

Community Advisory Panel to Pride Toronto Consultation Process

1. BACKGROUND

Pride Toronto is a non-profit organization that exists to celebrate the history, courage, diversity and future of Toronto's LBTTIQQ2SA (Lesbian, Gay, Bisexual, Transsexual, Transgender, Intersex, Queer/Questioning, 2 Spirited, Allies) communities. (Mission, Vision and Values Statement see Appendix A)

The organization's current vision is to:

- Run a not-for-profit organization, committed to volunteers and staff
- Create a safe space to engage communities in the celebration of their sexuality
- Coordinate a series of pre-eminent arts & cultural events, including the annual Pride celebration, that empower and support our communities
- Connect with and help develop our communities, fostering essential partnerships
- Capture and build upon our organization's and our communities' history
- Provide a platform for education through a significant public presence

2. PRIDE TORONTO'S COMMITMENT

Pride Toronto is genuinely committed to improving and developing an effective working relationship with the LBTTIQQ2SA ("LGBTQ") community and acknowledges that it must reflect the perspectives of the broad LGBTQ communities, not just a single voice or perspective.

As a non-profit corporation the Board also recognizes that the organization must operate in a manner that is consistent with appropriate governance practices and financial accountability and cannot make decisions that jeopardize the long-term viability of the festival, its mission or mandate.

Pride Toronto cares deeply about the success of the annual Pride festival in the City of Toronto. Having a constructive relationship with the LGBTQ communities in Toronto and being relevant to them are key elements of success. It also recognizes that after 30 years in existence that this is a tremendous opportunity leading up to WorldPride 2014 to reflect in consultation with the community on our purpose and mandate and to help establish a strategic plan to guide the organization going forward.

3. ISSUE

LGBTQ Pride is rooted in the historic struggle as a diverse community to bravely challenge oppression and systemic discrimination as it impacts our community. This does not however mean that as a "community" that we have a homogenous agreement on methods, public policy, social and political position, or even the value or purpose of Toronto's Pride festival.

Through 2009 and 2010 Pride Toronto has received conflicting requests from members and stakeholders regarding the participation of a particular group in the annual Pride parade. As a

result of the significant threat to the survival of the festival from the pressure by various stakeholders, the Board undertook various strategies to try and resolve the complaint including the decision to restrict the use of certain language in the parade which some people deemed as discriminatory. This in turn led to complaints regarding the importance and value of freedom of expression in the parade and the subsequent mobilization of some community activists who challenged Pride Toronto's decision.

A short-term solution requiring parade participants to directly sign an agreement to adhere to the City of Toronto anti-discrimination policy was implemented. This has allowed the 2010 festival to happen with relatively little disruption. However, the split opinion in the community about Pride Toronto has and continues to cause significant strain to the organization. Funding and corporate sponsorship has been affected as a result of the controversy. Staff and volunteers had to take on additional preparation work and extended work hours leading up to the festival. The Pride Toronto Board is deeply concerned about the viability of the festival and its relationship with the community as a whole. In response, the Pride Toronto Board of Directors approved a motion in June 2010 to begin a process to find a lasting resolution to this matter including the following resolution:

"Be it resolved that Pride Toronto appoint a panel of LGBTTIQ2SA leaders and friends to recommend a policy to protect and advance the qualities of Pride and ensure it is true to its core values and principles.

The mandate of the group would be to consult with the community to develop recommendations to ensure a Pride that values and promotes freedom of speech and individual expression, inclusiveness and respect, pluralism and diversity, equity and fairness, celebration, humour and fun, and to make recommendations regarding Pride Toronto's ongoing working relationship with the broader LGBTTIQ2SA communities."

4. PURPOSE OF ADVISORY PANEL

The purpose of the panel is to provide the Board of Pride Toronto with high level strategic recommendations to protect and advance the overall objectives of Pride and to ensure that those objectives are reflective of the community's priorities while recognizing and valuing diversity, equity, and respectful expression.

