilities Justice Network of Ontario. Cllr. Wilson sought feedback from the Advisory Committee for Persons with Disabilities and has meetings with professionals from Ron Joyce Children's Health Centre..

Gender-neutral, trans symbol makes a difference and makes it more welcoming. Parks are good for community art projects.

The BNA had recently worked with researchers at McMaster University to develop a study of public washroom spaces in North America and how they might apply to Hamilton. It was suggested that Councillor Wilson contact the BNA to get more information.

Cllr. Wilson thanked committee members for the feedback.

(f) Recommendations (Item 7.)

(i) Motion to Recommend an All Advisory Committee Event (Item 7.1)

That the LGBTQ Advisory Committee send the Citizen Committee Report, as distributed, to AF&A.

(V. Nikolskaya / J. Maurice)

CARRIED

(ii) Motion to Recommend that the Office of the City Clerk Make Changes to the Policies in its "Letter to Advisory Committees" (Item 7.2)

That the LGBTQ Advisory Committee send the email, as distributed, to the Office of the City Clerk in response to the Clerk's letter to advisory committees of December 2020.

(K. Weitz / V. Nikolskaya)

Cameron reviewed the committee's recommendations regarding the Clerk's Office changes to the guidelines.

CARRIED

(g) DISCUSSION ITEMS (Item 9)

(i) Outstanding Business List (Item 9.1)

The item with respect to changing the name of the Committee was added back to the list until such time as recruitment has been completed. A member remarked that they were encouraged after hearing that members of the Audit, Finance and Administration Committee were happy to welcome a change to the name, but that there was not acknowledgement of the many times this had come forward in the past and the number of roadblocks that had been put in the way that prevented it from being done at those times.

ii) Changes to the Land Acknowledgment (Item 9.2.)

J. Maurice presented this idea to the Committee. The member has been working with Indigenous communities, more specifically with youth in those communities, and feels that there are some problems with the Committees current land acknowledgement and would like to bring forward a new version for the Committee to use.

The Committee offered very supportive feedback to J. Maurice and is looking forward to something coming forward at a future meeting.

For review, V. Nikolskaya will provide the acknowledgment read at committee meetings and staff will provide the City's land acknowledgement.

(iii) Updates from Working Groups (Item 9.3.)

There were no updates

(iv) Update about Discussion Items from the Previous Meeting (Item 9.4.)

C. Kroetsch updated the Committee about a number of discussions that had happened with City staff since the last meeting including that part of the Citizen Committee Report submitted in January 2020 requested that members of the LGBTQ Advisory Committee be allowed to participate in the selection process.

There has been no further discussion on this matter and the Chair has inquired as to how this would take place. There were discussions about privacy concerns, confidentiality, and the possibility of an impartial review with redacted applications. Staff will follow up with this request and report back at the next meeting.

(v) Update about Recruitment and Advertising to Fill the Committee's Vacancies (Item 9.5.)

P. Kajiura let the Committee know that the advertising campaign would be underway soon and that the artist, Matthew Crans, made several changes to the design based on the Committee's feedback. The Committee was happy with the changes and was

excited for recruitment to begin.

Members discussed barriers to the application process, including that applicants would be forced to include a cover letter and resume. P. Kajiura said she would take this back to staff and report back on this requirement as soon as possible.

Everyone on the Committee will be provided with copies of the ads to share with their networks when they have been finalized.

Members remarked on how appreciative they were that the City followed through on many of the recommendations put forward and that a member of a 2SLGBTQIA+ community was recruited to design the campaign.

(h) ADJOURNMENT (Item 12)

(F. Gray / V. Nikolskaya)

That, there being no further business, the meeting be adjourned at 7:11 p.m.

CARRIED



CITY OF HAMILTON
CITY MANAGER'S OFFICE
 Digital, Innovation & Strategic Partnerships

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	February 18, 2021
SUBJECT/REPORT NO:	Hamilton Anti-Racism Resource Centre Update CM20007(b) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	John Ariyo (905) 546-2424 Ext. 1564
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer Digital, Innovation & Strategic Partnerships City Manager's Office
SIGNATURE:	

Discussion of Confidential Appendix "D" to this Report in Closed Session, would be pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 18-270, as amended, and Section 239(2), Sub-section (b) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City employees.

RECOMMENDATIONS

- (a) That the consultant's report detailing HARRC Board recruitment activities and the Community Advisory Panel which supported the process attached as Appendix "A" to Report CM20007(b) be received;
- (b) That the HARRC proposed Governance Structure and Terms of Reference, attached as Appendix 'B' to Report CM20007(b) be approved;
- (c) That the HARRC project next steps attached as Appendix 'C' to Report CM20007(b), which include retaining a consultant to support the new HARRC Board and developing a full budgetary, operational and sustainability requirement report for the centre by July 2021, be approved;
- (d) That the \$50,000 cost estimate for the HARRC project next steps (as outlined in Appendix 'C' to Report CM20007(b)), be funded through the Tax Stabilization Reserve;
- (e) That the recommendations for Appointments to the HARRC Board be approved and released publicly following approval by Council.

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EXECUTIVE SUMMARY

The City of Hamilton retained EMpower Strategy Group in September 2020, following a procurement process, to establish an inaugural Board of Directors for the Hamilton Anti-Racism Resource Centre (HARRC). Specific work requirements included:

- Establish a Community Advisory Panel (CAP) with members from diverse professional backgrounds, lived-experiences and community equity lenses.
- Develop a proposed draft Terms of Reference for HARRC that could be used to guide the governance model of the centre.
- Launch a recruitment campaign, interview and propose potential candidates to form the inaugural HARRC Board of Directors, and submit recommendations to Council for final approval.

