



City of Hamilton
AUDIT, FINANCE AND ADMINISTRATION COMMITTEE
AGENDA

Meeting #: 22-003
Date: February 3, 2022
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

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

1. CEREMONIAL ACTIVITIES
2. APPROVAL OF AGENDA
(Added Items, if applicable, will be noted with *)
3. DECLARATIONS OF INTEREST
4. APPROVAL OF MINUTES OF PREVIOUS MEETING
 - 4.1. January 13, 2022
5. COMMUNICATIONS
6. DELEGATION REQUESTS
7. CONSENT ITEMS
8. STAFF PRESENTATIONS

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

9. PUBLIC HEARINGS / DELEGATIONS

10. DISCUSSION ITEMS

- 10.1. Grants Sub-Committee Report 22-001 - January 17, 2022

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1. Amendments to the Outstanding Business List:

- 13.1.a. Items to be Removed:

Roads Value for Money Audit (AUD21006) (City Wide)

That Audit Staff be directed to report back to the AF&A Committee on Storm Water Management and the adjustments that would be required to add this to the 2022 City Auditor Work Plan.

OBL Item: 21-K

Added: July 8, 2021 at AF&A - Item 8.1

Removed: February 3, 2022 at AF&A - This item is in the Office of the City Auditor Work Plan 2019 to 2022 (AUD19007)

14. PRIVATE AND CONFIDENTIAL

- 14.1. City Auditor Reporting of Serious Matters to Council (Case #52693) (AUD22001)
(City Wide)

Pursuant to Section 9.1, Sub-sections (a), (b), and (d) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections sections (a), (b), and (d) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain to the security of the property of the municipality or local board; personal matters about an identifiable individual, including municipal or local board employees; and labour relations or employee negotiations.

15. ADJOURNMENT



AUDIT, FINANCE AND ADMINISTRATION COMMITTEE MINUTES 22-001

9:30 a.m.

January 13, 2022
Council Chambers
Hamilton City Hall

Present: Councillors M. Pearson (Chair), B. Clark, R. Powers, A. VanderBeek, and M. Wilson

Absent: Councillors L. Ferguson, B. Johnson - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Hamilton Waterfront Trust – 2020 Annual Briefing by Werner Plesl, Executive Director (Item 8.1)

(Powers/Wilson)

- (a) That a representative from the Hamilton Waterfront Trust be requested to attend the Audit, Finance & Administration Committee as soon as possible to present the 2020 Items required by the Deed of Trust, as follows:
- (i) Hamilton Waterfront Trust Annual Audited Financial Statements;
 - (ii) Hamilton Waterfront Trust Strategic and/or Business Plans and any changes thereto;
 - (iii) Hamilton Waterfront Trust ten (10) year Capital Plan; and,
 - (iv) any changes to the Hamilton Waterfront Trust organizational structure; and,
- (b) That the 2021 Items required by the Deed of Trust also be presented within (90) days of the end of fiscal year for 2021, the April 7, 2022 Audit, Finance & Administration Meeting.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark
 YES - Ward 5 Councillor Russ Powers
 YES - Ward 1 Councillor Maureen Wilson

2. CONSENT ITEMS (Item 7.1)

(VanderBeek/Powers)

That the following Consent Items, be received:

- (a) Post Pandemic Virtual Trial Support (LS22003 / FCS22001) (City Wide) (Item 7.2)
- (b) 2021 City of Hamilton External Audit Plan (FCS22005) (City Wide) (Item 7.3)
- (c) 1099 King Street East, Hamilton – Water and Wastewater / Storm Account Debit Adjustment (FCS22006) (Ward 5) (Item 7.4)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

3. Citizen Committee Report - Women and Gender Equity Committee - Reinstating the COVID-19 Encampment Protocol (Item 10.1)

(Clark/Powers)

- (a) That the Citizen Committee Report from the Women and Gender Equity Committee respecting Reinstating the COVID-19 Encampment Protocol, be received; and,
- (b) That the Chair and/or representation from the Women and Gender Equity Committee be invited to attend a future meeting Audit, Finance & Administration Committee or the Emergency & Community Services Committee to present on the Citizen Committee Report from the Women and Gender Equity Committee respecting Reinstating the COVID-19 Encampment Protocol.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised of the following change to the agenda:

8. PRESENTATIONS

- 8.1 Hamilton Waterfront Trust – 2020 Annual Briefing by Werner Plessl, Executive Director

This Item was WITHDRAWN and will be placed on a future Audit, Finance and Administration Committee Agenda.

For further disposition of this item, refer to Item 1.

(VanderBeek/Powers)

That the agenda for the January 13, 2022 Audit, Finance and Administration Committee meeting be approved, as amended.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) December 9, 2021 (Item 4.1)

Councillor Powers advised the Committee Clerk that his Ward was recorded incorrectly in the December 9, 2021 minutes.

(Clark/Wilson)

That the Minutes of the December 9, 2021 meeting of the Audit, Finance and Administration Committee be approved, **as amended**.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson

YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

(d) CONSENT ITEMS (Item 7)

**(i) Women and Gender Equity Committee Minutes - October 28, 2022
(Item 7.1)**

(VanderBeek/Powers)

That the Women and Gender Equity Committee Minutes of October 28, 2022, be received.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

(e) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Amendments to the Outstanding Business List:

(Powers/VanderBeek)

That the following amendment to the Audit, Finance & Administration Committee's Outstanding Business List, be approved:

(a) Item Requiring A New Due Date:

OBL Item: 20-M
Creative Enterprise Facilities Property Tax Sub-Class
Added: December 9, 2020 at GIC
Original Due Date: Q3 2021
New Requested Due Date: Q4 2022 (Waiting response from the Province)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

(f) PRIVATE AND CONFIDENTIAL (Item 14)

Committee determined that discussion of Item 14.1 was not required in Closed Session, so the item was addressed in Open Session, as follows:

(i) Closed Minutes – December 9, 2021 (Item 14.1)

(Clark/Wilson)

- (a) That the Closed Session Minutes of the December 9, 2021 Audit, Finance and Administration Committee meeting, be approved as presented; and,
- (b) That the Closed Session Minutes of the December 9, 2021 Audit, Finance and Administration Committee meeting, remain confidential.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

(g) ADJOURNMENT (Item 15)

(Clark/VanderBeek)

That, there being no further business, the Audit, Finance and Administration Committee, be adjourned at 10:32 a.m.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Ward 13 Councillor Arlene VanderBeek
NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
NOT PRESENT - Ward 11 Councillor Brenda Johnson
YES - Ward 10 Councillor Maria Pearson
YES - Ward 9 Councillor Brad Clark
YES - Ward 5 Councillor Russ Powers
YES - Ward 1 Councillor Maureen Wilson

Respectfully submitted,

Councillor Pearson, Chair
Audit, Finance and Administration
Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Government and Community Relations

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	February 3, 2022
SUBJECT/REPORT NO:	Hamilton Anti-Racism Resource Centre Update (CM20007(c)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Sunil Angrish (905) 546-2424 Ext. 4073
SUBMITTED BY:	Morgan Stahl Director, Government and Community Relations
SIGNATURE:	

RECOMMENDATION

- (a) That the HARRC Update and Sustainability Plan presented by Empower Strategy Group, attached as Appendix "A" to Report CM20007(c), respecting the consultant providing support to the HARRC Board of Directors in applying for incorporation, drafting governing policies and by-laws, and developing a budgetary, operational and sustainability plan, be received;
- (b) That the remaining 26-month allocation of \$203,846 from the Tax Stabilization Fund Reserve, for HARRC operations, attached as Appendix "A" to Report CM20007(c), HARRC Update and Sustainability Plan presented by Empower Strategy Group, be assigned as follows:
- (i) \$86,240 for the period of February 2022 to December 2022; and,
 - (ii) \$78,405 for the period January 2023 to November 2023.