5. PANEL OBJECTIVES

The following broadly outlines the key objectives of the Advisory Panel and its related processes:

1. Undertake a consultation process to seek input from the LGBTQ communities and other relevant informants, funders and corporations to examine the relevance of Pride Toronto in relation to these stakeholders, and the mandate within which they would like to see the organization operate
2. Based on the findings in the consultation process develop a broad strategic recommended policy framework that will assist the board of Pride Toronto ensure it defines its mission, vision and values and operates consistently with the mandate

3. Provide recommendations to the Board of Directors to structure the Board's strategic planning process and, as appropriate, organizational / governance elements to ensure the viability and sustainability of the organization and a positive relationship with the broader LGBTQ communities.

The process assumes the Pride festival will continue to exist, and will not examine internal human resources matters, or other day-to-day functioning of Pride or its festival. Any other major matter identified through the process should be referred to the Panel Chair who will inform the Co-Chairs of Pride Toronto.

6. PRINCIPLES

The panel and process will strive to keep the following principles in mind during the process:

- Respect and value the principles of equity, inclusion, and the dignity of all
- Value and reflect the importance of the LGBTQ communities' voices in the process including the diverse opinions within it
- Recognize and acknowledge our history and the important role that activism has played in addressing discrimination
- Act with integrity and make every effort to promote a positive public profile of the LGBTQ communities
- Ensure / engage in ethical decision-making

7. COMPOSITION

The panel will strive to reflect the diversity within the LGBTQ communities. For effective organizing purposes the panel should not exceed 7-9 individuals. Panelists are appointed by the Board of Pride Toronto and can only be removed by a majority decision of the Board. If a member is unable to continue then he/ she will inform the Panel Chair and the Co-Chairs of the Pride Toronto Board, who will determine his/her replacement in consultation with the panel.

In advance, the Board of Pride Toronto will appoint a Chair who will provide leadership to the initiative. Once the panel is appointed it will determine its internal functioning and whether or not there are other positions that should be assigned (ex. secretary, spokesperson, etc.).

One Pride Toronto Board member will be designated to assist the Panel with context and background information about Pride Toronto as required. The Board member will not be a Panelist and will not have voting rights within the Panel.

8. EXPECTATIONS OF PANEL MEMBERS

Panel members will represent a diverse cross-section of the community and have the requisite skills, expertise and community credibility to effectively undertake their duties. Each panel member is expected to:

- Work collaboratively and respectfully to support the objectives within the approved terms of reference
- Fairly and objectively examine and listen to information from the community and key informants to help shape their conclusions
- Work in the best interests of Pride to ensure its long term viability and sustainability including recognizing the tremendous value/importance of community voices
- Liaise effectively with relevant parties to ensure the success of the project
- Coordinate with the Panel Chair on all external communications about the Panel throughout their involvement in the process
- Disclose any conflict or perceived conflict of interest during the course of the process and not participate in any related debate and decision-making
- Constructively resolve conflict/differing opinion
- Participate as a panelist in 2-3 planning/approval meetings
- Facilitate/Host 3-4 public meetings
- Attend up to 4 meetings with key informants/funders/donors (divided participation to ensure workload and time frames are met)
- Participate in the development of the draft and final recommendations

9. ACCOUNTABILITY AND DECISION-MAKING STRUCTURE

The panel is an independent volunteer advisory body appointed by the Board of Pride Toronto to undertake the consultation process and generate recommendations to the Board based on feedback from the community and key informants. It is important that the Panel remains autonomous during this process while operating within the approved framework/mandate.

The panel will strive to reach consensus on recommendations, options or differing views may also be presented to the Board and reflected in the final report. In the event that consensus can't be reached, a vote will be called and a 51% majority rules. The Chair will only vote in the event of a tie.

