HARRC Operating Models
Summary Results

Operating Models:

1) Independent Board of Directors
2) Board of Directors functioning as a Sub Committee of CAR
3) City Initiated Centre
4) Partner with Existing Community Hub
5) Hybrid Model (Incorporation of Independent Board of Directors and Partner with Existing Community Hub)

Facilitators:

Focus Group A - Jessica Bowen and Louic Leblanc
Focus Group B - Betsy Pocop, Annie Law, Tara Russo and Phillip Jeffrey
Focus Group C - Melissa Chiappetta, Angela Rocci and Shamini Jacob
Focus Group D - Lisa Hunt, Taimur Qasim and Sumaira Khurshid

The following comments are unfiltered and represent the inputs collected at the HARRC Focus Group Sessions held on October 29, 2019.
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1) Independent Board of Directors

26 votes in total

<table>
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<th>Pros</th>
<th>Cons</th>
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<tbody>
<tr>
<td>• Independent community led board with community input and</td>
<td>• There would likely be costs associated with providing adequate</td>
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<tr>
<td>community members represented on board.</td>
<td>training on responsibilities of being a board member.</td>
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<tr>
<td>• There would be no political agenda and no politicians (no</td>
<td>• Not representative and this model historically leaves people out.</td>
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<td>unnecessary influence on the board).</td>
<td>• Hiring process may take a long time and the entire new focus will</td>
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<tr>
<td>• The board would be comprised of members from the racialized</td>
<td>continue to delay the process</td>
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<td>communities (having the lived experience).</td>
<td>• Difficult to find the right people. They don’t know what is going</td>
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<tr>
<td>• The model would be an arm’s length from the funders and</td>
<td>on and don’t have the lived experience.</td>
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<tr>
<td>would increase autonomy and independence.</td>
<td>• When new boards are started, new focus groups are created.</td>
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<tr>
<td>• Not tied to any other group, and no affiliations to any</td>
<td>• Not fully funded by City; $100,000 is not enough from City.</td>
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<tr>
<td>organizations.</td>
<td>Therefore, the need to fundraise.</td>
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<td>• No baggage or history and starting on a fresh page. Can start</td>
<td>• City ownership of selection of BOD not seen as a good idea and</td>
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<td>fresh and have more buy in from community</td>
<td>bureaucracy can come into play.</td>
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<tr>
<td>• Will have more community engagement</td>
<td>• CAR is already run by the City</td>
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<tr>
<td>• Can determine its own funding</td>
<td>• Lack of trust with the City if they would have any influence. How</td>
</tr>
<tr>
<td>• Needs to be diverse and needs to have expertise in various</td>
<td>is accountability to be exercised?</td>
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<tr>
<td>areas (equity, legal, social work, finance)</td>
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### Implementation Plan:

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<th>Requirements</th>
<th>Details</th>
<th>Provider</th>
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| Personnel    | • To provide appropriate support for board members who may experience a level of exposure to trauma through the operations of HARRC.  
• One staff person not sufficient; should have minimum 4 staff.  
• Criteria for board member selection – diverse and sought-after expertise. Racialized personnel with lived experience.  
• To ensure board members have the skills to function appropriately within a board setting (and are aware of any legal implications | • Social worker and/or counsellor  
• Administrative support and manager  
• Paid employees  
• Advanced training requirements  
• Outreach workers  
• Four people at a minimum  
• ED Trainer  
• Online survey reviewers  
• CAR could provide resources |
| Financial     | • Would require an increase in funding to $300,000 per year [not as a pilot project with an expiry date but ongoing/permanent center].  
• 2-3-year pilot is not long enough, should be a 5-year commitment to funding with same amount of funds for each year. | • City should provide initial funding as well as indefinite funding which includes operations.  
• Fundraise |
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| Legal        | • Partnering with the Law Schools  
                • Legal clinic should be in a confidential space. | • Hire lawyers  
                • Connection to community legal clinic. |
| Physical Space | • A central office and sub-office/satellite outreach locations into the community and those locations must be accessible.  
                • Rotating locations and on the public transit line.  
                • Bricks and mortar main hub that is welcoming and inclusive.  
                • Large formal building can be traumatizing for some to visit, need a welcoming space and mobile branches | • Centers at library and hospitals.  
                • Mobile satellites |
| Other        | • Experience on the board should consider intersectionality.  
                • Annual report needed  
                • Bilingualism would be needed. | |

**Additional Considerations:**

- Must be organized and supported with strong staff to be successful within the community.
- This board would require a term of reference for all members to stay focused on the shared overall goal of the center.
- The lived experience factor is of importance and therefore must be taken into consideration for selection of newly appointed board members. A review of applicants who are diverse. Make sure that there is a representation of age of BOD, including youth. Criteria for Board selection sought after expertise.
• A transparent process of selection through the hiring process.
• A fixed finance for 5 years minimum and then a subsequent review process should be in effect.
• This funding contract should be provided by the City of Hamilton and be more than $100,000.
• Build relationships in different communalities
• Framework needed for anti oppression and anti racism for all work that comes from this.
• Mobile option – look at Canadian Blood Services and how they do community outreach
• Similar to the Conservation Authority
• Directors can serve as watch dogs
• Mobile option – look at Canadian Blood Services and how they do community outreach
• Is the pilot funding still there for the incubation stage? Would need to know this.

