



Community
Advisory Panel

OUR PRIDE: A COMMUNITY EFFORT

EXCERPTED REPORT OF RECOMMENDATIONS TO PRIDE TORONTO

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Executive Summary

Pride Toronto and the Toronto Pride Week are at an historic turning point in their existence. The Toronto Pride Week has experienced noteworthy growth in recent years. Pride Week has become one of the largest events of its type in the world, and a major cultural event and tourist attraction for Toronto. However, this outward success has masked significant growing pains. The rapid growth and a commitment to “bigger is better” have stretched Pride Toronto’s resources, its attention, and its energy, revealing financial vulnerabilities, operational and management inadequacies and structural weaknesses. Pride Toronto’s primary focus on entertainment and its seemingly unqualified embrace of commercial support had caused it to lose sight of its original mission, and to neglect one of the communities it was established to serve: the trans community. Consultations have exposed community disappointment with, and a serious erosion of trust, in Pride Toronto. The deterioration of this relationship of trust is further evidence of its troubled operations.

The “perfect storm” arrived in 2009 and 2010 when this outwardly successful, but internally frail and vulnerable organization was beset by two simultaneous challenges. Like its sister organization in Sydney, after a successful 2009 financial year, Pride had unexpectedly experienced costs of growth that were exceeding the growth in revenues. The organization was headed for a record operating loss in 2010, in no small part owing to a drastic drop in federal government financial support. At a time when close attention was needed to these financial management challenges and the organization needed to boost support, Pride Toronto found itself embroiled in a controversy over its most popular event that diverted management’s attention and energy, and further compromised its finances.

Pride organizations around the world have struggled with resolving deeply political disputes over Parade participation. For example, in Sydney, Australia, the dispute was over the participation of a group called “Animal Liberation.” In Toronto, the conflict that erupted was over the participation of a group called Queers Against Israeli Apartheid (QuAIA). After they first appeared in the 2008 Parade, a group of gay supporters of Israel began lobbying for their exclusion. They were not satisfied with the response of Pride Toronto, and escalated their efforts through 2009 and 2010, producing a documentary condemning the group’s participation. Some protagonists framed the argument in binary terms, and pressured persons inside and outside the community to choose sides and bring pressure to bear on Pride Toronto to yield to their point of view. Our survey has revealed that our community is deeply polarized and divided on this issue.

The effect of this controversy on a weakened Pride Toronto was traumatic. Some withdrew their financial support from Pride Toronto, or threatened to do so at a time when the organization could ill afford lost revenue. In the absence of any guiding principles or conflict resolution process, the issues consumed the Board of Directors. The Board looked in vain for community consensus, and hoped for a compromise between two uncompromising foes. They vacillated and changed positions, with the protagonists portraying each response as either a victory for truth over a misguided leadership or an abandonment of principle by Pride Toronto’s allegedly morally compromised management. Pride Toronto had little community support. The Board could never win.

One effect of this debate was to erode outside support for Pride Toronto. At the political level, the City of Toronto after reluctantly leaving 2010 funding in place made it clear at the political level that funding for 2011 will depend on the organization’s successful resolution of

this issue. Funding from other sources is also in some doubt, not only because of this controversy, but also because of the recent revelation of poor operating results in 2010 and controversy over conflict of interest allegations involving the former executive director. Pride Toronto's banker is also its lead sponsor. Fortunately for the organization and the community at large, TD Bank Financial Group has faithfully stood by the organization during this time of trouble.

In June of 2010, some community leaders became concerned that the situation at the organization was deteriorating to the point that it imperiled the future of Pride Week, a much loved community institution. They were convinced that Pride Toronto did not just require a principled solution to the issue of Parade participation; it also required a deeper review of its mission, its community relations and its operations. Pride Toronto accepted two motions from community leaders. These motions were comprised of both a short-term immediate solution to the participation issue, and a proposal for a long-term examination of community perspectives on the broader issues surrounding the controversy.

To undertake this examination, Pride Toronto appointed an all-volunteer Community Advisory Panel (Panel) comprised of community leaders and allies, and in so doing, attempted to reflect the diversity within the community. The Panel acted as an independent volunteer advisory body and reported the results of its consultations to Pride Toronto. The Panel's mandate required it to provide high-level strategic recommendations designed to protect and advance the overall objectives of Pride Toronto. These recommendations were to consider the results of community consultations and stakeholder feedback.

To obtain community perspectives, the Panel hosted six large-scale public meetings. Three meetings were open to the broader LGBT community, and three were open to members and allies of the Trans, racialized, and LGBT Women's communities. Meetings were held in different locations to facilitate attendance and accessibility. Members of the media were also invited as a way of keeping the public informed of the Panel's progress. The presence of American Sign Language interpreters at some meetings, as well as live streaming of the meetings by XTRA, helped to make the sessions accessible.