The committee will report directly to the Co-Chairs of the Pride Toronto Board. The Pride Toronto Board will retain final approval for the implementation of any recommendations.

10. KEY ACTIVITIES

For the purposes of this document the following outlines at a high level the key activities and responsible group to ensure success of the initiative.

Key Activities	Who Is Responsible
Establish and approve the Advisory Panel membership	Board, Pride Toronto
Agree to the terms of reference and the consultation outline	Board, Pride Toronto
Develop the communications strategy including defining key messages / media	Panel in Consultation with Pride Toronto

Key Activities	Who Is Responsible
strategy	
Commence approved Advisory Plan	Panel Chair and Panelists
Formal Meeting with Advisory Panel to review Terms of Reference and finalize consultation strategy	Panel
Develop and document the participation/ promotion strategy	Panel
Develop the screening tool and training curriculum for the volunteers who will be supporting the initiative (group facilitation, recording)	Panel
Finalize consultation questions/methodology and implement consultation strategy	Panel
Review up to 4 other jurisdictions (Pride festivals of comparable size) to examine other Pride structures	Panel
Complete draft report and recommendations and present to the Board	Panel
Complete final recommendations and host final public meeting (The 519 CC)	Panel

11. CONSULTATION PROCESS

In order to gather as much input as possible from a broad cross-section of the community the consultation process will include research, public consultation, interviews with key informants and a survey instrument.

Resources to support this initiative are limited and given the lack of accurate data on the number of LGBTQ people living in Toronto/GTA establishing numbers to quantify statistical reliability is not within the scope of this initiative. It will be crucial that the advisory panel help to promote and encourage broad community participation in the initiative and it may also identify leads to undertake various aspects of the consultation process based on skill set, expertise, availability etc. and recruit other experts to assist in the process.

The following outlines the various components of the strategy:

Public Meetings – Listening to the Queer Community

There will be 3 public meetings that are open to the broad LGBTQ communities that will be facilitated by the panel. These meetings will be held in three different locations to ensure geographical representation and increase accessibility across the City. One meeting will be held at the 519 Community Centre which is located centrally in the LGBTQ village.

The meeting format will be as follows:

- Hosted and facilitated by the panel members
- Review of purpose, format, ground rules and participation expectations (example: respectful discussion, no yelling, no discrimination, etc.)
- Small round table group discussions, random assignment of groups (or choice)
- Group discussion will be facilitated by a trained volunteer who will ask 3-4 preset questions that are germane to the purpose
- Each group will have also have a volunteer recorder who will capture the information that is presented in the small groups. The recorder will also capture the central themes on sheets of paper which will be collected during each period, summarized by the panel and put up on the power-point projection.
- The panelists will speak briefly to what the major themes are and the audience members may add additional comments (brief)
- Length of meeting, 3-4 hours in total including a mid-session break
- Coffee and snacks will be provided
- Participants may request TTC if they are unable to afford to attend the meetings
- The meetings are public, the media is welcome. If participants do not want their picture taken this can't be guaranteed but they could wear a special coloured name tag that indicates that they do not want the media to release their picture
- Security details would be discussed in each location

Key Informant Meetings

The Panel will establish a list of key individuals, organizations / or groups it considers important to interview for the purposes of this process. The focus will be on informants who have expertise on LGBTQ matters, human rights, organizational structure and policy development, public/community accountability, and festival management. The information from these interviews will be included in the panel's findings.

WorldPride, City of Toronto and Major Corporate Donors

The Panel (selected members) will also interview key informants from InterPride, other WorldPride committees, the City of Toronto and other major corporate donors to gather information from their perspective.

Other Jurisdictional Review

The panelists (selected members) will also interview key informants or undertake research from up to 4 other Pride festivals of comparable size to collect policies, examine their organizational and governance structures and report back to the committee with their findings.

Board, Pride Toronto

The Board of Pride Toronto has mandated the Panel to listen to the community. The Board will be interviewed formally as part of the work of the panel but members will not be expected or encouraged to attend the consultation meetings.