BACKGROUND

Established in 2018, HARRC operated for ten months and was paused in February 2019 to further refine the centre's governance structure and position the centre for success with community input. In December 2019, Council approved directions toward the re-opening of the Hamilton Anti-Racism Resource Centre (HARRC), ensuring that

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Hamilton Anti-Racism Resource Centre Update (CM20007(c)) (City Wide) - Page 2 of 8

voices of racialized individuals were foundational to the re-opening and HARRC's continued work. This was a significant demonstration of the City's commitment to addressing issues of racism and providing support to equity-seeking communities.

Council approval of the recommendations of this report would mark the fulfilment of Council directions regarding HARRC's re-establishment from December 11, 2019 (HUR18010(c)) and February 24, 2021 (CM0007(b)); including:

- Securing a consultant to recruit and recommend candidates for an independent Board of Directors and to develop terms of reference and a governance structure, for Council approval;
- Establishing a community advisory panel, representative of the community's racial and cultural diversity, to guide and inform the consultant's work in Board recruitment and the development of governing documents;
- Dissolving a pre-existing funding agreement between McMaster University, Hamilton Centre for Civic Inclusion and the City of Hamilton;
- Ensuring the transfer of an outstanding balance of \$53,846 from McMaster University to the City of Hamilton following the dissolution;
- Retrieving all HARRC-related project collaterals, equipment, social media and web accounts from McMaster University and the Hamilton Centre for Civic Inclusion;
- Further retaining a consultant to support the Board in its orientation and onboarding by drafting board policies, by-laws, and briefing documents, providing governance training, establishing board committees, ensuring application for incorporation, and developing a 5-year operational budget, funding and sustainability plan.

The City of Hamilton's Equity, Diversity and Inclusion Term of Council Priority commits to creating and nurturing a city that is welcoming and inclusive, where equity-seeking communities feel safe, supported and have an enhanced sense of belonging through strengthened community capacity, City responsiveness, and inclusive engagement opportunities.

HARRC was established to provide resources and support to residents experiencing racism, to collect and report statistically on incidents and trends of racism, and to provide information, education and advocacy to foster community capacity and understanding of anti-racism and anti-discrimination.

EXECUTIVE SUMMARY

In February 2021, the City of Hamilton retained EMpower Strategy Group to assist the recently-appointed Board of Directors of HARRC, by providing them with onboarding

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and governance supports and by producing a budgetary, operational and sustainability report for the centre; the approved motion provided as follows:

That the HARRC project next steps attached as Appendix “C” to Audit, Finance and Administration Report 21-003, 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;

Evelyn Myrie, EMpower Strategy Group, will attend the February 3, 2022 Audit, Finance and Administration meeting to provide a budgetary, operational and sustainability plan for HARRC and an update on the work done to onboard the new Board of Directors in developing board policies and by-laws, applying for articles of incorporation, ensuring governance training, recruiting the Executive Director and other capacity building efforts. The consultant’s report, HARRC Update and Sustainability Plan, is provided as Appendix “A” to CM20007(c) and outlines the onboarding and governance development work provided by the consultant and the 5-year plan.

In November 2015, Council committed \$300,000 to fund the 3-year HARRC pilot project (\$100,000 per year for 3 years) launched in 2018. HARRC stopped operations after 10 months, leaving \$203,846 of the Council funding commitment unused in the Tax Stabilization Reserve. This comprises \$150,000 of the approved funding allocation and \$53,846 returned by McMaster University to the City of Hamilton following the agreement dissolution.

Staff will work with HARRC’s Executive Director and Board to explore alignments with the City’s Council-directed Equity Diversity and Inclusion initiatives and to explore potential federal, provincial, and private funding sources and opportunities, to promote HARRC’s ongoing success and program development.

HARRC will be hosting a community stakeholder engagement event to inform of the re-establishment and re-opening of the resource centre. Members of Council would be advised of the communication to the community.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial

The \$50,000 cost estimate for the consultant’s work completed and described in this report was funded through the Tax Stabilization Reserve, as approved by Council, February 24, 2021 (CM20007(b)). 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 \$203,846 (26-months) unused

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Council funding commitment in the Tax Stabilization Reserve. The \$203,846 amount comprises an \$150,000 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. This will commence September 7, 2021, to coincide with the start-date of the new executive director.

Staff are committed to work with the HARRC Executive Director, Lyndon George, and Board to explore potential federal, provincial, and private funding sources to promote the success of HARRC into the future in alignment with the City's Council-directed Equity Diversity and Inclusion initiatives.

Staffing/Legal

There are no staffing or legal implications related to the recommendations of Report CM20007(c).

HISTORICAL BACKGROUND

In April 2018, the Hamilton Anti-Racism Resource Centre (HARRC) was launched 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 ten months when its operations were paused in February 2019, to ensure the centre's core mandate, activities and other success factors were further refined by community input and best practices. Various public engagement activities took place in 2019 to understand the community aspirations for the centre, to inform its reopening and sustainability. On December 11, 2019, Council 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 the key qualifications and experience of the potential HARRC consultant and Community Advisory Panel. About 70 residents and stakeholders participated in the survey, which informed the project procurement process between July and August 2020. In September 2020, the City retained Hamilton-based EMpower Strategy Group, led by Evelyn Myrie, as the lead consultant for HARRC (CM20007).

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In September 2020, EMpower Strategy Group launched its project development by establishing a nine-member Community Advisory Panel. 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.

On February 24, 2021, Council received a report from EMpower Strategy Group detailing the HARRC Board recruitment activities and the establishment of Community Advisory Panel, (Appendix “A” to CM20007(b)).

Based upon recommendations from the HARRC Community Advisory Panel, presented by the consultant, Council appointed the inaugural Board of Directors of 13 members, representing the diversity of Hamilton’s community. Council also approved a Governance Structure and Terms of Reference (Appendix “B” to CM20007(b))

Also on February 24, Council approved the engagement of a consultant to support the Board in its orientation and onboarding by drafting board policies, by-laws, and briefing documents, providing governance training, establishing board committees, ensuring application for incorporation, and developing a 5-year operational budget, funding and sustainability plan.

The plan is presented in this report and deliverables fulfilled by the consultant are provided in Appendix “A” to CM20007(c).

The City will continue to fund HARRC as per the original commitment of \$100,000/year from the Tax Stabilization Fund Reserve Account 58300 110046 for the remainder of the three-year pilot project (26 months to begin September 7, 2021), as per Council approval December 11, 2019 (HUR 18010(c)).

In August 2021, the HARRC Board announced the successful recruitment of the organization’s first Executive Director, who joins the organization on September 7, 2021.

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, ethnic origin, place of origin, creed, disability, family status, marital status, receipt of public assistance (in housing only), sex, sexual orientation, gender identity and gender expression.

The City of Hamilton’s Equity, Diversity and Inclusion Term of Council Priority commits to creating and nurturing a city that is welcoming and inclusive, where equity-seeking

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communities feel safe, supported and have an enhanced sense of belonging through strengthened community capacity, City responsiveness, and inclusive engagement opportunities. The City recognizes the importance of equity, diversity and inclusion to its present and future success as a place to live, work, play and learn.

The Hamilton Community Safety and Well-Being Plan Advisory Plan approved by Council in July 2021, which names hate incidents as one of its six local priorities and contains a goal to reduce individual and organizational incidents of Islamophobia, anti-Black and anti-Indigenous racism, xenophobia, anti-Semitism, transphobia, homophobia, and other forms of discrimination.