EMpower Strategy Group established a nine-member Community Advisory Panel in October 2020 attached as Appendix “A” to Report CM20007(b). The panel worked with the consultant to develop a proposed Governance Structure and Terms of Reference for HARRC attached as Appendix “B” to Report CM20007(b). Furthermore, the panel also provided other strategic supports to the consultant, such as the development of a Board competency matrix, recruitment campaign, interviews and candidate selection processes.

HARRC Board Evaluation Criteria

EMpower Strategy Group and the Community Advisory Panel developed four essential criteria used to assess all potential Board applicants. These included:

- Lived experience and a solid understanding, strong commitment and analysis of anti-racism and anti-oppression principles and practices
- Connections to diverse communities through volunteer work and/or professional associations
- Governance experience with emphasis on candidates who had set up new boards
- Strong skills in key areas such as finance, human resources and fundraising.

Board Recruitment Campaign

A three-week Board recruitment campaign was launched between November 13 and December 4, 2020. The campaign was promoted in the local newspapers, on social media and through other grassroots awareness efforts. Staff also reached out to Council members to support awareness and promotion to their respective constituents.

In the end, 39 candidates applied, out of which a pool of 26 most qualified candidates were selected and interviewed. The interviews were conducted by EMpower Strategy Group and selected members of the Community Advisory Panel. The interviews took place between December 15, 2020 and January 3, 2021. The consultant’s report detailing Board recruitment activities is attached as Appendix “A” to Report CM20007(b).

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HARRC Project Next Steps

If Council approves the recommendations from the consultant and the Community Advisory Panel as attached to this report, the following will be the project next steps:

- Providing onboarding support to the new Board of Directors, including the development of relevant policies, by-laws, articles of incorporation, training and other capacity building efforts.
- Working with the inaugural HARRC Board of Directors to develop a full budgetary, operational and sustainability requirement of the centre (such as the required staffing levels, operating budget, office space, sustainability plan, etc).
- Produce a report detailing the above, and report back to Council by July 2021.

The project next steps as described above are attached as Appendix “C” to Report CM20007(b). The cost estimate is \$50,000, and staff recommend retaining a consultant for this purpose due to the specific skill set involved. Among others, the skills include knowledge of applicable legislation, training and fulfilment of other legislative and fiduciary requirements associated with forming a new community non-profit organization and equipping a new Board of Directors to functionally succeed.

Completion of HARRC Motions as Directed by Council

If the recommendations in this report are approved by Council, that would mean all the initial project directions provided by Council to staff have been accomplished (as per HARRC Council Motions of December 11, 2019 / (HUR18010(c)). These included:

- Securing a consultant to establish an independent HARRC Board of Directors
- Establishing a Community Advisory Panel (CAP) to inform and support the consultant’s work
- Developing a HARRC terms of reference and governance structure
- Determining core competencies and recruit potential candidates for HARRC independent Board of Directors for Council final approval
- Incorporating EDI best practices into the CAP/Board recruitment processes
- Dissolving the existing HARRC funding agreement between McMaster University, Hamilton Centre for Civic Inclusion and the City of Hamilton
- Returning the outstanding balance of \$53,846 from McMaster University back to the City of Hamilton following the dissolution
- Retrieving all related project collaterals, equipment, social media and web accounts associated with HARRC from McMaster University and the Hamilton Centre for Civic Inclusion.
- Providing HARRC project updates to Council for information and approval as required.

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FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Staff recommend retaining a lead consultant to support the new Board of Directors and bring forward a report to Council by July 2021 detailing full HARRC budgetary, operational and sustainability requirements. The total cost estimate is \$50,000, with the specific project activities and associated costs attached as Appendix “C” to Report (CM20007(b).

As an additional financial note. Council previously approved and committed \$300,000 to fund the 3-year HARRC pilot project (\$100,000 per year for 36 months). HARRC stopped operations after 10 months, leaving a \$203,846 or 26-month unused Council funding commitment remaining in the Tax Stabilization Reserve. The \$203,846 amount comprises of \$150,000 in unused funding allocation and \$53,846 returned by McMaster University to the City of Hamilton following the agreement dissolution. The \$203,846 commitment will support HARRC operations for the remainder of the 26-month commitment to facilitate start up and resumption of operations.

The \$50,000 project cost estimate requested in this report for capacity building of the new HARRC Board and developing the full budgetary, operational and sustainability requirements of the centre is separate from Council’s previous/unused funding commitment of \$203,846 as described above.

Staffing: There are no staffing implications related to the recommendations of Report (CM20007(b).

Legal: There are no legal implications related to the recommendations of Report CM20007(b). However, Legal services staff will be consulted by the consultant as part of creating all the necessary by-laws and policies for HARRC as an independent organization fully independent from the City.

HISTORICAL BACKGROUND

The Hamilton Anti-Racism Resource Centre (HARRC) was launched in April 2018 as a pilot project involving the City of Hamilton, McMaster University and the Hamilton Centre for Civic Inclusion. HARRC was established to provide residents experiencing racism with a dedicated space for support and assistance. The City’s Committee Against Racism and other community partners played a key advocacy role in its establishment.