Public meetings and information gathering must be conducted in a manner that permits a focused constructive dialogue. This encourages the contributors to raise issues and new ideas in a forum that is non-partisan and remains focused on listening rather than defending or explaining the actions of Pride to-date.

Survey Tool

The panelists (selected members) will also develop a short survey instrument for community members to complete online/in-person. This tool will not be statistically accurate as there are no resources to administer individual surveys however it will be sent out broadly through the various LGBTQ networks and ask LGBTQ identified people to complete the survey.

The tool should be short and focus on asking closed questions in order to more easily analyze quantitative data. The survey should include up to 2 open ended questions seeking qualitative data that the panel believes will help them in their process.

12. DATA COLLECTION AND RECORDING

All information collected during the course of the consultation process is the property of Pride Toronto and will be retained according to privacy legislation. Confidential information will be protected and not be shared unless otherwise required to do so by law.

The panel will prepare meeting agendas and keep a record of key decisions, next steps and assigned follow-up.

13. COMMUNICATIONS AND MEDIA PLAN

This process is highly anticipated in a portion of the LGBTQ communities. It is critical that the panel is speaking with one voice throughout the process. Only authorized spokespersons may make public or media statements on behalf of the panel. A public statement is a declaration made by the panel via its members in any public forum and includes statements made in weblogs (blogs), in online forums, on social networking sites, in wikis and elsewhere in the public record.

The principal spokespersons for the panel will be determined by the Panel at the first formal meeting. Additional panelists, may be designated to comment on particular media inquiries if he/she has a particular area of specialization.

The Board of Pride Toronto has agreed that it will work collaboratively with the Panel on the communications plan. The Board will not speak on behalf of the panel and any or all communications materials related to the panel's activities must be first reviewed by the panel prior to public dissemination unless otherwise agreed upon.

All matters related to Pride Toronto will be referred to the Board Co-Chairs for comment. The Pride Board acknowledges that it has a duty to consider any communication or related material it is going to release publicly and how it may affect the panel or its members.

14. RESOURCE IMPLICATIONS REQUIREMENTS

There are limited resources available to support this initiative and panelists will be encouraged to creatively undertake the activities and bring together various relevant organizations and volunteers to assist in the process.

The 519 Church Street Community Centre has committed the use of its facilities to support this initiative. If requested the Executive Director will provide on-going support to the advisory panel and the Centre will recruit, train and sponsor various skilled volunteers to assist in the coordination and facilitation of the public meetings.

Pride Toronto staff members will be made available to assist with logistics as needed.

15. FINAL REPORT AND RECOMMENDATIONS

The panel will prepare a final report that outlines the process, key findings, and draft recommendations. The panel members will meet with the full Board to discuss its findings and recommendations. Once the report and recommendations have been finalized by the Panel it will be released publicly and presented at a public meeting in which the Panel and the Board of Pride Toronto will co-host.

16. TIMELINES

Key Activities	Timelines	Lead
Establish and approve the Advisory Panel membership	August 2010	*PT Board
Approve the terms of reference and the consultation outline	August 2010	PT Board
	September 2010	**AP
Develop the communications strategy including defining key messages	September 2010	PT Board
		AP
Develop and document the participation/promotion strategy	September 2010	AP
Develop the screening tool and training curriculum for the volunteers who will be supporting the initiative (group facilitation, recording)	September 2010	519 CC
Finalize consultation questions/methodology and survey tool	October 2010	AP
Review up to 4 other jurisdictions (comparable city's) to	October 2010	AP

Key Activities	Timelines	Lead
examine other Pride success factors		
Implement Consultation Strategy and Release Survey Tool	November 2010	AP
Complete draft report and recommendations and present to the Board	December 2010 January 2011	AP
Complete final recommendations and host final public meeting (The 519 CC)	January/February 2011	AP

*PT = Pride Toronto

**AP = Advisory Panel

ATTACHMENTS

Appendix A – About Pride Toronto

Appendix B – Advisory Committee Terms of Reference

APPENDIX A

About Pride Toronto

Our Mission

Pride Toronto exists to celebrate the history, courage, diversity and future of Toronto's LGBTTIQQ2SA* communities.

