




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

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

**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

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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.

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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

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