On August 13, 2021, Council approved 18 recommendations of the Hate Prevention and Mitigation Initiative, presented in report CM19006(e). The recommendations stemmed from research and stakeholder engagement by Rebecca Sutherns of Sage Solutions retained by the City of Hamilton as a part of response to high numbers of hate-related incidents reported to police in recent years.

On December 8, 2021, Council approved the Hate Prevention, Mitigation and Community Initiatives Action Plan in report CM19006(g) in response to the recommendations as presented by Sage Solutions regarding hate prevention and mitigation in the City and approved by Council on August 15, 2021. The recommendations form the basis of an action plan to support the City in its efforts to further our community initiatives and external equity, diversity and inclusion priorities. The report (CM19006(g)) recommends that the City develop a framework within which it addresses hate crimes and incidents with defined and appropriate responses that proactively and unequivocally condemn hateful behaviour, support communities experiencing hate and demonstrate in practical ways that the City of Hamilton actively supports a culture of inclusion. It also recommends emphasizing and promoting values of tolerance, inclusion, justice and equity while condemning behaviours that contradict those values.

While the above work is underway, recent incidents of hate and racism in Hamilton indicate that more work is needed. These incidents leave a long-lasting impact on the individuals and communities who are victims, and they affect all Hamiltonians by impugning the city's reputation and diminishing community sense of belonging for many equity-seeking populations.

RELEVANT CONSULTATION

In June 2020, staff launched a survey to gather input from the community on the key qualifications and experience of the potential HARRC consultant and Community Advisory Panel. About 70 residents and stakeholders participated in the survey, which informed the project procurement process between July and August 2020. In

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September 2020, the City retained Hamilton-based EMpower Strategy Group, led by Evelyn Myrie, as the lead consultant for HARRC (CM20007). In September 2020, a nine-member Community Advisory Panel was established to recruit and recommend the inaugural Board of Directors for appointment.

The proposal for an Anti-Racism Resource Centre resulted from the work conducted by the City of Hamilton's Committee Against Racism (CAR) Volunteer Advisory Committee. The idea for HARRC first came during a symposium hosted by CAR in 2003. Subsequent symposiums held in 2006 and 2010 further reinforced the belief that a resource centre would be beneficial for the City of Hamilton. In 2012, City Council approved a feasibility study regarding the establishment of such a resource centre. These findings were then presented by CAR to City Council in February 2014.

The decision to pause the operations of HARRC after its launch in 2018, was made by the HARRC Funding Agreement partners (City of Hamilton, McMaster University and HCCI) and the Committee Against Racism Chairperson and Committee throughout this process.

Community Stakeholders – Almost immediately upon the announcement of the pause, it became apparent that the community expected the City to take on a leadership role in resolving the issues affecting HARRC. As a result, the Human Resources Talent and Diversity staff developed and implemented a four-phase plan to communicate with the community in a meaningful manner and provide opportunities for citizen engagement throughout the process. These phases are as follows:

Phase 1 – Respond to requests to meet and stakeholder meetings –
May 2019

Phase 2 – Festival and Event Information Displays (June to September 2019)

Phase 3 – Broader community engagement (June to September 2019)

- a) Creation of City of Hamilton Anti-Racism website
- b) Online Survey

Phase 4 – Community Forum to share feedback (October 29, 2019)

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The remaining amount of funds approved for HARRC is \$203,846 and is allocated to a 26-month period. This breaks down to \$7,840 per month. The start-date of payment of the funds was September 7, 2021 to coincide with the Executive Director's starting date.

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\$39,201 for September 2021 – January 2022 (funds distributed to correspond with start date of the Executive Director in September)

The recommended funding request is as follows:

\$86,240 for the period February to December 2022 from previously allocated funds

\$78,405 for the period January to November 2023 from previously allocated funds

totalling \$203,846 of the Council funding commitment unused in the Tax Stabilization Reserve

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

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

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” HARRC Update and Sustainability Plan, Empower Strategy Group



DRAFT REPORT

HARRC UPDATE AND SUSTAINABILITY PLAN

City of Hamilton

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

January 2022

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. In February 2021, City Council approved HARRC's inaugural board of directors. Since that time, EMPOWER Strategy Group has been working with the board to set up the organization. Following is a summary of this work to date and what is yet to come.

HARRC is well on its way and has incorporated with a strong leader in place. At this point, we recommend paying the remaining 11 months of 2022 in February 2022 following the report and paying the remaining commitment of 9 months for 2023 in late December 2022.

Board Capacity-Building

EMPOWER Strategy Group worked with the board on the following:

- HARRC Orientation and on-boarding
- Supported monthly board meetings.
- Drafted terms of references for committees
- Provided ongoing administrative support for four months.
- Facilitated selection process of the Chair, Vice Chair and Treasurer (see Appendix A)
- Facilitated board governance training.
- Facilitated the development of HARRC's 5-year sustainability plan.

Executive Director Recruitment

EMPOWER Strategy Group worked with the board of directors to recruit and select an Executive Director. With the City of Hamilton's support, the role was advertised in the *Hamilton Spectator* and *Share*. Lyndon George was the successful candidate and started in this role in September.

Incorporation and Board Insurance

HARRC has incorporated federally as a not-for-profit entity. The next step is to register as a charity with a charitable number. As well, the board will be covered through directors and officer's insurance.

HARRC 5-Year Sustainability Plan

EMPOWER Strategy Group facilitated a discussion with HARRC's board to discuss its vision, goals, and budget for the first five years.

HARRC's primary focus will be on consultancy, advocacy, and education.

HARRC's vision is to be:

- A place where racialized/BIPOC people can come for support, advocacy, information sharing and a feeling of community.
- A place with strong relationships to other institutions and organizations to aid with those referrals and advocacy, e.g., school boards, city, police, etc.
- A place that builds individual, workplace and community capacity and cultural understanding through provision and promotion of education, training, and information related to diversity, anti-racism, and discrimination.
- A place that aggregates data with regard to complaints, trends and statistics.

For the first five years, HARRC's plan is to focus its efforts as follows:

Year 1: Establishing

During Year 1, HARRC will focus on:

- Building its infrastructure
 - Staffing the ED role and a support role
 - Developing a robust digital reporting system for data collection and analysis
 - Developing reporting tools for HARRC's intake and complaints process
 - Community engagement
 - Partnership building
 - Media, marketing, promotion, public awareness, social media
 - Developing anti-racism public education and awareness
 - Consultancy, advocacy, and referrals

Year 2: Growing

In addition to the above activities, HARRC will:

- Conduct research into racism, hate and oppression in Hamilton to articulate trends and develop prevention strategies.
- Explore satellite locations such as public libraries, schools, etc.

- Monitor staffing complement and workload
- Develop and deliver anti-racism public education, training and prevention strategies for different sectors, businesses, etc.
- Focus on community engagement by hosting focus groups, education seminars, training sessions for community leaders, businesses, partners, etc.
- Solicit client and community feedback through various channels.
- Grow partnerships.

Year 3: Reaching

In addition to scaling the above programs and services, HARRC will:

- Develop more intra-provincial connections to adopt best practices and network with like minded organizations.
- Scale anti-racism education programs to reach more audiences.
- Organize stakeholder engagement through coordination of knowledge-sharing conferences, seminars for community leaders and business partners.
- Refine reporting and analytical tools (intake and complaints process)
- Launch wide-scale public awareness campaign with media, advertising, and social media.
- Renew/grow partnerships.

Year 4: Evaluation

In addition to providing the core programs and services above, HARRC will:

- Evaluate its digital reporting tools to ensure that they capture information and provide the needed analysis.
- Launch public consultation to ensure that HARRC is delivering what is needed.

