



HARRC BOARD OF DIRECTORS

PROPOSED

GOVERNANCE STRUCTURE AND

TERMS OF REFERENCE

City of Hamilton

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Recommended Governance Structure

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

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

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

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

Acknowledgements:

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

Recommended Terms of Reference

Hamilton Anti-Racism Resource Centre (HARRC)

Background

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

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

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

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

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

Responsibilities

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

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

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

HARRC’s Board will:

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

Duties

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

Time Commitment

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

Remuneration

HARRC directors will serve without remuneration in money or time. Participation is voluntary.

Reasonable expenses such as travel to and from meetings and dependent care may be reimbursed.

Term of Membership

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

Skills

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

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

Chair/Co-Chair

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

Additional responsibilities will include:

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

Treasurer

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

Responsibilities will include:

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