HARRC operated for only ten months before its operations were stopped in February 2019. The pause was aimed at ensuring the centre’s core mandate, activities and other success factors were further refined by community input and best practices. Various

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public engagement activities took place in 2019 to understand the community aspirations for the centre towards its reopening and sustainability. A Council Motion of December 11, 2019 directed staff to hire a consultant, form a Community Advisory Panel and re-establish HARRC as a community-based agency with an independent Board of Directors.

In June 2020, staff launched a survey to gather input from the community on what the key qualifications and experiences of the HARRC consultant and the Community Advisory Panel should be. About 70 residents and stakeholders participated in the survey, which informed project procurement process between July and August 2020. In September 2020, the City retained Hamilton-based EMpower Strategy Group, led by Ms. Evelyn Myrie, as the lead consultant for HARRC (CM20007).

In September 2020, EMpower Strategy Group launched project development by first establishing a nine-member Community Advisory Panel attached as Appendix “A” to Report CM20007(b). Between October 2020 and January 2021, EMpower Strategy Group and the Community Advisory Panel developed a proposed Terms of Reference for HARRC, launched a Board recruitment campaign, conducted interviews and have now submitted their recommendation reports to be received and for Council final approval.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton has a legislative obligation to ensure that we act and deliver services in compliance with the Ontario Human Rights Code. This requires the corporation to ensure that discrimination against people based on the protected grounds in protected social areas, is prohibited. Protected grounds include age; ancestry, colour, race; citizenship; ethic origin; place of origin; creed; disability; family status; marital status; receipt of public assistance (in housing only); sex; sexual orientation; and gender identity and gender expression.

The City of Hamilton recognizes the importance of equity, diversity and inclusion to its present and future success as a place to live, work, play and school.

RELEVANT CONSULTATION

Internal consultations

For this report, staff consulted with Finance and Legal Services staff to discuss Financial and Legal implications.

In additional, staff also reached out to Council members to support promoting the HARRC Call for Board Members to their respective constituents and the community at large.

External consultations

The external consultation effort for this work was largely carried out by the Community Advisory Panel and the project consultant.

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In additional, staff also provided social media, newspaper advertisements, grassroots promotion and web information supports for the HARRC Call for Board Members.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

According to the 2016 Census data analysed by the Social Planning Research Council (SPRC) of Hamilton, the city's visible minority population has more than doubled in the last 20 years. In 1996, Hamilton had a population of 41,440 visible minorities, representing nine per cent of the total population. In 2016, the city's visible minority population grew to 100,060, representing 19 per cent of the total city population. Both data sets excluded the city's Indigenous populations (another SPRC report indicated there were 15,840 Indigenous residents in Hamilton in 2011, representing about 3.1 per cent of the city's population at the time).

The 2016 census data also indicated that the five largest visible minority groups in Hamilton were South Asian (22,105), Black (20,245), Arab (10,330), Chinese (10,070) and Latin American (8,425). In addition, the other next largest groups were Filipino, Southeast Asian, West Asian, Korean, Japanese and other visible minority groups.

The SPRC report further put a spotlight on three neighbourhoods of the city with around 40% of residents identifying as visible minorities. These included:

- Downtown Hamilton and surrounding neighbourhoods, including Central and Beasley neighbourhoods, and parts of the Strathcona neighbourhood north of York Boulevard.
- Riverdale West (near Centennial Parkway and Queenston Road), which is one of Hamilton's largest "arrival cities" for immigrants, where about half of residents were born outside of Canada.
- And lastly, the Meadowlands neighbourhood of Ancaster, along with the nearby neighbourhoods on the south Mountain (south of the Lincoln Alexander Parkway and on either side of Upper James Street).

As the city grows in population and neighbourhoods become increasingly diverse, so are the realities, challenges and opportunities posed by equity, diversity and inclusion. A diverse city can greatly activate a positive community identity, support workforce development and promote sustainable social cohesion. On the other hand, a diverse city can also trigger increasing incidents of hate, racism and discrimination that need to be decisively anticipated and addressed by all community stakeholders.

EDI is one of the 2019-2022 Term of Council priorities. The City of Hamilton has shown and continues to show commitments to community inclusion issues over the years on various city projects and community initiatives. Some of these include:

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- The 25-year Our Future Hamilton Community Vision, which engaged nearly 55,000 residents and stakeholders, and approved by Council in 2015, with culture and diversity as a key priority
- A local immigration strategy endorsed by Council in 2017 as part of the Hamilton Immigration Partnership Council
- The Use of Indigenous Medicines Policy approved by Council in 2017, which supports the use of Indigenous sacred medicines in ceremonies such as smudging or prayer pipe ceremonies in municipal facilities
- The Urban Indigenous Strategy approved by Council in July 2019
- A trespass by-law passed by Council in October 2019 to discourage hateful behaviour in the city hall forecourt and other municipal properties
- Housing and Homeless Action Plan approved by Council in October 2020
- Hate Prevention and Mitigation initiative currently under development
- Hamilton Anti-Racism Resource Centre currently under development
- Organizational Equity, Diversity and Inclusion framework currently under development.

These municipal EDI initiatives are in addition to many EDI initiatives run by various community agencies, grassroots associations, partners and advocacy groups. However, and notwithstanding these collective EDI initiatives, a fully operating, community-based anti-racism centre is one of them. A diverse city requires diverse community supports and resources for residents experiencing any form of racism or discrimination.

