

ANALYSIS OF OPTIONS FOR AN INDEPENDENT ANTI-RACISM BODY

With the recommendations and reports provided by the Panel and the Harvard Team, a number of factors were assessed to prioritize the following three options: 1) A non-profit organization, 2) a collaborative model, and 3) a council advisory board or committee. These were based on the Panel's definition of "independence" and problem identification and deconstruction throughout the Harvard process. Factors assessed included the ability for a model to:

- Incorporate other practices and ways of operating outside of traditional or Western colonial structures
- Participate in community-based decision making
- Have autonomy from City Council and Administration ("Independence")
- Enter into sub-contracts and raise or secure other funding
- Partner with others freely
- Establish a mandate
- Operationally run programs and services that fit within the priorities
- Operate in a safe space and does not cause additional harm
- Shift easily and respond to community needs
- Advocate for change and/or compel action in community and other orders of government
- Meaningfully engage
- Complement the current ecosystem
- Be seen as legitimate and have trust by community in its abilities

While none of the models will achieve all of these criteria, the following table outlines three of the models deemed to have merit through the work of the Panel and/or the Harvard Team. The table includes analysis on the strengths and challenges each model may pose with respect to achieving the central outcome outlined in the original Anti-Racism Strategy.

Attachment 3

Element	Non-Profit	Collaborative	Council Advisory Committee or Board
Structure	Small non-profit organization (<i>Societies Act, Charitable Organization</i>), led by an Executive Director and small team of staff to implement the work plan.	A small number of current non-profit organizations are recruited to work on key priorities in a collaborative fashion but leveraging their expertise. Explore involvement of multiple agencies of different sizes and capacities. This option prioritizes a collaborative spirit and coordinated effort to advance this work between City and community (such as demonstrated in models like C5).	A volunteer (paid) group of community representatives advance anti-racism work.
Governance	Board of Directors and Executive Director.	Collaborative Table, all of the Executive Directors and the High Level Office meet regularly to integrate, collaborate and build capacity. Potential to have a community-based or contracted manager that works with Administration and the collaborative table.	<i>Municipal Government Act</i> and a bylaw.
Budget	"The Body" would utilize the \$1.6 million approved budget to hire a team, cover overhead costs, and provide funds to collaboration projects (\$1 million in operating (approximately seven staff and operating) and program expenses, \$600K to community).	This approach would utilize the \$1.6 million by: <ul style="list-style-type: none"> Hiring a Manager for the Collaborative dedicated to advancing the work. Collaborative would then allocate the remaining funding to enhance the focused areas below from a community-led perspective at various levels (i.e. size and capacity of organizations); prioritizing transparency and equity when selecting collaboration partners and allocating funding. 	This approach would utilize the \$1.6 million by: <ul style="list-style-type: none"> Funding would pay the membership (honorariums) Have minimal funding for projects and initiatives in line with the other advisory boards (less than \$20K) The remainder of funding would be added to existing grant program to flow through to the community-led initiatives.
Focus Areas for Work Plan	Build partnerships with local subject matter experts to deliver or enhance: <ul style="list-style-type: none"> Hate Crimes System Support 	Prioritize three or four key areas <ul style="list-style-type: none"> Ecosystem Coordination and Collaboration Space 	As a Council Advisory, this body would be able to: <ul style="list-style-type: none"> Provide information, research or

Attachment 3

Element	Non-Profit	Collaborative	Council Advisory Committee or Board
	<ul style="list-style-type: none"> Indigenous Self-Determination and Treaty Foundations Truth and Reconciliation Intercultural Relations Restorative Processes in Racial Justice Education Long-term Anti-Racism Action Plan for Edmonton 	<ul style="list-style-type: none"> Community-based Education, Data and Research (non-profit and post-secondary) <ul style="list-style-type: none"> Treaty Foundations Anti-Racism Intercultural Relationships Hate Crimes (Victim Centered Hate Crimes Support) and Data Support and Race-based Data Collection 	<p>otherwise to City Council on relevant topics</p> <ul style="list-style-type: none"> Advise City Council on anti-racist approaches and considerations Can be an accountability mechanism that Administration can provide regular updates on the progress of anti-racism updates.
<p>For all three models, it is recommended that the \$1.5 Anti-Racism Grant would remain with Administration to deliver but continue to address community activation projects, capacity building and innovation, participatory action research, and shifting the perspective streams of applications. The Grants Team can work with whichever option is established for design and delivery of the program.</p>			
Implementation	<p>Members of the public would be responsible for the creation and standing up of the society. Once created, the society would need to hire an Executive Director and recruit a Board of Directors. The Executive Director and Board would then hire supporting staff and implement the work plan.</p>	<p>Collaborative Table is created (via an open expression of interest process) where collaborative decision-making occurs to enhance these key priorities with representatives from community leaders and organizations leading in this work (for example, can include non-profit, post-secondary, police commission etc.).</p>	<p>Launch a “renewed” Anti-Racism Advisory Committee (ARAC), with revised bylaws to better reflect their role aligned with the anti-racism and the Anti-Black Racism Action Plan.</p>
Reporting	<p>Provide an update to Council as outlined in the funding agreement.</p>	<p>Report to Council via Administration on a regular interval to provide an update on this pilot approach and the progress being made to date.</p>	<p>Report to Council on an annual basis on progress; Council representatives sit at the Advisory Table; adhere to same reporting structure as the other Council Advisories</p>
Strengths	<ul style="list-style-type: none"> Allows the highest degree of “independence” for a City-funded initiative Allows autonomy to complete and shift work that meets the needs of community Allows autonomy in decision making for the Executive Director and Board of 	<ul style="list-style-type: none"> Allows movement more quickly on a number of the priority actions identified by the Advisory Panel Brings current ecosystem players into the collective way forward If there are challenges or a change in partnership with one organization, there 	<ul style="list-style-type: none"> Aligns with requests from the Black community with the Anti-Black Racism Action Plan Ensures accountability for City Council and provides them a resource to consult for advice Can act as an accountability measure for