Year 5: Evolving

- Revisit priorities and take stock of first four-years.
- Continue to course correct and build new programs and services as needed.

- Launch new 5-year plan.

Staffing will grow modestly following funding. When possible, short-term contracts may be used to deliver on specific projects and provide subject matter expertise. Wherever possible, HARRC will provide student placements opportunities to students from McMaster University and Mohawk College.

Tentatively, the plan will be as follows:

- **Year 1:** Executive Director and Coordinator
- **Year 2:** Executive Director, Coordinator, and Community Engagement Officer
- **Year 3:** Executive Director, Coordinator, Community Engagement Officer and short-term contracts as needed.
- **Year 4:** The above positions supplemented by short-term positions which are project-based.
- **Year 5:** The above positions supplemented by short-term positions which are project-based.

Funding Sources and Opportunities

As much as possible, HARRC will diversify its funding sources to ensure sustainability and ongoing programs and services. In the fall, Lyndon George presented to leaders of Hamilton's Anchor Institution Leadership (HAIL). Many of these leaders were supportive and follow up conversations are underway.

Working with local partners such as McMaster University and HCCI, HARRC is actively seeking partners and collaborators to address this important work. HARRC has submitted a proposal to the Anti-Racism Anti-Hate Grant (Ministry of Citizenship and Multiculturalism, Anti-Racism Directorate) and another proposal to the Race Gender and Diversity Fund (Social Sciences and Humanities Research Council).

As well, HARRC has applied to Hamilton Community Foundation for operational funding (\$25,000-\$50,000) and to Ontario Trillium Foundation (Health Communities (\$90,000). A new funding opportunity was announced in January

2022 with Canadian Race Relations Foundation (CCRF) which HARRC will also explore.

In addition to the City of Hamilton, HARRC will look at all funding sources including:

- Foundation grants: RBC Foundation (up to \$25,000), SM Blair Family Foundation (up to \$10,000), Inspirit Foundation (up to \$10,000), The George Lunan Foundation (up to \$5000), The KM Hunter Charitable Foundation (up to \$50,000), Audrey S. Hellyer Foundation (up to \$10,000), McLean Foundation (up to \$15,000), Atkinson Charitable Foundation (up to \$15,000)
- Corporate sponsorships starting with Hamilton Anchor Institutions
- Educational institutions such as McMaster University and Mohawk College and school boards
- Federal Funding – This may include ministries such as Canadian Heritage Anti-Racism Secretariat, Employment and Skills Development Canada and others
- Provincial Funding – Ontario Trillium Foundation

Location

As of November 1, 2021, HARRC is located at McMaster University using office space located within 1 James St. North. If needed, HARRC is also able to use community classrooms for board meetings. McMaster University is generously providing this space in kind.

Draft Budget

	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses					
Staffing	180,000	261,000	346,050	363,353	381,520
Equipment	7,500	7,875	8,269	8,682	9,116

	Year 1	Year 2	Year 3	Year 4	Year 5
Office Space/Rent	0	0	0	0	0
Programs	25,000	85,000	65,285	64,447	65,000
Contracted Services	25,000	22,500	40,000	62,500	74,340
Insurance	3,000	3,150	3,308	3,473	3,647
Audit Fees	8,000	8,400	8,820	9,261	9,724
Bank Charges	1,000	1,040	1,092	1,147	1,204
Computer Expenses	2,700	2,835	2,977	3,126	3,282
Advertising and Communications	12,000	15,000	15,750	16,538	17,364
TOTAL	264,200	406,800	491,550	532,525	565,197
Funding Sources					
Foundation Grants	61,200	60,000	59,750	95,000	100,000
City of Hamilton	190,000	190,000	190,000	190,000	190,000
Corporate Sponsorships	3,000			17,000	25,000
Educational Institutions		15,000	35,000	35,000	35,000
Federal Funding		76,800	76,800	86,725	163,397
Provincial Funding	10,000	55,000	120,000	98,800	23,800
Fundraising		10,000	10,000	10,000	28,000
TOTAL	264,200	406,800	491,550	532,525	565,197

Budget Notes and Assumptions:

- Staffing assumptions: Y1 (2FTE), Y2 (3FTE), Y3-5 (3FTE), salaries increase at 5% per year, contractors used to fill gaps. Staffing competencies needed include subject matter expertise in anti-racism, equity, diversity and inclusion as well as general skills in capacity building, training, fundraising and program development.
- Assumption that HARCC will be provided in kind office space (value of approx. \$30,000 per year).

- Year 1: Contracted services needed to develop digital reporting tools.
- HARRC would like to be considered to deliver on one or more of the priorities identified in the Hate Prevention Report presented to Council in August 2021.
- Insurance, Banking, Audit, Computer expenses all increase 5% per year.

Best Practice Organizations

For comparison, purposes, EMPOWER Strategy Group reviewed other municipal models related to Anti-Racism and Anti-Oppression

- City of Toronto – Confronting Anti-Black Racism Unity (CABR)
 - Established in early 2018, CABR is responsible for implementing the Toronto Action Plan to Confront Anti-Black Racism
 - Supported by five staff (noted in Annual Report)
- City of Ottawa – Anti-Racism Secretariat adopted as part of 2020 budget.
 - Mandate is to address anti-Black racism, Islamophobia, anti-Semitism, and discrimination faced by Indigenous people.
 - In 2021, completed a series of Public Listening Forums
- City of London – Launched Anti-Racism and Anti-Oppression Division
 - Launched in May 2021 with two staff (one of whom focuses on Indigenous Relations)
 - Additional roles will include Black community liaison, accessibility specialist and workplace diversity and inclusion specialist.
- City of Mississauga – Launched Black Caucus to advise on equities issues and priorities in 2020.
 - Broad stakeholder consultation related to issues such as health, policing and aging.

Alignment with City Council Priorities

HARCC's vision, mission and purpose is in alignment with the City of Hamilton's strategic priorities specifically Community Engagement and Participation, Healthy and Safe Communities and Culture and Diversity.

Acknowledgements:

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

Appendix A: Board Leadership Announcement



Board Leadership Positions Announced

June 29, 2021

Hamilton's Anti-Racism Resource Centre (HARRC)'s board of directors is pleased to announce the appointment of three leadership positions:

Sandi Bell will be leading the organization as its Chair. Sandi is a highly respected expert in both the private and public sectors with over 30 years-experience in the areas of employment equity and human rights. Sandi spent six years as a part-time Commissioner for the Canadian Human Rights Commission (CHRC). Sandi brings decades of experience as a board member working with community organizations including her foundational role with the Hamilton Community Legal Clinic. As Chair she guided the successful amalgamation into one entity of three significantly different communities who had varying governing styles. This included the development of the new organization and board of directors as well as hiring the first Executive Director for the new agency. This further entailed overseeing restructuring from the initial negotiations with the common funder, consulting with community members, and collaborating with senior management of each agency. Sandi has also recruited, hired, and worked with dozens of Executive Directors of not-for-profits.

Farhanna Khan is appointed HARRC's Vice-Chair. She is a respected, active Muslim Association of Hamilton member supporting the youth committee and the mental health committee. Farhanna has a Master of Education, specializing in Administration and Leadership, and a certified Ontario teacher. She is a valued HWDSB educator. Her entrepreneurial spirit and advocacy are the foundation for launching a not-for-profit, IMWELL, as the Principal Education Consultant and

founder. Through her leadership, she promotes mental health, anti-oppression, anti-racism and fosters a culture of equity for people from different multicultural and socio-economic populations, newcomers to Canada and international students with diverse mental health strengths, languages and learning abilities. Farhanna created IMWELL Global Forum providing a global platform for multicultural women educators to share their accomplishments and learning, raise awareness for and support marginalized communities.