There was a great community excitement when the Hamilton Anti-Racism Resource Centre first opened in April 2018. The community, and especially equity-seeking and advocacy groups, believed that the dedicated anti-racism support centre would go a long way in supporting residents experiencing racism and discrimination in the city. However, pausing the centre in February 2019 has allowed for more broader community engagement, inclusive conversations, best practices research and understanding all the necessary requirements to ensure the centre is sustainable and further meets community expectation when it reopens.

EMpower Strategy Group and the Community Advisory Panel have followed an inclusive engagement process that produced valuable reports and recommendations that can decisively move HARRC towards its sustainable future. If endorsed by Council, these recommendations will position the centre as a dedicated space where residents experiencing any form of racism or discrimination can get the support they need. HARRC will then be re-joining other community-based organizations that also provide supports to various Indigenous, racialized and other equity-seeking populations.

When residents experiencing racism and discrimination can continue to access additional supports from a dedicated community-based centre like HARRC, that in turn will ensure the City's EDI priorities are further realized and sustained in the community.

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ALTERNATIVES FOR CONSIDERATION – Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report CM20007(b) - HARRC Board Recruitment Process and the Community Advisory Panel (CAP), submitted by EMpower Strategy Group

Appendix “B” to Report CM20007(b) - HARRC proposed Governance Structure and Terms of Reference, submitted by EMpower Strategy Group.

Appendix “C” to Report CM20007(b) - HARRC Project Next Steps: Onboarding, Budgetary, Operational & Sustainability Requirements, submitted by staff.

CONFIDENTIAL Appendix “D” to Report CM20007(b) - HARRC Board Candidates

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HARRC BOARD RECRUITMENT PROCESS

AND

THE COMMUNITY ADVISORY PANEL (CAP)

City of Hamilton

Project Lead: Evelyn Myrie, Founder & Principal
EMpower Strategy Group

January 25, 2021

Background

Launched in April 2018, the Hamilton Anti-Racism Resource Centre (HARRC) was a collaborative pilot project with the City of Hamilton, McMaster University and Hamilton Centre for Civic Inclusion (HCCI).

In February 2019, the project was paused to allow time for broader engagement across the community. Hamilton City Council approved the re-establishment of HARRC with an independent board of directors. Clear in this directive was the need to anchor that re-establishment in lived experiences of residents grounded in an equity, diversity and inclusion lens.

Between 2019 and June 2020, the City of Hamilton engaged in extensive consultation with the public regarding the HARRC's future. City Council transferred responsibility for HARRC from Talent and Diversity Division within Human Resources, to Community Initiatives within Strategic Partnerships & Communications Division.

Following an RFP process, EMpower Strategy Group, a local Equity, Diversity and Inclusion consulting firm was selected to support the process, with the end goal of establishing HARRC's first Independent Board of Directors.

In October 2020, a HARRC Community Advisory Panel (CAP) was established with membership from a diverse group of Hamilton's diverse and racialized communities, to recruit and recommend HARRC's inaugural board of directors to City Council.

HARRC Board Skills Assessment

The Community Advisory Panel had many important discussions around the skills that would be required for the inaugural board of directors. Themes included:

- Lived experience and a solid understanding, strong commitment and analysis of anti-racism and anti-oppression principles and practices.
- Connections to diverse communities through volunteer work and/or professional associations
- Governance experience with emphasis on candidates who had set up new boards
- Strong skills in key areas such as finance, human resources, and fundraising

HARRC Board Recruitment Process

Given the mandate of HARRC, it was important to ensure that the Community Advisory Panel received a wide number of applicants that reflected the diversity of Hamilton. The team made a concerted effort to ensure that the posting was widely circulated online and in the media. The posting appeared in the *Hamilton Spectator* and *Share* newspaper, other ethnic media. It was also available on the City of Hamilton's website and disseminated to cultural and racialized community organizations and community leaders, through email outreach, telephone and social media channels. Please see Appendix B for the Board posting.

Applications were accepted over a three-week period. All candidates were mapped against an agreed upon skills, experience, and EDI matrix. From an applicant pool of 39 candidates, a shortlist of 26 candidates was created. CAP then interviewed the shortlist of 26 candidates over six days. These virtual

interviews occurred over six days between December 15, 2020 and January 3, 2021. The interview invitation asked candidates to identify accommodation needs as required. Each candidate had a minimum of 30 minutes and was asked the same set of questions to ensure as much consistency as possible.

Panelists then scored answers to each question. The interview team used an inclusive approach to consider lived experience expertise and diverse representation. Upon completion of the interviews, the interview team met three times more to ensure a fair and equitable selection process.

Community Advisory Panel

Formation

EMpower Strategy Group recruited a Community Advisory Panel via targeted outreach to racialized and diverse leadership groups in Hamilton including Faith based bodies. Nine individuals volunteered their time on this important project. This group reflected the diversity of Hamilton and brought a wide range of skills and expertise to the selection process.

Membership

Panelists included:

- Mouna Bile, Black Justice Coordinator, Hamilton Community Legal Clinic
- Lisa Marie Johnston, Member, LGBTQ Advisory Committee, City of Hamilton
- Dr. Ameil Joseph, Associate Professor, School of Social Work, McMaster University
- Yasmeen Mirza, Assistant Secretary, Muslim Association of Hamilton
- Taimur Qasim, Member, Committee Against Racism
- Gustavo Rymberg, CEO, Hamilton Jewish Federation
- Jean-Jacques Somwe, President, Congolese Community of Hamilton
- Dr. Gary Warner, Order of Canada recipient and Professor Emeritus, McMaster University
- Joanna Webb, Board President, Hamilton Regional Indian Centre

Dr. Ameil Joseph and Mouna Bile agreed to Co-Chair the Community Advisory Panel. The panel met virtually on the following days in 2020-2021: October 15, 29, November 11 and January 4.