In addition to these public sessions, the Panel engaged in targeted community outreach to individuals and groups, the list of which was compiled from multiple sources, including XTRA, Pride Toronto, and others. A number of interested individuals and stakeholders contacted the Panel, advising of their desire to provide input. The Panel arranged over forty targeted sessions during the consultation process. The Panel also launched an online survey, using SurveyMonkey.com, recognizing that not all community members would be able to attend a public consultation. Over 1,600 responses were received. As well, community members were permitted to submit their input in writing for consideration by the Panel. The Panel's website, www.CommunityAdvisoryPanel.ca, and its Facebook page also provided interactive platforms to obtain information and inform the community. In summary, it is estimated that the Panel received input from over 2,000 community members.

The Panel also researched the experiences of other Pride festival organizers. Specifically, the Panel consulted with the following organizations: Montreal, Quebec; Vancouver, British Columbia; New York, New York; San Francisco, California; Sydney, Australia; and Tel Aviv, Israel.

After completing its consultations, the Panel concluded that Pride Toronto *could* be saved and *should* continue as an organization dedicated to serving the LGBT community, despite the current uncertainty and challenges. The Panel found that Pride Toronto had veered from

the core principles and goals listed in its articles of incorporation and that there was a strong community desire for Pride Toronto to return to these principles and goals (celebration, information, education, and culture). Pride Toronto must abandon the “bigger is better” philosophy. If Pride Toronto is to rebuild the trust of the communities it serves, it needs to understand that it must earn that trust. A good beginning would be an apology for past failures and a public commitment to a new approach. The community in turn must do its part in bringing back Pride. The recommendations contained within this report are designed to refocus Pride Toronto and provide an opportunity for talented community members to assist in this process of renewal.

The recommendations contained within this report have both short term and long-term implications. The Panel recognizes that it will be impossible for Pride Toronto to implement all of them before the 2011 Pride Festival. However, several are designed to address the urgent remedial action that is required. Specifically, the Panel recommends an immediate search for a qualified interim Executive Director, as well as an increase in the number of directors serving on the Board. The Panel also recommends the formation of the following committees comprised of community volunteers with the requisite experience to assist the Board in improving its governance structure: a Board Development Committee, a Board Advisory Committee on Governance, a Financial and Audit Committee, a World Pride 2014 Committee, a Community Advisory Panel Implementation / Policy Advisory Committee, and a Community Consultations Committee. Pride Toronto must take immediate steps to begin to engage the trans community in the governance of the organization, and to allocate adequate resources to support their participation. As Pride recalibrates and looks for areas to reduce costs, our Report has clearly identified the activities which the community wishes to see preserved and those it is prepared to sacrifice. Other recommendations include a more diversified revenue stream and the adoption of a mechanism by which Pride Toronto can evaluate the contribution of its corporate sponsors to LGBT community issues.

With regards to improving Pride Toronto’s relationship with the community, the Panel recommends the adoption of a community engagement strategy that would enable Pride Toronto to benefit from existing community expertise and enthusiasm. This strategy would form the basis for the assessment and reporting of its engagement activities. Further recommendations address the specific grievances of persons with disabilities and the trans, First Nations, Métis, Inuit, and racialized communities. Recommendations designed to facilitate language access are also included in this report.

With regards to entertainment, arts and culture, the Panel made recommendations designed to improve and diversify Pride Week programming. Specifically, the community expressed a desire to have the Community Fair returned to being centered on community organizations. As well, recommendations aimed at better support of LGBT artists are described in this section of the report.

As Pride Toronto enters a period of financial restraint, the community was clear during the consultations that the most important Pride Week events to be preserved include the Parade, the Dyke March, and the Trans March. The community was also clear in communicating its frustration over the inconsistency of Pride Toronto decision-making. Suggestions to develop transparent rules outlining Parade participation, as well as the consistent application of these rules, are outlined in this report. These recommendations involve an undertaking by Parade participants to abide by Pride Toronto’s Anti-Discrimination policy for which a suggested wording is outlined in this report. For complaints regarding Parade participation, or violations of the Anti-Discrimination Policy a dispute resolution process is also recommended, the form for which is outlined in this report. The

development of a conflict of interest policy is further recommended to assist with transparency and consistency within Pride Toronto operations and decision-making.