Kudzanai Chasosa is appointed HARRC's Treasurer. He has lived and worked in Zimbabwe, the United States and Canada. Kudzanai's experience in Accounting and Finance, spans over 20 years across different industries from nonprofit, financial services, consultancy and tech. Kudzanai has a Master's degree in Professional Accountancy from the Indiana University, USA and several accounting certifications from Zimbabwe, the United Kingdom, and the United States of America.

To reach HARRC, please email EMPOWERstrategygroup2@gmail.com.

Appendix B: HARRC Board Members

- Alice Mendelsohn – executive board member of Hamilton Jewish Federation
- Dr. Amber Dean – founding member of Big Susie’s Sex Work Advocacy Organization and academic at McMaster University
- Ashleigh Montague – entrepreneur and founder of Sisters4Sisters
- Cassandra Belasco – founder of workplace inclusion network
- Desire Yamutuale – post-secondary instructor and Secretary General of the Amitié Canado-Congolaise
- Farhanna Khan (Vice Chair) – teacher and member of the Hamilton Mountain Mosque
- Jordan Carrier – works in Indigenous student support at McMaster University and a Board Member of the Niwasa Aboriginal Education Program
- Dr. Kassia Johnson – healthcare professional and a past board member at YMCA Hamilton
- Kudzie Chasosa (Treasurer) – Chartered Professional Accountant (CPA)
- Rodrigo Narro Pérez – works in instructional design at McMaster University and is a member of the McMaster President’s Advisory Committee
- Roshney Kurian – social worker and youth member of the Hamilton Malayalee Samajam
- Sandi Bell (Chair) – community leader and directorships at multiple organizations
- Dr. Yvan Brochu – school principal and member of the Ontario Principal’s Council



EMPOWER

STRATEGY GROUP

HARRC

**Update to City Council
February 3, 2022**

Agenda

- Overview of HARRC
- Summary of Activities to Date
- Five-Year Plan
- Funding Sources and Opportunities
- Questions and Answers

HARRC Timeline

- 2018: Launched in April as collaborative pilot project with City of Hamilton, McMaster and HCCI
- February 2019: Paused for broader community engagement
- 2019-June 2020: Extensive public consultation; oversight under Strategic Partnerships and Communications Division
- October 2020: Community Advisory Panel (CAP) established to recruit inaugural board
- February 2021: City Council approves board of directors

Board Capacity Building

EMPOWER Strategy Group worked with the board on the following:

- HARRC board orientation and on-boarding
- Supported monthly board meetings
- Drafted terms of references for board committees
- Provided ongoing administrative support for six months
- Facilitated selection process of the Chair, Vice Chair and Treasurer
- Facilitated the selection process for the Executive Director
- Facilitated board governance training
- Facilitated the development of HARRC's 5-year sustainability plan.

HARRC (March 2021 to February 2022)

- Incorporation as non-profit
- Built prospect list of potential funders
- Secured in-kind office space at McMaster University
- Several funding proposals out for review, some of which include collaborations with local partners
- Introductory presentation to Hamilton Anchor Institution Leadership (HAIL)

HARRC 5 Year Plan

In June 2021, EMPOWER Strategy Group facilitated a vision with HARRC's board to draft a high-level 5-year plan. HARRC's vision is to be:

- A place where racialized/BIPOC people can come for support, advocacy, information sharing and a feeling of community.
- A place with strong relationships to other institutions and organizations to aid with those referrals and advocacy, e.g., school boards, city, police, etc.
- A place that builds individual, workplace and community capacity and cultural understanding through provision and promotion of education, training, and information related to diversity, anti-racism, anti-hate, and discrimination.
- A place that aggregates data with regard to complaints, trends and statistics.

Potential Funding Sources

HARRC's goal is to have multiple sources of funding from all levels of government including but not limited to the City of Hamilton as well as foundations and corporations. HARRC has already applied for and/or is drafting applications to the following sources.

- Hamilton Community Foundation
- Anti-Racism Anti-Hate Grant - Ministry of Citizenship and Multiculturalism, Anti-Racism Directorate
- Resilient Community Fund - Ontario Trillium Foundation
- Race Gender and Diversity Fund - Social Sciences and Humanities Research Council
- National Anti-Racism Fund - Canada Race Relations Foundation

Next Steps

HARRC will be hosting a stakeholder engagement event in the coming weeks. The objectives of the event are:

- Introduce key stakeholders to HARRC's board, new Executive Director and early priorities
- Update community on HARRC's development to date
- Ask key community leaders for support

Conclusion

HARRC is on its way to becoming one of the leading organizations in Hamilton to address issues of race and discrimination.

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

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Hamilton

**GRANTS SUB-COMMITTEE
REPORT 22-001**

1:30 p.m.

January 17, 2022

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

Present: Councillors B. Johnson (Chair), N. Nann (Vice Chair)
Councillors L. Ferguson, T. Jackson, A. VanderBeek

Absent: Councillor S. Merulla – Personal

**THE GRANTS SUB-COMMITTEE PRESENTS REPORT 22-001 AND
RESPECTFULLY RECOMMENDS:**

- 1. City Enrichment Fund: Equity, Diversity, Inclusion (EDI) Information Report (GRA21003(a)) (City Wide) (Item 4.1) (Attached hereto as Appendix “A”)**

WHEREAS, staff were directed to integrate the Equity, Diversity and Inclusion breakdown of the allocated City Enrichment Fund in a form that enables the consistent measurement of outcomes, and report back to the Grants Sub-Committee to be brought forward as an Information Report on January 17, 2022;

WHEREAS, the City application process does not include a self-identification option or questionnaire for applicants to determine or identify whether they are IBPOC-led (Indigenous, Black, and people of colour), women-led, rural or led by other equity seeking groups;

WHEREAS, the current application does not consistently request information about the communities that grant recipients serve and the only program area which captures and measures some aspects of an EDI lens is in Community Services stream; and,

WHEREAS, in order to ensure Equity, Diversity and Inclusion data is being captured consistently across the fund overall;

THEREFORE, BE IT RESOLVED:

- (a) That the Director Government Relations & Community Engagement be directed to incorporate a self-identification tool in the in-take application

form in all program areas and streams across the City Enrichment Fund, which identifies:

- (i) the demographics of populations served by allocated City Enrichment Funds; and,
 - (ii) the demographics of leadership within an applicant's board of directors and/or staff; and,
- (b) That the Director Government Relations & Community Engagement be directed to explore opportunities to enhance City Enrichment Fund accessibility, such as making applications available in multiple languages, various formats, and outreach tactics in order to better reach equity seeking communities, and report back to the Grants Sub-Committee.

2. 2021 City Enrichment Fund Update (GRA22001) (City Wide) (Item 6.1) (Attached hereto as Appendix "B")

- (a) That the overall 2021 City Enrichment Fund surplus (attached as Appendix "A" to Report GRA22001), in the amount of \$501,044, be transferred to the City Enrichment Fund Reserve #112230; and,
- (b) That up to \$500,000 of the City Enrichment Fund reserve funds, be earmarked to investigate potential matching opportunities, throughout the City, to bring to a total fund of \$1M in support for communities and organizations that have been heavily impacted by COVID-19 and the pandemic more broadly, with any funds not allocated to be evenly distributed and returned back to their respective reserves, and report back to the Grants Sub-Committee.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda.

The January 17, 2022 agenda for the Grants Sub-Committee was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**(i) December 1, 2021 (Item 3.1)**

The Minutes of the December 1, 2021 Grants Sub-Committee meeting were approved, as presented.