Terms of Reference – HARRC Community Advisory Panel

Overview

Launched in April 2018, the Hamilton Anti-Racism Resource Centre (HARRC) was a collaborative pilot project. In February 2019, the project was paused to allow time for broader engagement across the community. Hamilton City Council approved the re-establishment of HARRC with an independent board of directors. Clear in this directive was the need to anchor that re-establishment in lived experiences of residents grounded in an equity, diversity and inclusion lens.

The HARRC Community Advisory Panel is a short-term commitment from the end of September 2020 to January 15, 2021. The panel’s first meeting took place in October. Following are the draft terms of reference for the HARRC Community Advisory Panel.

Purpose/Mandate/Mission

- To oversee the development of the recommended governance structure and mandate for the HARRC board of directors.
- Recruit and select potential HARRC’s inaugural Board of Directors, with support from the City of Hamilton.

Responsibilities

- Inform and facilitate the review of HARRC mission, vision, and objectives
- Review and approve draft recruitment and selection framework
- Support outreach and communications to recruit potential applicants, with support from the City of Hamilton
- Shortlist and interview potential applicants
- Selection of potential candidates for Hamilton City Council’s approval
- Review and approve final report for Hamilton City Council’s approval

Members/Composition

The Advisory Panel will:

- Be comprised of nine to thirteen community representatives including youth
- Reflect the diversity of Hamilton

Inclusion Policy

To support equitable and accessible participation, members may request resources that may be required to participate and contribute effectively. Every effort will be made to fulfill these requests as budget and resources permit. Our work will be guided by the City of Hamilton’s Equity and Inclusion policies.

Conflict of Interest

Members of the advisory panel will be ineligible to serve on the inaugural HARRC board.

Members will be expected to recuse themselves from interviewing candidates who are family members and/or who have a current business relationship with the member. Potential conflicts should be raised with the Chair.

Remuneration

HARRC Community Advisory Panel members shall serve without remuneration in money or time. Participation on this committee is without remuneration and is completely voluntary.

Term of Membership

Each volunteer member is committed to serving for the duration of the expressed timeframe (October 2020 to January 15, 2021).

Co-Chair Roles

The Co-Chairs of the Advisory Panel are responsible for:

- Providing leadership to the panel by guiding, directing and supporting the members
- Leading Advisory Panel meetings
- Delegating responsibilities for Advisory Panel action items, as required
- Ensuring action items are addressed as needed
- Liaising with the consultant team on a regular basis
- Attending and chairing all meetings

Meetings

Based on the short timeframe of the focus of the HARRC Community Advisory Panel, the Panel will have between three and four meetings.

Decision-Making Process

To support an equitable and accessible decision-making process, decisions in this group will be made via the consensus decision-making approach.

Consensus decision-making is based on the premise that everyone’s voice is worth hearing and that all concerns come from a place of integrity and are valid. If a proposal is deeply troubling to one member, that concern is respected.

Approval of Terms of Reference

The HARRC Community Advisory Panel will review and make recommendations on the Terms of Reference and the final copy will reflect the date in the footer and will also receive a sign off below.



HARRC BOARD OF DIRECTORS

PROPOSED
GOVERNANCE STRUCTURE AND
TERMS OF REFERENCE

City of Hamilton

Project Lead: Evelyn Myrie, Founder & Principal
EMpower Strategy Group

January 25, 2021

Recommended Governance Structure

EMpower Strategy Group completed an analysis of the governance structure of similar organizations with a clear mandate for anti-racism. These organizations included: Black Legal Action Centre (Toronto), Brooklyn Movement Centre (New York), Canadian Race Relations Foundations, City of Toronto – Confronting Ant-Black Racism Unit (CABR), Diversity, Inclusion and Anti-Oppression Advisory Committee (London, Ontario), Newcomer Centre of Peel and Peel Regional Diversity Roundtable.

The team also reviewed the work of Dr. Ameil Joseph’s report, “Findings and Analysis: Year 1, April 2018-February 2019,” which identified recommendations for HARRC.

Moving forward, CAP recommends the following governance structure to ensure that HARRC is set up to succeed:

- Board of directors with 13 members
 - Board led by either two Co-Chairs or Chair and Vice Chair to be elected by the Board itself
- Staggered term limits to ensure continuity; maximum of two terms (TBD in bylaws)
 - 5 members 24-month terms
 - 5 members 36-month terms
 - Chair/Co-Chair 36-month term
- Board to hire an Executive Director within first 90 days
- Executive Director to hire key operational and administrative lead
- Physical office in visible, accessible location with strong digital presence
- Funding provided by City of Hamilton initially (36 months)
- Bylaws and board policies to be determined by board

Acknowledgements:

Thank you to the members of CAP who provided their invaluable input into this project as well as our partners at the City of Hamilton for their support and guidance.

Recommended Terms of Reference Hamilton Anti-Racism Resource Centre (HARRC)

Background

Launched in April 2018, the Hamilton Anti-Racism Resource Centre (HARRC) was a collaborative pilot project. In February 2019, the project was paused to allow time for broader engagement across the community. Hamilton City Council approved the re-establishment of HARRC with an independent board of directors. Clear in this directive was the need to anchor that re-establishment in lived experiences of residents grounded in an equity, diversity and inclusion lens.