2) Board of Directors functioning as a Sub Committee of CAR

Zero Votes

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<th>Pros</th>
<th>Cons</th>
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| • There would be general support for the work of the Centre  
• City Funds  
• One positive about this option is that it would be faster as it has already been done, but it does not outweigh all the risks (mainly the trust). | • There would likely be costs associated with providing adequate training on the responsibilities of being a board member.  
• How would the funding be provided, i.e. could CAR withhold funding if they did not agree with HARRC projects; Would CAR act as a gatekeeper. There may be questions about access to funding and project approval  
• Concerns about a volunteer committee running HARRC  
• CAR has no power as a sub-committee (would potentially be guided by Council directive/influence) |
### Pros
- 67% of people don’t want it tied to the City. Survey results indicated not to be run by the City.
- Staff selection by City and equity concerns.
- Do not trust the City and too many layers (bureaucratic) and City control. It would still be connected to the city and would still have power if attached.
- Lack of political/advocacy
- Cannot become charitable organization.
- CAR is entirely comprised of volunteers and would put a huge strain would need to double the training.
- The City would be downloading the responsibility of HAARC to volunteers and the City would not have to take responsibility for the really hard aspects of overseeing the Board.

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<tbody>
<tr>
<td>Personnel</td>
<td>• A term of reference would need to be developed</td>
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<tr>
<td>Financial</td>
<td>• Training would have to be provided to those who are board members to ensure they are aware of board members’ responsibilities.</td>
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<td>Legal</td>
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### Requirements

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<tr>
<td>Physical Space</td>
<td>• City Facility and must be accessible.</td>
<td>• Funding needed from City with the ability to fundraise.</td>
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### Additional Considerations:

- Some felt that this was a front to HAARC and anti-racism b/c orgs such as the Conservation Authority operate independently.
- No support for community members who want to help but are not the individuals who experienced the discrimination. What is their role. Bystander intervention training.
- The same bias as #3 (City Initiated Center) would exist.
- Potential implications with Municipal Act – lack of independence which is important considering the topic is racism. Advocacy could be stymied.
- There would be accountability to general public and City committee.
- A Board being selected by the City could mean same people on committees.
- Make sure that we do what is needed for the community.
- Needs Accountability.
- Like the Farmer’s Market
- Non-for-profit organization
- City will provide: recruit on, selection, payroll
- Board: 13-17-member City of Hamilton picks

### 3) City Initiated Centre

#### 3 votes

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<th>Cons</th>
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| • There would be access to resources including City Facilities and spaces, senior officials, additional staff.  
• It is funded and staffed.  
• This option offers opportunity for spaces (i.e. Recreation facilities)  
• Speed  
• Leverage spaces | • The Centre would report into the City  
• The City as an institution perpetuates institution racism (the optics would be an issue).  
• Certain communities will not show up.  
• There could be a conflict and questions about safety if a concern arose involving racism if it involved |
### Pros

City staff and city services. It is not a safe space (especially in City Hall)
- This model has the capacity to be transactional as opposed to being transformational.
- In dealing with structural racism within institutions there are trust issues (mistrust) and this also needs to be taken into consideration. Structural, systemic racism.
- Reputation Hamilton has right now...not a good idea (bias).
- Does not align with feedback received. 67% of people don’t want it tied to the City.

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| Personnel    | • Minimum of 4 staff  
               • Social Worker; employee to run the Centre. |          |
| Financial    | • Funding needed from the City with the ability to fundraise.  
               • All funding from the City. | • The City |
| Legal        |          |          |
| Physical Space | • It would not need to be at City Hall; would need proper training. |          |
| Other        |          |          |

### Additional Considerations:

- This option does not align with survey feedback and there needs to be consideration for trust (community towards City).
- City has a stake to make it successful
- City initiated standalone center is a “no”
- Pretty sure everyone voiced resistance to this model
- Issues of power and conflict
- Legitimacy for outsiders
- Unsafe space
- If the space were put in city hall only those privileged not in the community.
- What if the complaint was regarding the city or city services?
- The city might be able to market it but could be exclusionary because it is a city initiative.
- Would hire City employers, city $
- CAR would be advisory committee to HARRC and the City

