

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

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

## RECOMMENDATIONS

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

## **EXECUTIVE SUMMARY**

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

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

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

### **HARRC Board Evaluation Criteria**

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

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

### **Board Recruitment Campaign**

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

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

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### **HARRC Project Next Steps**

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

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

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

### **Completion of HARRC Motions as Directed by Council**

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

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

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## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

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

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

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

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

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

## **HISTORICAL BACKGROUND**

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

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

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

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

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

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

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

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

## **RELEVANT CONSULTATION**

### **Internal consultations**

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

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

### **External consultations**

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

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

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

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

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

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

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

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

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

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

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

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

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

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

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**ALTERNATIVES FOR CONSIDERATION – Not applicable**

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

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

**Healthy and Safe Communities**

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

**Culture and Diversity**

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

**APPENDICES AND SCHEDULES ATTACHED**

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

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

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

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