To help focus Parade participation on LGBT issues, the Panel recommends that the Parade require an emphasis on LGBT messages during the Parade to be organized under the following suggested sections: “Celebrating our Communities”, “Diverse Voices United”, and “We Are Family”. The Panel recommends that the messaging in “Celebrating Our Communities” be confined to issues directly related to sexual orientation and gender identity, and that other messages be permitted in “Diverse Voices United” so long as they are not commercial in nature and provided that the predominate message is directly related to sexual orientation or gender identity. “We Are Family” will be a new section for individuals not affiliated with groups. All Parade participants will be required to sign an enforceable undertaking not to portray messages or images that condone or promote violence, hatred or negative stereotypes against any group. The Panel recommends severe and enforceable restrictions on commercial messages throughout the Parade. Commercial messages will be severely limited during the Parade. The Panel also recommends a return to highlighting the recognition of the Stonewall riots that marked the beginning of the modern LGBT rights movement around the world through an opening event.

In closing, this report is the product of over nine months of planning and consultations with key stakeholders and members of the LGBT community. As such, the recommendations contained within this report are not those of the Community Advisory Panel, but rather, they belong to the community. They honour the many diverse voices of those who came forward to provide input and assistance. In developing solutions, no one method of consultation was emphasized over another. Instead, Panel members considered the totality of the information acquired throughout the entire consultative process, and balanced this information against the social, financial, and political realities facing Pride Toronto to make recommendations that were in the best interests of the community as a whole.

The recommendations contained within this report are intended to kick start a necessary restructuring that *is* possible, despite the challenges that lie ahead. The framework contained within this report is based upon an existing foundation within the LGBT community. That foundation is comprised of skilled and enthusiastic people who generously volunteer their time and talents to Pride Toronto, and on the tremendous goodwill of donors, both public and private, community allies, and the general public, whose support is deeply appreciated. This report is a call to those are committed to Pride, and all that it represents, to come forward to assist Pride Toronto in bringing about the re-emergence of a Pride Week that is a meaningful and authentic reflection of the community’s distinctive history, culture, diversity, and talents, its passion for protest and desire for celebration.

Pride Toronto can be saved. It will only be saved if the community helps to save it.

Recommendations - General

1. Pride Toronto should be saved and its programming considerably downsized.
2. Pride Toronto should continue as a single organization dedicated to serving communities of diverse sexual orientation and gender identity.
3. Pride Toronto should acknowledge wrong and apologize to the community for the pain it has caused.
4. Pride Toronto shall consider that the date of the Festival incorporate the date of the Stonewall riots.

Purpose of Pride

5. Pride Toronto integrate the core priorities as defined in the objects of incorporation – Celebration, Information, Education and Culture – into its mission and values.
6. Pride Toronto build its programming activities aligned with its core priorities
7. Pride Toronto engages in a process to define its core constituencies and address the evolution of the current LGBTTQQ2SA communities towards defining the focused communities to whom it is accountable.
8. The recommended CAP Implementation Advisory revisit and use Pride Toronto's 2005-6 five years strategic plan "Rebuilding Our Pride" to support revitalizing, defining and articulating the purpose of Pride Toronto
9. Pride Toronto make explicit that it is a not for profit organization accountable to its membership, owned by its communities and vested with representing the interests, diversity and diverse sexual and perspectives of the Pride communities.

Governance

10. Pride Toronto hire an interim executive director.
At the time of this report, Pride Toronto finds itself without an executive director. As such, an interim executive director should be hired as soon as possible to enable Pride Toronto to manage the 2011 Pride Festival on a fiscally responsible basis. The interim executive director should not be responsible for implementing any of the longer-term recommendations contained within this report and approved by the Board. The work of the interim executive director should be supported and guided by a Management

Support Group consisting of experienced current and past executive directors or respected community organizations such as the 519 Church Street Community Center or Black CAP.

11. Pride Toronto establish a Board Development Committee consisting of one or two current Board representatives and a majority of community leaders to fill the current vacancies on the Pride Toronto Board. In addition to the vacant Executive Director position, two members recently resigned from the Pride Toronto Board. A committee comprised of a current Board member(s) and community representatives will ensure that effective and trusted new leadership is identified to fill these vacancies. It is recommended that no steps be taken to fill these vacancies until the committee has identified strong candidates to present for consideration by the membership.

Additional Appointments to the Pride Toronto Board

12. The Pride Toronto Board of Directors be expanded to include cross-directors, i.e., persons holding office in other organizations that have cognate interests, such as the 519 Church Street Community Centre, and who are directly interested in and affected by Pride Toronto's programs and activities, such as the local business association. These expanded positions might be non-voting members of the Board.
13. Pride Toronto make arrangements to include, as *ex-officio* members, representatives from important internal constituencies whose concerns have not historically been adequately addressed within the organization including at least: volunteers, trans community, racialized communities, dykes, persons over 40, people with a disability, and seniors.