* Lesbian, Gay, Bisexual, Transsexual, Transgender, Intersex, Queer/Questioning, 2 Spirited, Allies

Our Vision

Pride Toronto will:

- Run a not-for-profit organization, committed to volunteers and staff.
- Create a safe space to engage communities in the celebration of their sexuality.
- Coordinate a series of pre-eminent arts & cultural events, including the annual Pride celebration, that empower and support our communities.
- Connect with and help develop our communities, fostering essential partnerships.
- Capture and build upon our organization's and our communities' history.
- Provide a platform for education through a significant public presence.

Our Values

Pride Toronto will:

- **Honour** – our past by remembering our history.
- **Protect** – our future by reaching out, educating and defending our right to celebrate.
- **Value Diversity** – by accepting and respecting differences and working to understand the diverse cultural complexities that influence identity, assumptions, behaviours, expectations, and beliefs.
- **Celebrate** – with provocative, racy, and outrageous events.
- **Engage** – the diversity of our communities to participate in events and facilitate community development.
- **Recognize** – and acknowledge, the involvement and contributions of volunteers, staff and stakeholders.
- **Respect** – volunteers, staff and stakeholders by creating and sustaining an environment where we treat each other with respect and dignity.
- **Sustain** – the organization by ensuring transparency in our actions and accountability with, and to, our communities.
- **Manage** – with fiscal responsibility and foresight, ensuring the viability of the organization and the fulfillment of its mission.

APPENDIX B

Community Advisory Panel to Pride Toronto Terms of Reference

Purpose

The purpose of the panel is to provide the Board of Pride Toronto with high level strategic recommendations to protect and advance the overall objectives of Pride and to ensure that those objectives are reflective of the community's priorities while recognizing and valuing diversity, equity, and respectful expression.

Advisory Panel Core Responsibilities

- Undertake a consultation process to seek input from the LGBTQ communities and other relevant informants, funders and corporations to examine the relevance of Pride Toronto in relation to these stakeholders, and the mandate within which they would like to see the organization operate the organization's core values and principles and whether or not the organization is operating within that mandate
- Based on the findings in the consultation process develop a broad strategic recommended policy framework that will assist the board of Pride Toronto ensure it defines its mission, vision and values and operates consistently with the mandates values and principles and maintains a positive relationship with the broader LGBTQ communities

Provide strategic recommendations to the Board of Directors to structure the Board's strategic planning cycle and as appropriate identify alternative organizational / governance structures to ensure the viability and sustainability of the organization while maintaining a positive relationship and relevance with the broader LGBTQ communities.

Membership

Panel members will represent a diverse cross-section of the LGBTQ communities and have the requisite skills, expertise and community credibility to effectively undertake their duties.

For effective organizing purposes the panel should not exceed 7-9 individuals. Panelists are appointed by the Board of Pride Toronto and can only be removed by a majority decision of the board. If a member is unable to continue then he/ she will inform the Panel Chair and the Co-Chairs of the Pride Toronto board who will determine his/her replacement in consultation with the panel.

Accountability

The panel is an independent volunteer advisory body appointed by the Board of Pride. The committee will report directly to the Co-Chairs of the Pride Toronto Board. It is important that the Panel remains autonomous during this process while operating within the approved framework/mandate. The Pride Toronto Board will retain final approval for the implementation of any recommendations.

Time Lines

The panel has been appointed on a short-term basis to complete its work by the end of 2010 and present recommendations to the Pride Toronto board in early 2011 in order to assist the organization to effectively manage the 2011 Pride festival and beyond.