In October 2020, a HARRC Community Advisory Panel (CAP) was appointed recruit and recommend HARRC’s inaugural board of directors to City Council. Below is a description of the HARRC director role. Successful candidates will have an opportunity to play a leadership role in building a new organization focused on this important work.

The Board of Directors governs through exercising both its formal authority (i.e., to select the Executive Director) as well as its informal authority of influence and persuasion (i.e. to help shape HARRC’s strategic goals).

The Board traditionally delegates the authority to carry out HARRC’s operations and management to its Executive Director and should actively support – as well as hold accountable – the Executive Director in carrying out HARRC’s vision and purpose:

- **Vision:** To serve as a friendly and supportive centre that promotes a sense of belonging for racialized people in Hamilton and where individuals impacted by racism and other forms of race related oppression can access information, support and resources.
- **Purpose:** The Anti-Racism Resource Centre and telephone help line will help fill service gaps that exist in Hamilton relating to anti-racism and anti-oppression. In particular, it will provide support, assistance and information by offering the option for individuals to speak directly to a trained staff member on matters relating to racism, discrimination and oppression or provide referrals to the appropriate service providers.

Responsibilities

Board members will have a unique opportunity to establish a new governance structure and framework for HARRC as its inaugural board of directors.

Working together – and in constructive partnership with management – the Board also has the responsibility for establishing and shaping the vision, mission and goals of HARRC. Board members play a vital role – often in constructive partnership with senior management – in crafting the strategic direction of HARRC. Collectively, the members of the Board are legally responsible for HARRC and all its activities. They also must provide ongoing oversight to ensure financial soundness and sustainability.

Appendix “B” to Report CM20007(b) (City Wide)

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Accordingly, the Board ensures the finances of HARRC are handled properly; approves and monitors its annual budget; establishes and monitors financial policies and practices.

HARRC’s Board will:

- Govern and lead to actively advance the vital mission of HARRC.
- Actively support – and hold accountable – the Executive Director and staff.
- Craft, foster and support the HARRC’s vision, mission, strategic goals, strategic objectives and strategic metrics of success.
- Hold itself accountable to the highest levels of integrity.
- Actively lead and manage its own governance structure, culture and efforts.
- Encourage genuinely diverse ideas, perspectives and opinions.
- Speak as one voice once a decision has been made by the Board.
- Constructively partner with each other, the HARRC Executive Director and staff.
- Diligently and constructively advance HARRC’s relationship with the community.
- Actively oversee HARRC’s ongoing sustainability and operational effectiveness.
- Establish criteria of success and evaluate the overall performance and results of HARRC on an ongoing basis.

Duties

- Develop HARRC’s governing policies and procedures.
- Consistently foster and engage in effective strategic thinking, insights, questions and planning.
- Hire, assist, counsel, oversee and regularly evaluate the Executive Director.
- Foster the Executive Director’s effective leadership and management of HARRC’s personnel, operations and activities.
- Without limiting the general responsibility of the Board, appropriately delegate operational and management authority to the Executive Director of HARRC.
- In constructive partnership with the Executive Director, thoughtfully craft the strategic goals, objectives and metrics of success for HARRC.
- Maintain, monitor and protect the safety and soundness of HARRC and its assets.
- Understand and monitor HARRC’s performance and results.

Time Commitment

Board members will meet regularly. It is likely that the board will need to meet once a month (or more frequently) to get HARRC staffed and up and running. After that, the board may choose to meet less frequently. In the short-term, meetings will take place virtually until social distancing measures are no longer required. Meetings will occur at a time of day that is convenient for the majority of board members. Every effort will be made to ensure full participation.

Remuneration

HARRC directors will serve without remuneration in money or time. Participation is voluntary. Reasonable expenses such as travel to and from meetings and dependent care may be reimbursed.

Term of Membership

Each director is committed to serve a two-year term (e.g. January 2021 – January 2023). Some directors may have longer terms to ensure board continuity. Terms may be renewable. Board term limit policies will be developed once the board is up and running.

Skills

Board members should be passionate about advancing anti-racism in Hamilton. Experience serving on boards and/or building new not-for-profits is preferred but not a requirement. The Community Advisory Panel will seek to reflect the City of Hamilton’s diversity in HARRC’s board composition.

In addition to the above role profile, there will be key leadership roles on the board:

Chair/Co-Chair

The role of the Chair is to facilitate meetings and act as a champion in moving the mandate forward.

Additional responsibilities will include:

- Ensure that HARRC maintain on file all meeting minutes
- In partnership with Executive Director coordinate meetings, set the date and time, prepare and forward the agenda, and forward any necessary supporting materials to all committee members
- Primary liaison with City of Hamilton and media spokesperson
- Prepare a year-end committee report for inclusion in the Annual Report

Treasurer

The role of the Treasurer is to oversee all financial aspects of HARRC.