Board Advisory Committee on Governance

14. Pride Toronto establish a Board Advisory Committee on governance and that membership on this committee consist of at least one Board representative, but consist mainly of people from the community who have the skills and experience necessary to carry out the responsibilities specifically allocated to this committee and to ensure that Pride Toronto's governance structure, its bylaws, and its operations reflect the best practices of not-for-profit corporations. The Board Advisory Committee will assist the Board and its membership in overseeing Pride Toronto's compliance with the applicable municipal, provincial and federal laws; its obligations imposed by its Letters Patent and Bylaws; and with obligations under funding agreements including the reporting obligations imposed by those agreements, e.g., City of Toronto Equity Guide. Furthermore, this committee will ensure that Pride Toronto creates the policies and practices imposed by the City Of Toronto on funding recipients, including as priorities robust equity policies, conflict of interest policies, and a dispute resolution process.
15. Pride Toronto, in cooperation with the Financial and Audit Committee, create and provide systems for the application of standardized checklists and auditing processes at every decision-making level to ensure compliance with its core mandate, as well as with City of Toronto Equity Guide. This recommendation is designed to ensure a balanced representation of cultural activities; a balanced representation of constituents, e.g., trans and racialized communities, persons with disabilities, etc.; and a balanced allocation of funds to advance the Pride Toronto mandate.

16. The Board Advisory Committee on Governance oversee the development of the job description for the hiring of the new executive director and the competition and hiring for that position. It will also formalize arrangements so that that all staff members have appropriate skills and experience, ongoing training, supervision, and regular performance review.
17. The Board Advisory Committee seeks outside expert assistance as needed and is advised to consider the services of the not-for-profit sector, such as Management Advisory Service (www.masadvise.ca), Volunteer Lawyers Service (www.volunteerlawyers.org) and Boardmatch Leaders (www.altruvest.org).

Financial and Audit Committee

18. Pride Toronto must conduct itself in a financially responsible manner.
19. A Financial and Audit Committee be formed consisting of the Treasurer of Pride Toronto and a group of leaders from the community who must have the skills and experience necessary to carry out the responsibilities allocated to the committee. The Financial and Audit Committee will be tasked, as its highest priority, with oversight of the day-to-day financial operations of Pride Toronto to ensure the financial survival of the organization. The committee must ensure prudent, knowledgeable, and accountable financial management. Examples of this prudence include the tracking of cultural expenditures based on Pride Toronto's core mandate; ensuring compliance with conflict of interest stipulations after reviewing that these stipulations are adequate in their application to all purchasing, procurement and sponsorship agreements: see Pride Toronto Purchasing and Procurement Policy, February 8, 2010; and ensuring that the expenditures for fundraising events do not exceed the amount of revenue that they generate.
20. The Financial and Audit Committee oversee the broader multi-year financial horizon as soon as the immediate financial situation is brought under control. More particularly, it will be the Committee's responsibility to ensure that Pride Toronto returns to in-year excess of revenues over expenses in 2011, and that the financial deficit is eradicated by 2013. The financial restructuring of Pride must take account of the activities deemed most meaningful to the members of the community, as revealed throughout the Panel's consultation process.
21. The Financial and Audit Committee engage in proactive disclosure to ensure that the process by which the Pride Toronto budget is developed is transparent and that the budget documents are made available on Pride Toronto's website expeditiously for public reference.
22. The budgeting process be flexible enough to respond to changes of circumstance, e.g., changes in funding, sponsorships, and other support.
23. The budgeting process be informed by reference to the budgets of other Pride organizations and of other organizations with similar purposes.
24. The Financial and Audit Committee oversee the preparation of audited statements for general meetings.

World Pride 2014 Committee

25. A World Pride 2014 Committee be formed and tasked with overseeing the preparations for World Pride. Membership of the World Pride 2014 Committee should be public and should include various community stakeholders.

Community Advisory Panel Implementation / Policy Advisory Committee

26. A Community Advisory Panel Implementation / Policy Advisory Committee be formed comprised of at least one Board representative, but consist mainly of a majority of community leaders, especially those with experience in policy development and strategic planning. It is further recommended that the Board of Pride Toronto work in partnership with this panel. This recommendation proposes the establishment of a committee that would be responsible for oversight of the implementation of the Panel's report and updating the Board and the membership on its progress. This committee would also assist the Board by addressing new policy concerns that arise, which are not contained within this report. This committee would also be responsible for advising the Board and the membership on the format for a review that would take place after the first two years of experience with the Panel's report. This advice would ensure that this review is properly conducted in a timely fashion.