4) Partner with Existing Community Hub

10 Votes

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<tr>
<th>Pros</th>
<th>Cons</th>
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<tbody>
<tr>
<td>• It would likely be in a location that is within the community</td>
<td>• This would stretch existing personnel and resources who are already over-extended</td>
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<tr>
<td>• The staff would already have appropriate training related to the subject matter.</td>
<td>• There would be competition among groups (i.e. Oppression Olympics)</td>
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<tr>
<td>• They would have a more significant voice/impact in the community.</td>
<td>• Conflict may arise between communities.</td>
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<tr>
<td>• They have the expertise and knowledge on the subject matter.</td>
<td>• What does partnership mean?</td>
</tr>
<tr>
<td>• Can offer good incubation if done well.</td>
<td>• Don’t want to partner with McMaster University – not trustworthy</td>
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<td>• Group of people from community can feel part of center.</td>
<td>• Lack of trust with community partners</td>
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<tr>
<td>• Report to community and not the City.</td>
<td>• Be wary of who we partner with – they may just want power and control. Power dynamics. Avoiding power/privilege structure.</td>
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<tr>
<td>• Partner with an existing org. that has an infrastructure.</td>
<td>• To have a completely neutral HUB is difficult.</td>
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<td>• Quick start up which would ensure delivery of services.</td>
<td>• Optics – folks felt it is difficult to talk.</td>
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<td>• Can be healthy place to incubate a new structure</td>
<td>• Collaboration structure</td>
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| Personnel    | ● Work with different community hubs who have expertise.  
               ● A social worker and an individual to lead the Centre. |          |
| Financial    |         | ● Funding needed from City with the ability to fundraise. |
| Legal        |         |          |
| Physical Space | ● Stand alone, community-based City funded space. |          |
| Other        | ● Community partners with HCCI | ● Look at other City’s with other models. |

Additional Considerations:
- The governance structure that existed had too many layers
- Could work if changes are made.
- This model may bring in money to reduce existing strain on community organizations.
- More staff needed to support the manager
- Community hub would not be able to support b/c of underfunding
- Competition for resources
- Resources around staffing
- Could be a great opportunity to leverage and share expertise among the community partners if they were both funded well and able to work well together
- Concerns about certain communities feeling uncomfortable attending spaces that are specifically geared to one community i.e. oppression Olympics
- It could also work out really well for educational opportunities and bringing students in, but downside is that using students instead of hiring people to important work
- Could lead to high turn over
- Current model, sort of
- Funding by City> to project
- Funding Agreement

*5) Hybrid Model (Incorporation of Independent Board of Directors and Partner with Existing Community Hub)
- That it be implemented, to start, as model #4 and then transition to model #1
- Standalone community-based organization funded by the City of Hamilton
• Minimum of 4 staff
• 2-3-year pilot is not long enough, should be a 5-year commitment to funding with same amount of funds for each year
• Location – rotating locations and on the public transit line
• Board of directors should be diverse
• Criteria for board member selection – diverse and sought-after expertise
• Partnering with a community hub while transitioning to an independent board of Directors

Themes and Comments

• People feel don’t have enough information to weigh into the conversation / didn’t know what the models or enough about them
• This consultation is not sufficient; did not do due diligence equipping people to vote confidently
• we need to understand the past issues from members and what went wrong, then turn a new leaf
• Structure of this workshop is not working
• No clarity was brought to the discussion, poorly planned
• Not fair to bring these votes back to council
• We reject this consultation
• This exercise is just a rubber stamp to say it was done; not reflective of importance of community
• Other speakers were not allowed to present and had no voice
• The allotted time was not long enough to flush out the models
• If the information collected here tonight leads to a decision, can we say don’t like it?
• Send a request to survey all people here tonight that provided email to ask if they felt this session was effective
• Important to affiliate with other groups that do the same work
• We don’t trust the City or McMaster
• A participant voiced following concern: this room is bias and there are participants here who clearly have agenda. People won’t even consider the options that include the City or McMaster. I am a black man with a 7-year-old son who will one day face racism issues and I’m here because of that and I’m not even able to participate in this conversation and vote – he then left the room
• It was not okay to pause the center
• The group agreed that there should be a main building/location that is welcoming and inclusive but there is a need for outreach into the community. Mobile units in different areas of the City.
• The group agreed that the City should fund the chosen model but with the ability to fundraise.
• More staff than in the previous model would be needed to be successful. ED, Counsellors, legal needed.
• The room agreed that the City should not run the Model, not own or participate in the selection process of the BOD or the Personnel.
• There was a mixed opinion about starting over from the beginning due to timing i.e. it will take longer to implement option #1 than #4.
• There was an agreement that those involved in the process from selection of the BOD to personnel should be members of a racialized community.
• The City should provide unlimited funding with no strings attached