Responsibilities will include:

- Oversees finances of the organization
- Oversees fiscal matters of the organization
- Partners with senior staff to create and review annual budget for board approval
- Ensures development and board review of financial policies and procedures

HAMILTON ANTI-RACISM RESOURCE CENTRE

PROJECT NEXT STEPS: ONBOARDING, BUDGETARY, OPERATIONAL AND SUSTAINABILITY REQUIREMENTS

Staff conducted further engagement, research and best practices to identify the required tasks if the Board of Directors is approved by Council. The tasks would require retaining a consultant to work with the new Board of Directors to complete the following deliverables and submit a report to Council by July 2021:

Tasks	Deliverables	Timelines	Cost estimates
Governance Capacity Building	<ul style="list-style-type: none"> • Onboarding of the new Board of Directors – provide various training sessions for the board to fully understand its roles and responsibilities • Develop onboarding package: HARRC briefing document, new board member checklist, etc • Draft board policies for board approval • Develop bylaws in consultation with legal expertise • Establish required Board committees and their terms of reference • Advance other new Board/organizational requirements, such as incorporation. 	February – May 2021	\$25,000
Short-Long terms Operational Planning	<ul style="list-style-type: none"> • Develop a 5-year operating budget • Develop staffing needs and competencies • Develop space requirements – both long-term and virtually during the COVID-19 pandemic • Facilitate job description development for the inaugural Executive Director • Develop a funding and sustainability plan • Conduct targeted stakeholders’ engagement to inform the above tasks and activities, and with the Board 	April – June 2021	\$15,000
Report to Council	<ul style="list-style-type: none"> • Produce a final report to Council that is clear on full budgetary, operational and sustainability requirements for HARRC • Presentation of report to City Council 	July 2021	\$10,000
Total Cost Estimate			\$50,000



Board Recruitment Update

AUDIT, FINANCE & ADMINISTRATION COMMITTEE

FEBRUARY 18, 2021



BACKGROUND

April 2018 - Hamilton Anti-Racism Resource Centre (HARRC) launched as a collaborative pilot project.

February 2019 - Project paused to allow for broader engagement across the community. Hamilton City Council approves the re-establishment of HARRC with an independent board of directors.

October 2020 – A short-term HARRC Community Advisory Panel (CAP) was established with membership from a diverse group of Hamilton’s Diverse and racialized communities, to recruit and recommend HARRC’s inaugural board of directors to City Council.


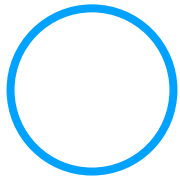
February 2021 - The following report summarizes the work of the CAP, HARRC Board recruitment process and other deliverables

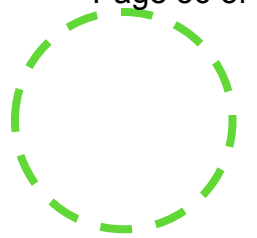




EMPOWER STRATEGY GROUP DELIVERABLES

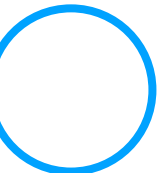


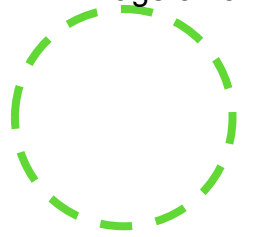
- ✓ Background Review and Assessment
 - ✓ Draft CAP Terms of Reference
 - ✓ Communications Plan and Implementation
 - ✓ Recruit and Recommend Candidates
 - ✓ Final Report and Recommendations
- 
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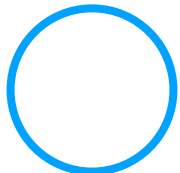
COMMUNITY ADVISORY PANEL (CAP)

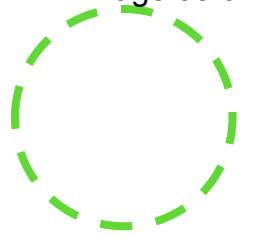
- EMpower Strategy Group recruited a Community Advisory Panel (CAP) via targeted outreach to racialized and diverse leadership groups in Hamilton including faith-based organizations
- Nine individuals volunteered their time on this important project.
- Panel reflected the diversity of Hamilton and brought a wide range of skills and expertise to the selection process.
- Dr. Ameil Joseph and Mouna Bile agreed to Co-Chair the Community Advisory Panel.
- The panel met virtually on the following days in 2020-2021: October 15, 29, November 11 and January 4.
- The panel's terms of reference are attached in Council's Report.





CAP MEMBERSHIP

- Mouna Bile, Black Justice Coordinator, Hamilton Community Legal Clinic
 - Lisa Marie Johnston, Member, LGBTQ Advisory Committee, City of Hamilton
 - Dr. Ameil Joseph, Associate Professor, School of Social Work, McMaster University
 - Yasmeen Mirza, Assistant Secretary, Muslim Association of Hamilton
 - Taimur Qasim, Member, Committee Against Racism
 - Gustavo Rymberg, CEO, Hamilton Jewish Federation
 - Jean-Jacques Somwe, President, Congolese Community of Hamilton
 - Dr. Gary Warner, Order of Canada recipient and Professor Emeritus, McMaster University
 - Joanne Webb, Board President, Hamilton Regional Indian Centre
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HARRC PURPOSE AND VISION

EMpower Strategy presented the following from the “Anti-racism resource centre project draft framework and terms of reference” (September 2014) at the October 29th CAP meeting. The purpose and vision are below:

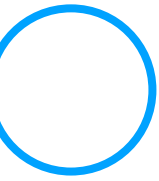
“Purpose

- The Anti-Racism Resource Centre and telephone help line will help fill service gaps that exist in Hamilton relating to anti-racism and anti-oppression. In particular, it will provide support, assistance and information by offering the option for individuals to speak directly to a trained staff member on matters relating to racism, discrimination and oppression or provide referrals to the appropriate service providers.

Vision

- To serve as a friendly and supportive centre that promotes a sense of belonging for racialized people in Hamilton and where individuals impacted by racism and other forms of race related-oppression can access information, support and resources.”