Attachment 3

Element	Non-Profit	Collaborative	Council Advisory Committee or Board
	<p>Directors; allows some room for more decolonized processes</p> <ul style="list-style-type: none"> • More sustainability as it is not tied with “people” but has the infrastructure to withstand leadership changes • As a new organization, it is not bringing biases (ideally would build consensus as it is established) 	<p>are still a number of others around the table keeping aspects of the work moving forward</p> <ul style="list-style-type: none"> • Keeps the City in a jurisdictionally suitable role as convener; collaborative spirit between City and community to work together on anti-racism • Allows investment in action to move work forward in a “pilot” that can be evaluated and evolve as needed • With each partner having autonomy over their own priority, they can operate in a community-based fashion with increased ability to decolonize approaches to the work • Housing Task Force went this direction; also have seen success in models such as C5 • Arms-length partners, like the Edmonton Police Commission, are beginning work on race-based data and hate crimes and can be a viable partner 	<p>the City’s progress on anti-racism work</p>
Challenges	<p>This model (City-enabled non-profit) has been a challenge in the past because:</p> <ul style="list-style-type: none"> • There are organizations in the ecosystem that are engaged in the priorities of the work. • Requires full buy-in from the community organizations already working in this space to be effective; this could take away from other organizations doing this work or cause unnecessary conflict. • Relies heavily on City funding, which still limits its independence and also can be 	<ul style="list-style-type: none"> • Spreads it out across a number of organizations which relies on intentional energy and effort from the partners (in a time where capacity can be limited). • With the intent to operate this as a pilot to begin, there’s the potential it can be impacted by future decision making. • This can often be tied to the people and not the organizations, which can disrupt the partnerships. • Can perpetuate the same larger more established organizations being selected. 	<ul style="list-style-type: none"> • There were significant barriers with the original Anti-Racism Advisory Committee (ARAC) as outlined in the original anti-racism strategy including: <ul style="list-style-type: none"> ◦ Required livestreaming and traditional government processes ◦ Emotional and psychological safety of the volunteers. • By design, the advisory boards are there to provide advice and to be consulted, not as operational “doers” of the work. • These committees cannot do advocacy (outside of directly to Council).

Attachment 3

Element	Non-Profit	Collaborative	Council Advisory Committee or Board
	<p>changed at any given time.</p> <ul style="list-style-type: none"> • Non-profit structures are still colonial in nature and require a number of western ways of reporting and operating. • Keeping with status quo operating models can limit new and innovative approaches. • Costly to start up a new organization and it takes time to build trust and legitimacy before the work can begin. • This sets a precedent for other initiatives to follow a similar model and it is not clear if it should be a role of municipal government to establish non-profit organizations. 		<ul style="list-style-type: none"> • This committee is compensated, but ultimately they are volunteers sharing their lived experience. • Challenges with this governance model; relationship with Council outside of the system. • If the Administrative support was changed to allow for more staff support and resources to mitigate the challenges, it would create inequity across the other Council advisories. • Other jurisdictions have also struggled with advisory committees in terms of progress and community members feeling valued under the constraints of the system. • Non-profits and other organizations doing anti-racism work may not see the City of Edmonton as objective.
Sustainability	<p>With the City as the sole funder, it presents a sustainability risk as funding levels could be changed in the future and impact operations.</p> <p>However, as an operating non-profit the organization can (and has been recommended by the Advisory Panel to) seek diverse funding sources.</p>	<p>With the City as the sole funder, it presents a sustainability risk as funding levels could be changed in the future and impact operations.</p> <p>However, as individual non-profits they are able to secure other funding and will work with the City team to evaluate and change the approach to adapt to changing needs.</p>	<p>The Advisory Committees or Boards are established through a bylaw which can be created and rescinded at the will of City Council. This poses some risk if a future Council does not want to continue with the Council Advisory model.</p>