(d) DISCUSSION ITEMS (Item 6)**(i) 2021 City Enrichment Fund Update (GRA22001) (City Wide) (Item 6.1)**

A new sub-section (b) was added to Report GRA22001, to read as follows:

- (b) That up to \$500,000 of the City Enrichment Fund reserve funds, be earmarked to investigate potential matching opportunities, throughout the City, to bring to a total fund of \$1M in support for communities and organizations that have been heavily impacted by COVID-19 and the pandemic more broadly, with any funds not allocated to be evenly distributed and returned back to their respective reserves, and report back to the Grants Sub-Committee.

(e) ADJOURNMENT (Item 10)

There being no further business, the Grants Sub-Committee adjourned at 2:38 p.m.

Respectfully submitted,

Councillor B. Johnson
Chair, Grants Sub-Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Chair and Members Grants Sub-Committee
COMMITTEE DATE:	January 17, 2022
SUBJECT/REPORT NO:	City Enrichment Fund: Equity, Diversity, Inclusion (EDI) Information Report (GRA21003(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Mimi John (905) 546-2424 Ext. 4524
SUBMITTED BY:	Morgan Stahl Director, Government Relations & Community Initiatives
SIGNATURE:	

INTRODUCTION

The City Enrichment Fund is the granting mechanism for the City of Hamilton’s municipal investment in a wide range of program areas that supports the City’s strategic plan. Granting programs at the City of Hamilton have evolved over time, previously the City Enrichment Fund (CEF) was referred to as Community Partnership Program (CPP). In 2016, the fund transitioned to CEF. The fund has continued to evolve and grow to adapt to community needs, year after year, providing valuable support to varying organizations and groups across Hamilton.

A brief summary;

- The City Enrichment Fund provides grants up to 30% of a program’s eligible budget. There are 6 main program areas;
 - Arts
 - Agriculture
 - Community Services
 - Environment
 - Sport & Active Lifestyles
 - Communities, Culture, & Heritage

- The fund operates on an annual granting cycle with the applicants’ initiative (program/event) taking place in the upcoming funding year, in-take process is done September 1 to November 1 of the previous year.

- Each program area comprises of different streams with specific guidelines which address the uniqueness within the program areas
- Eligibility varies based on program area and stream, however, an organization must be based in Hamilton and providing services to Hamiltonians

At the Grants Sub-Committee meeting on February 10, 2020, the City Enrichment Fund (CEF) 2020 Workplan included proposed next steps to further the Cities Equity, Diversity, Inclusion (EDI) priorities

- Conduct community engagement to further identify underserved groups and help understand the needs of these communities
- Identify appropriate framework for EDI lens for the City Enrichment Fund
- Identify potential impact on current CEF adjudication & funding processes
- Engage with the internal Equity, Diversity and Inclusion Steering Committee on best practises for the fund
- Staff will present findings for further discussion at Grants Sub-Committee meeting in Spring 2020 (postponed due to COVID and redeployment)

At the Grants Sub-Committee meeting on June 8, 2021, City Enrichment Fund (CEF) staff presented an Equity, Diversity, Inclusion (EDI) Report that provided an overview of the outreach to the community by means of a survey, phone calls and general information identifying the community feedback with regards to the current process of the fund. At that meeting staff were further directed (GRA21003 – Item 6.1) to integrate the Equity, Diversity and Inclusion breakdown of the allocated City Enrichment Fund in a form that enables the consistent measurement of outcomes, and report back to the Grants Sub-Committee.

Current Application Process

Our current application process does not include a self-identification questionnaire for applicants to determine or identify whether they are BIPOC-led (black, indigenous, people of colour), women-led, rural or other equity seeking groups. Each program area comprises of different streams with specific guidelines which address the uniqueness within the program areas. It varies based on funding stream in the way we capture information regarding which groups and demographics are being served by the fund as well as the nature of the organizations which are applying to the fund. The guidelines and process have remained unchanged year over year, however, due to the changing demographics of the community there is a desire from City Enrichment Fund staff to incorporate a self-identification tool for applicants to provide that information and data can be used to better serve the community and equity-seeking population.

Currently the application is available only online. In addition, the application is only made available in English without translation services. The bulk of any assistance provided to applicants is generally made available one-to-one with staff.

Presently, the only program area which capture some aspects of an EDI lens is in Community Services. Under the program description section, they have 3 scorable elements, one of which asks them to identify the target group for the program. In an effort to provide services that are to our City – we request applications select one of these options in our scorable elements which identifies directly who the organizations serve based demographics.

The information below provides a snapshot of applicants whose target group is identified as BIPOC in the 2020 and 2021 CEF application in-take process for the Community Services specific stream. Please note that there are other programs in Healthy & Safe Communities that serve and fund BIPOC members of the community, for example – low income or those in poverty.

CEF 2021: Community Services Application Identified EDI Info

	Total Number of Programs	Unfunded	Funded
BIPOC	5	1	4
Women	11	0	11
Youth	12	2	10
Seniors	21	0	21
Disabilities	2	1	1
Racialized	4	2	2
Not Funded		6	
Funded			49
Total	55		

CEF 2020: Community Services Application Identified EDI Info

	Total Number of Programs	Unfunded	Funded
BIPOC	4	1	3
Women	11	0	11
Youth	11	1	10
Seniors	21	0	21
Disabilities	7	2	5
Racialized	6	3	3
Not Funded		7	
Funded			53
Total	60		

Overall Budget and Funding Allocation

	2017	2018	2019	2020	2021
City Enrichment Fund	6,039,670	6,022,690	6,085,610	6,088,340	6,088,340

Over the years staff has applied the same funding model for returning applicants and a modified rationale for new applicants to work within the approved CEF budget. All funding recommended was contingent upon funds remaining in the program envelope.

The current health pandemic caused significant impacts to organizations and programs and highlighted the vulnerabilities and inequities in our community and in the fund. As we adapt to a new reality with the change in need, we are poised to see where we can modify and develop our processes.

Program Envelopes

2020 - 2022 CEF Budget Allotment Envelopes:

Agriculture	\$ 143,360
Arts	\$ 2,770,540
Communities, Culture & Heritage	\$ 567,700
Community Services	\$ 2,164,360
Environment	\$ 146,390
Sports & Active Lifestyles	\$ 245,990
TOTAL	\$ 6,038,340

Kindly refer to the appendices for a more robust breakdown of how funding has been allotted. The past two years has not been normal operations for the fund. Many programs were modified, postponed, cancelled. Some received additional funding from other sources while others looked to CEF. Staff had taken that into account and tried simplifying this complex situation by breaking down the recommendations for funding into a phased approach the last two years, to work with community groups and provide some flexibility within the grants mandate.

To view a more wholesome overview of the fund would be 2019 pre-pandemic levels in terms of funding amounts.

The Outstanding Business List Item respecting GRA21003 – Item 6.1 be identified as completed and removed from the list.

EDI SURVEY SWOT ANALYSIS



Strength

- Online Application Process
- Accessibility & Inclusion
- Individual Program Area Support
- Grant Mandate
- Scoring Based Application System

Weakness

- Length of Application Process
- Ability for New Applicants Accessing Funds
- Barriers – Systemic/Financial
- Internal consistency-staff changes
- Base funding

Opportunity

- Capacity Building (Internal/External Policies & Processes)
- Marketing of Grant
- Reaching out to more grassroots organizations
- Increase in applicants – Yearly growth
- Further Community Engagement

Threat

- Market demand and changes
- Lack of funding caps in operating-based groups
- Availability of funds for new groups
- Historic Nature of Fund

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse municipal economy where people have opportunities to grow and develop.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report GRA21003(a): Funding Rationale

Appendix “B” to Report GRA21003(a): Breakdown of Funding Amounts

Funding Rationale Over the Years (2018 – 2021)

City Enrichment Fund

2018 Funding Rationale

Application Final Rating	Returning Programs	New Programs
Rating greater than 79	2% increase over 2017. ¹	100% of Funding Request. ²
60 ≤ Rating ≤ 79	Maintain 2017 funding level. ¹	75% of funding Request. ²
Rating less than 60	Funding not Recommended.	Funding not Recommended ³ .