The panel reviewed HARRC’s purpose and vision. After a full discussion, it was determined by CAP that it was still relevant and should remain unchanged until further review by the incoming HARRC Board of Directors.





APPLICATION AND INTERVIEW PROCESS



- Posting was widely circulated online, *Hamilton Spectator* and ethnic media and racialized communities
 - Applications accepted for three weeks
 - 39 candidates applied. All candidates mapped against skills matrix. Top candidates were interviewed.
 - Interviewed shortlist of 26 candidates over six days (December to January).
 - Interview invitation asked candidates to identify accommodation needs as required. Each candidate had a minimum of 30 minutes.
 - Candidates were asked six questions; responses scored by each interview panelist and combined by EMpower Strategy Group
 - In addition to the scores, the panel reviewed candidates for representation of equity-seeking groups and skills
 - The interview team used an inclusive approach to consider lived experience expertise and diverse representation. Upon completion of the interviews, the interview team met three times more to ensure a fair and equitable selection process.
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HARRC BOARD EVALUATION CRITERIA

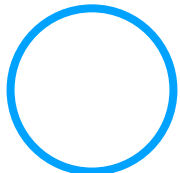


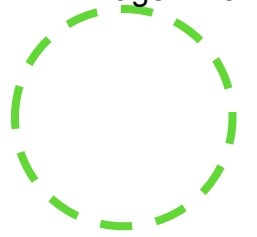
EMpower Strategy Group and the Community Advisory Panel developed four essential criteria used to assess all potential Board applicants:

- Lived experience and a solid understanding, strong commitment and analysis of anti-racism and anti-oppression principles and practices
- Connections to diverse communities through volunteer work and/or professional associations
- Governance experience with emphasis on candidates who had set up new boards
- Strong skills in key areas such as finance, human resources and fundraising.



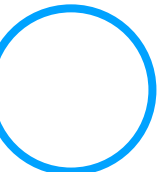
13 Candidates recommended for Council approval – to be released publically after Council in-camera discussion and approval

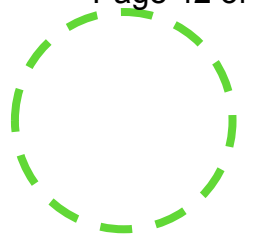




HARRC GOVERNANCE

- Moving forward, CAP recommends the following governance structure to ensure that HARRC is set up to succeed:
 - Board of directors with 13 members
 - Board led by either two Co-Chairs or Chair and Vice Chair to be elected by the Board itself
 - Staggered term limits to ensure continuity; maximum of two terms (TBD in bylaws)
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THANK YOU

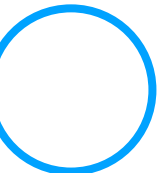
Thank you to the members of CAP who provided their invaluable input into this project as well as our partners at the City of Hamilton for their support and guidance.

Evelyn Myrie

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empowerstrategygroup2@gmail.com





CITIZEN COMMITTEE REPORT

To:	Audit, Finance and Administration Committee; General Issues Committee; and City Council
From:	LGBTQ Advisory Committee <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> Cameron Kroetsch, Chair
Date:	February 16, 2021
Re:	Focus and Committee Involvement in Selection Processes

Recommendation

That, with respect to selection processes for the LGBTQ Advisory Committee, the City of Hamilton -

- (1) focus their selection on youth, queer and trans people of colour (QTBIPOC), and Two Spirit members of the community; and
- (2) involve members of the LGBTQ Advisory Committee in the selection process.

Background

These recommendations were provided to the Audit, Finance and Administration Committee as part of a Citizen Committee Report (CCR) approved at the LGBTQ Advisory Committee's (LGBTQAC) January 2020 meeting and ratified by Council in February but they were not, strictly speaking, contained in the "Recommendations" section of the CCR. Staff have advised the LGBTQAC that, therefore, these recommendations were not approved as such. The LGBTQAC is bringing them to you now to set the record straight and in time for the current selection process.

Analysis / Rationale

Our rationale has been divided in the manner outlined in the Recommendation section above.

- (1) Members of the LGBTQAC recognize that it lacks representation from Two Spirit and LGBTQIA+ communities, especially in the communities outlined above, and believes that it is important for the selection process to focus on recruiting members from these communities to service in the vacant seats.
- (2) At present, to the knowledge of the LGBTQAC, none of the members of the Selection Committee represent Hamiltonians from Two Spirit and/or LGBTQIA+ communities.

Further, as the Committee appointed to represent members of those communities, we think it is important that we be permitted to participate in this process in a meaningful way. We recognize that we may not be permitted to vote, or to see information that is deemed personal or confidential (i.e. names, contact information, or other identifying language), but think that there is a way to accommodate members of our Committee in the selection process so as to respect the City of Hamilton's policies, procedures, and bylaws.

The process of participating in anonymous recruitment processes (sometimes called "blind recruitment") is well established and members of the Committee would be pleased to work within those best practices.

All members of the Committee have signed the required paperwork provided by the City of Hamilton and have been duly appointed to represent the members of these communities. We think it is vitally important that the Committee be represented in these deliberations to provide its advice and input on the process and the selection of candidates.

We are asking that, at minimum, the Chair and Vice Chair of the LGBTQAC, be involved in this process.

NOTE - We ask that the LGBTQAC Chair be updated as to when and at what Committee the recommendation(s) in this Citizen Committee Report will be addressed so that they can speak to the matter formally at that time.