



## **MANDATE:**

The Hamilton Anti-Racism Resource Centre (HARRC) is committed to advancing education about race, racism, discrimination, racial equality, and anti-racist theory and practice in Hamilton. We do so by holding workshops, programs, and events, and offering support services to the community. We directly support affected members of our community by receiving complaints about racism and referring complainants to appropriate community resources.

We gather data and monitor incidents of racism and hate crimes in Hamilton and encourage compliance with existing anti-discriminatory legislation. Our mandate also involves liaising with community agencies, organizations, and community leaders, and proposing, drafting, and advocating for legislative changes to address systemic racism. We also consider and confront related topics such as anti-discrimination, anti-oppression, human rights related issues, ableism, intersectionality, trauma, and decolonization.

## **STATEMENT OF ANTI-COLONIAL PRINCIPLES:**

Colonialism remains embedded in the social, legal, political and economic context of Canada. HARRC recognizes the need to decentralize power and share leadership as it works toward fulfilling its mandate. As such, it will oppose or resist practices that perpetuate colonialism by adhering to a set of agreed upon principles that are anti-colonial in nature and practice. These principles are a set of broad value statements that provide guidance and clarity for making ethical choices. These principles should be evident within the strategic direction of HARRC and must be actioned in every aspect of the organization's work.

- **Equity - We promote the fair and respectful treatment of all.**  
HARRC works to build an inclusive community where the dignity of individuals and communities is preserved. It fosters an inclusive environment and invites people to bring their whole selves as they engage in its programs and services. HARRC seeks to move beyond simplistic measures of equity and diversity, to challenge and remove systemic barriers that impede inclusion connected to a broad range of factors, such as language, culture, politics and histories.
- **Accountability – We always act in the best interest of HARRC, with love and service to the community.**  
HARRC strives to represent the voices and interests of diverse communities who have been most impacted by historical and contemporary injustices. It is

accountable to the communities it represents and serves. HARRC uses its organizational power to strategically centre and amplify the voices of individuals and groups who are marginalized, under-represented, underserved and most impacted by racism in all its forms.

- **Connection – Our anti-racism work is deeply connected to the land and the people.**

HARRC understands that racism intersects with all other systems of oppression and has both local and global impacts. Its work cannot be separated from the people it serves (Indigenous nations and racialized communities) and the land on which it operates (environment and resources of Turtle Island).

- **Reciprocity – We cultivate mutually respectful relationships, balancing the outcomes of the work with the well-being of everyone.**

HARRC values the participation and contributions of all stakeholders, including Board members, staff, volunteers, funders and community members alike. It works to create a culture that upends traditional power dynamics, showing compassion and care for the well-being of everyone. The time and expertise of volunteers is valued, respected and compensated, by giving back to them in meaningful ways.

## **BOARD GOVERNANCE:**

Governance may be defined as the exercising of responsibility, direction, and management of an organization to ensure that its purpose is achieved. Governance may be alternatively expressed as a process of providing strategic leadership (by) setting direction, making policy, overseeing, and monitoring organizational performance, and ensuring overall accountability.

The Board will govern with an emphasis on outward vision and must be clear on the following:

- who oversees what
- who sets the direction and the parameters within which the direction is to be pursued
- who makes decisions about what
- who sets performance indicators, monitors progress, and evaluates results; and
- who is accountable to whom and for what

Governance includes the structures, responsibilities, and processes that the Board of an organization uses to direct and manage its general operations.

The four key components of governance are:

- **Accountability:** the capacity of the membership (currently the Board) and other key stakeholders to call decision-makers to account for their actions. Effective accountability has two components: 'answerability' and 'consequences'. The first is the requirement to respond periodically to questions concerning one's official

actions. The second is the need for the application of measures for breach of policies.

- **Transparency:** timely access by the membership (currently the Board) and other key stakeholders to low-cost relevant, reliable information about finances, products or services and management of resources.
- **Predictability:** refers to the conduct or actions of elected officials (Board members) and appointed staff. Predictability results primarily from policies and role definitions that are clear, known in advance, fair, and uniformly and effectively exercised.
- **Participation (or engagement):** the involvement of the membership (currently the Board) and other key stakeholders in planning, decision processes and evaluation. This allows the Board to obtain reliable information, serves as the overseer, spurs operational efficiency, and provides feedback by users of public services necessary for monitoring access to and quality of services.

#### *Essential Governance Tasks of a Board*

All Boards, regardless of the type or size of the organization have the same basic tasks as set out earlier. The extent to which responsibility for these tasks is formalized in writing and/or the degree to which they are relevant to a particular organization will depend on the size and complexity of the organization and the resources available to support the Board in its work.

These tasks include:

- **Defining** and/or safeguarding the mission, the values framework, and operating principles within which it expects the organization to be administered, and to review and update these periodically to ensure that they remain current and responsive.
- **Overseeing** development and approval of a longer-term organizational plan or strategic priorities and develop or approve annual budgets and operating plans
- **Monitoring performance** of the organization overall in relation to achievement of its mission, strategic goals, and objectives:
- **Seeking or securing sufficient resources** for the organization to adequately finance its operational and capital requirements
- **Being accountable** to members, financial investors, other key stakeholders, and the public for the services of the organization and expenditure of funds
- Ensuring prudent and proper **management** of the organization's resources
- **Anticipating, mitigating, and managing risks** to the organization, its staff, clients, and other key stakeholders
- **Establishing** the general **values framework** within which the organization's human resources will be managed and periodically monitoring key human resource performance indicators
- **Approving** and periodically review **personnel policies** within which human resources will be managed:

- **Approving a mandate** (upper financial limits) within which **pay and benefits** agreements with staff (if there are any) are to be negotiated
- **Regularly reviewing** the organization's **services** to ensure that they are consistent with the purpose of the organization and that its programs are effective and relevant to community needs:
- **Providing continuity/stability** for the organization. Preserve the corporate memory
- **Providing opportunities** for student and stakeholder participation
- **Representing the organization** and its programs positively to key stakeholders and the community at large.
- **Being a good ambassador** of the organization
- **Ensuring fair arbitration of complaints** from the community about services or products, through a formal complaint procedure.