- ¹ 2016 funding levels honoured for Sports and Active Lifestyle.
- ² Contingent upon funds remaining in program envelope.
- ³ Applicants in the *Arts – Creation and Presentation* stream received funding if they scored greater than or equal to 70.

2019 Funding Rationale

Application Final Rating	Returning Programs	New Programs
Rating greater than 79	2% increase over 2018.	100% of funding request. ¹
60 ≤ Rating ≤ 79	Maintain 2018 funding level.	70% of funding request. ¹
Rating less than 60	Funding not recommended.	Funding not recommended.

¹ Contingent upon funds remaining in program envelope

Note: Returning and new programs were prioritized over program expansion requests within the respective program envelope

Phased Approach due to Covid: 2020 and 2021 (Revised funding years)

2020 Proposed Funding Rationale

Application Final Rating	Returning Programs	New Programs
Score of 80 and Above	2% increase over 2019.	75 % of funding request. ^{1*}
Score of 60 -79	Maintain 2019 funding base.	50% of funding request. ^{1*}
Rating less than 60	Funding not recommended.	Funding not recommended.

¹ Contingent upon funds remaining in program envelope
 *Applicants in Arts – Creation & Presentation Stream received funding based on 2019 funding rationale

Note: Returning and new programs were prioritized over program expansion requests within the respective program envelope

2021 Proposed Funding Rationale

Based on 2020 Status	Returning Programs
No Change (to 2020 funding levels)	Maintain 2020 Levels
Modified & Cancelled	Based on 2019 Levels

Application Final Rating	New Programs
Score of 80 and Above	75 % of funding request. ^{1*}
Score of 60 -79	50% of funding request. ^{1*}
Rating less than 60	Funding not recommended.

¹ Contingent upon funds remaining in program envelope and achieving a passing score.

Note: Returning and new programs were prioritized over program expansion requests within the respective program envelope

City Enrichment Fund 2019

APPLICANT STATUS	FINAL SCORE		
	100 ≤ RATING ≤ 80	79 ≤ RATING ≤ 60	RATING BELOW 60
RETURNING APPS	2% Increase over 2018 Funding Level	Maintain 2018 Funding Level	Funding Not Recommended
NEW APPS	75% of Funding Request	50% of Funding Request	Funding Not Recommended
Creation & Presentation Stream (Last year's rationale based on pilot)	100% of Funding Request	70% of Funding Request	Funding Not Recommended

Program Area	Returning Applications Submitted	Returning Applications Funded	New Applications Submitted	New Applications Funded	Returning Application Funding Rate	New Application Funding Rate
Agriculture	13	13	5	5	100%	100%
Arts	35	35	47	24	100%	51%
Comm. Culture & Heritage	45	45	24	12	100%	50%
Community Services	70	70	37	14	100%	38%
Environment	5	5	9	7	100%	78%
Sports & Active Lifestyle	30	28	16	16	93%	100%
Total	198	196	138	78	99%	57%

Program Area	Returning App Funding Request	Returning App Funded	New App Funding Request	New App Funded	Request to Funding Percentage Returning	Request to Funding Percentage New
Agriculture	\$ 126,117	\$ 98,862	\$ 53,500	\$ 29,225	78%	70%
Arts	\$ 4,197,719	\$ 2,606,083	\$ 576,375	\$ 154,858	62%	40%
Comm. Culture & Heritage	\$ 742,590	\$ 519,331	\$ 210,936	\$ 48,369	70%	17%
Community Services	\$ 2,136,639	\$ 1,839,370	\$ 1,234,402	\$ 324,990	86%	55%
Environment	\$ 81,013	\$ 52,190	\$ 176,669	\$ 94,200	64%	88%
Sports & Active Lifestyle	\$ 321,269	\$ 231,567	\$ 100,000	\$ 64,963	72%	53%
Total	\$ 7,630,197	\$ 5,425,200	\$ 1,387,678	\$ 640,690	71%	46%



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Government and Community Relations Division

TO:	Chair and Members Grants Sub-Committee
COMMITTEE DATE:	January 17, 2022
SUBJECT/REPORT NO:	2021 City Enrichment Fund Update (GRA22001) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Monique Garwood (905) 546-2424 Ext. 3991
SUBMITTED BY:	Morgan Stahl Director, Government Relations & Community Engagement City Manager's Office
SIGNATURE:	

RECOMMENDATION

That the overall 2021 City Enrichment Fund surplus (attached as Appendix "A" to Report GRA22001), in the amount of \$501,044 be transferred to the City Enrichment Fund Reserve # 112230.

EXECUTIVE SUMMARY

The total budget for the 2021 City Enrichment Fund program is \$6,088,340. During the year, funding recommendations were unconditionally approved for Operating grants, and conditionally approved for Event and Programs. As at the 2021 year-end, the City Enrichment Fund's budget shows an unspent balance of \$501,044.

The City Enrichment Fund Reserve # 112230 currently has a balance of \$836,025.

Alternatives for Consideration – See Page 2

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The overall surplus in the City Enrichment Fund is \$836,025. If transferred to the City Enrichment Fund Reserve, the balance in this reserve will be \$1,337,069.

Staffing/Legal: There are no staffing or legal implications of this report.

HISTORICAL BACKGROUND

Prior to the final year-end closing entries, staff prepare a final draft of the City Enrichment Fund actual costs, in order to provide the Grants Sub-Committee and Council a review of any unclaimed or unallocated Grant Funds. This report outlines all the grants paid, due or allocated for the year ending December 31, 2021. This is consistent with the practice of previous years and is common practice for staff overseeing the City Enrichment Fund.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Financial Policy & Planning – Corporate Services

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The unallocated balance for the City Enrichment Fund is \$501,044.

The summary of funding is below:

2021 Approved Budget	\$6,088,340
Grants Issued per Category:	
Agriculture	\$ 94,637
Arts	\$2,656,829
Communities, Culture & Heritage (CCH)	\$ 268,153
Community Services	\$2,235,481
Environment	\$ 139,206
Sport & Active Lifestyles	\$ 177,802
Administration Costs	<u>\$ 15,188</u>
Total Payments	\$5,587,296
 Balance/Surplus	 <u>\$ 501,044</u>

ALTERNATIVES FOR CONSIDERATION

The Grants Sub-Committee could choose not to transfer the surplus to the City Enrichment Fund Reserve # 112230. The surplus would form part of the City’s overall surplus/deficit for 2021.

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 GRA22001 – 2021 City Enrichment Fund Summary

Appendix "B" to GRA22001 – 2021 City Enrichment Fund Unallocated Funds

2021 City Enrichment Fund SUMMARY

Category	Total Applications	2021 Approved Budget	2021 Total Approved Funding	2021 Total Payment	Variance (Budget vs Payment)
Agriculture	19	\$ 143,360	\$ 104,190	\$ 94,637	\$ 48,723
Arts	104	\$ 2,770,540	\$ 2,770,540	\$ 2,656,829	\$ 113,711
Communities, Culture & Heritage (CCH)	60	\$ 567,700	\$ 562,880	\$ 268,153	\$ 299,547
Community Services	95	\$ 2,164,360	\$ 2,235,481	\$ 2,235,481	-\$ 71,121
Environment	13	\$ 146,390	\$ 143,505	\$ 139,206	\$ 7,184
Sport & Active Lifestyles	44	\$ 245,990	\$ 221,744	\$ 177,802	\$ 68,188
Total Traditional Grant Categories	335	\$ 6,038,340	\$ 6,038,340	\$ 5,572,108	\$ 466,232
CEF Administration		\$ 50,000	\$ 50,000	\$ 15,188	\$ 34,812
Total City Enrichment Fund	335	\$ 6,088,340	\$ 6,088,340	\$ 5,587,296	\$ 501,044

2021 City Enrichment Fund Unallocated Funds

REF #	Organization	Program Name	2021 Approved	2021 Payment	Variance
AGR A-7	Locke Street Farmers' Market	Locke Street Farmers Market Community Programming	1,950		1,950
AGR A-12	Southwentworth Plowmen's Association	Southwentworth Plowmen's Association- Annual Plowing Match	1,428		1,428
AGR A-13	Ottawa Street Farmers' Market	Nutritional Education	2,500		2,500
AGR A-17	North Wentworth Plowmen's Association	North Wentworth Plowing Match	1,000		1,000
ART A-22	Hamilton Youth Steel Orchestra (HYSO)	Annual Operations	10,098	3,809	6,289
ART A-37	Chamber Music Hamilton	Annual Operations	5,635		5,635
ART A-39	Legacy Winter Guard	Annual Operations	2,400		2,400
ART B-1	Festival of Friends (Hamilton-Wentworth)	Festival of Friends	90,000	52,485	37,515
ART B-4	Hamilton Youth Poets	Poetic Licence	10,200		10,200
ART B-5	Shush Inc.	Strange Day at the Bay 2021	4,937		4,937
ART C-3	Hamilton Children's Choir	Hamilton Children's Choir	18,750	12,390	6,360
ART D-2	Anne Bokma Writing & Editing	The 6-Minute Memoir: 60 Short True-Life Tales	4,500	2,910	1,590
ART D-13	David Hudson	Proximal	5,700		5,700
CCH A-1	SalsaSoul Productions	Core Programs: Salsa on the Waterfront & SalsaSoul Sundays	3,459	727	2,732
CCH A-2	The Rotary Club of Dundas	Dundas Rotary Canada Day Celebrations and Pancake Breakfast	790		790
CCH A-4	Winona Peach Festival	Winona Peach Festival - Communities, Culture & Heritage Program	86,700	4,561	82,139

REF #	Organization	Program Name	2021 Approved	2021 Payment	Variance
CCH A-7	Ancaster Heritage Days	Ancaster Heritage Days - Summer Event 2021	16,440		16,440
CCH A-9	Downtown Dundas Business Improvement Area	Concert Series	28,886		28,886
CCH A-11	Comunità Racalmutese Maria SS Del Monte Inc.	Racalmutese Festival Maria Del Monte	9,845		9,845
CCH A-15	Bet Nahrain Assyrian Heritage Centre	Assyrian Festival of Nusardil	1,196		1,196
CCH A-16	CACTUS FESTIVAL OF DUNDAS ONTARIO	Dundas Cactus Festival	35,700	14,377	21,323
CCH A-19	Downtown Hamilton BIA	Gore Park Summer Promenade	9,762		9,762
CCH A-20	Hamilton and District Labour Council-CLC	2021 Labour Day Parade & Picnic	10,000	2,097	7,903
CCH A-21	Concession Street BIA	Concession Streetfest 2021	8,000		8,000
CCH A-22	Ottawa Street Business Improvement Area	Sew Hungry	7,892		7,892
CCH A-26	Dundas Cactus Parade Inc.	Dundas Cactus Parade	10,649	171	10,478
CCH A-27	Lynden Canada Day Committee	Lynden Canada Day Celebration	7,500		7,500
CCH A-31	Sinfonia Ancaster (part of Ancaster Society for the Performing Arts)	Sinfonia Ancaster	8,231	3,593	4,638
CCH A-33	Stoney Creek Santa Claus Parade	2021 Stoney Creek Santa Claus Parade	2,155		2,155
CCH A-34	FESTITALIA CORPORATION	Festitalia 2021	18,750	12,360	6,390
CCH A-38	Binbrook Parade Committee	Binbrook Santa Claus Parade	2,500	2,100	400
CCH A-44	Polish Symfonia Choir	Festival of Friends, Multicultural Concert at Gage Park Ham #1	4,038		4,038
CCH A-47	Flamborough Santa Claus Parade	Flamborough Santa Claus Parade	15,000		15,000
CCH B-1	Hamilton Indie Theatre Project	Hamilton indie theatre presenting series	22,451	19,025	3,426

REF #	Organization	Program Name	2021 Approved	2021 Payment	Variance
CCH B-3	Barton Village Business Improvement Area	Barton Connects	12,128		12,128
SAL D-8	Hamilton-Wentworth Aquatic Club	Jimmy Thompson Swimmer Participation Program	7,500		7,500
SAL D-11	Hamilton Cardinals	Hamilton Cardinals Youth Summer Camps and Clinics	3,075		3,075
SAL E-1	Flamborough Dundas Soccer Club	FDSC Special Soccer Program	6,900		6,900
SAL F-2	Down Syndrome Association of Hamilton	Activity Kit Project	1,917		1,917
SAL F-5	Hamilton Hornets Rugby Football Club	Rugby for newcomers and at-risk youth	5,571	5,333	238
SAL F-7	Hamilton Basketball Association	HBA 2020-21 Season	4,266		4,266
SAL G-1	Ontario Cycling Association Incorporated	Paris Ancaster Bicycle Race	12,546		12,546
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Total 2021 Uncollected Grants			522,945	135,938	387,007
Funds Returned				Amount	
AGR	Hamilton 4-H Club	2020 Grant funds returned		2,035	
AGR	Golden Horseshoe Beekeepers Association	2020 Grant funds returned		240	
AGR	Ancaster Horticultural Society	2020 Grant funds returned		297	
AGR	Wentworth Dist WI	2020 Grant funds returned		103	
ARTS	Dundas Pipes & Drums	2020 Grant funds returned		1,790	
ARTS	Immigrant Culture and Art Association	2020 Grant funds returned		12,590	
ARTS	Rosewood Consortium	2020 Grant funds returned		987	
ARTS	Shush Inc.	2020 Grant funds - cancelled chq		5,036	
ARTS	Exchange Rate Collective	2020 Grant funds - cancelled chq		9,435	

REF #	Organization	Program Name	2021 Approved	2021 Payment	Variance
ARTS	Jamila Bello	2020 Grant funds returned		2,416	
ARTS	Tim Page	2020 Grant funds returned		831	
CCH	Dundas Cactus Festival	2020 Grant funds returned		4,393	
CCH	Hamilton Labour District	2020 Grant funds returned		7,586	
CCH	South Asian Heritage	2020 Grant funds returned		3,276	
CCH	Festitalia 2020	2020 Grant funds returned		9,090	
CCH	Children International Games	2020 Grant funds returned		921	
CCH	India Canada Society	2020 Grant funds returned		3,540	
CCH	Polish Symfonia Choir	2020 Grant funds returned		1,800	
CCH	Hamilton Chinese Choir	2020 Grant funds returned		1,061	
ENV	Sustainable Hamilton Burlington	2020 Grant funds returned		4,299	
SAL	Hamilton-Wentworth Aquatic Club	2020 Grant funds returned		7,500	
Total Returned Grants			-	79,224	79,224
Total CEF Administration Costs			50,000	15,188	34,812
Total Unallocated Funds			572,945	230,350	501,044