Community Consultations Committees

27. Pride Toronto create and provide budget support as necessary to committees representing marginalized groups within Pride Toronto, e.g., racialized groups, the Trans community. The recognition of these committees will formalize the consultation obligations of the Board to the members of Pride who have expressed marginalization in the past. To further this objective, these committees will meet regularly as necessary and produce reports to the Board, to which the Board must respond in a timely fashion.
28. The Community Consultation Committee consist of the Chairs of the community committees and advise the Board and membership on effective community consultation measures.
29. The Chair of the Community Consultation Committee be an *ex-officio* member of the Pride Toronto Board of Directors.

Substantive Recommendations

30. Pride Toronto revise its membership rules to be simple, reasonable, transparent, and beyond manipulation.
31. Pride Toronto abandons its application for charitable status. For activities that are compatible with charitable status, the Panel recommends creating an arrangement with Community One Foundation to raise charitable donations.
32. Pride Toronto partner with Community One Foundation to organize a long term fundraising strategy to provide reliable stable funding for Pride Toronto so that its ability to deliver on its core mandate is never again threatened by inadequate financing.

33. Pride Toronto diversify its revenue stream to align its operations with its mandate and core commitments. This recommendation involves decreasing dependence upon government funding and corporate funding, generally while developing stronger and more diversified relationships with reasonable and supportive corporate sponsors.
34. Pride Toronto increase donations through the development of giving campaigns that engage the LGBT community members and that these campaigns also empower those communities to have influence over Pride Toronto's policy development.
35. Pride Toronto develop a template for measuring principle-based decision-making in regard to sponsorship consistent with its core mandate. The Panel recommends a score-card such as the one set out below that serves as an audit and tracking tool. This scorecard enables all participants at every level (corporations, Pride Toronto management, and community members) to evaluate sponsorship decisions and ongoing relationships.

Trans Lens

36. Cease trans tokenism
37. Provide trans peoples equitable access to resources & funds
38. Engage in the trans political process
39. Cease employment discrimination against trans peoples
40. Provide trans peoples access to services
41. Include trans peoples in governance
42. Use respectful language with trans peoples
43. Use respectful portrayals and imagery of trans peoples
44. Include trans peoples in environmental mapping & priority setting
45. Include trans peoples in outreach and development access

Community Relations

46. Pride Toronto develop a community engagement strategy involving specific proactive outreach and consultation efforts with all members of the community, and in particular, communities that consistently reported poor relations with Pride Toronto.
47. Pride Toronto effectively communicate its community engagement strategy along with the results of its engagement efforts.
48. The Pride Toronto Board be restructured to establish positions for members of specific community representatives and specific community organizations to better reflect the views of such communities in the planning and administration of Pride Toronto operations.

49. The governance of Pride Toronto be restructured to provide consultation forums or “caucuses” of communities of shared identity.
50. Pride Toronto provide increased opportunities for community groups, organizations, and individuals to manage their own programming at the Pride festival.
51. Subcommittees are established with defined terms of reference and a scope of authority that does not require further board decisions. The formations of the following subcommittees, at minimum, are recommended: Parade, Dyke March, Trans March, Community Fair, Human Rights – International, Human Rights – Domestic, Blockorama*, and Entertainment. Subcommittee membership should be open to the public.
52. Pride Toronto post a map of locations in the Community Fair allowing community organizations to self-select their preferred locations.
53. Pride Toronto utilize a system of themed areas for the Community Fair to allow for like interests to be located in close proximity.
54. Pride Toronto establish strong relationship agreements with existing community resources to assist with developing programming content for the Pride festival.
55. Pride Toronto develop performance measures that enable it to evaluate the deployment of its resources and the effectiveness of its activities against stated goals and objectives.
56. Pride Toronto partner with the Canadian Lesbian and Gay Archives to provide recognition of the LGBT movement in Toronto and Canada. Such recognition should explicitly include the role of diverse people on the basis of race and ethnicity, gender, gender identity, age, and sexual orientation.
57. Pride Toronto select an issue each year and encourage all contingents to have some way of reflecting it. This suggestion is distinct from a theme in that it is more advocacy-oriented.
58. Pride Toronto develop a community service charter or code of conduct that would outline the expected behaviours and practices of Pride Toronto staff and volunteers vis a vis the community. This code would include clear guidelines for the treatment of community members by Pride Toronto staff and volunteers.

First Nations, Métis, and Inuit Communities

59. Pride Toronto have clearly identifiable First Nations Two-Spirited LGBT representation during Pride programming in collaboration with First Nations communities.

Language Access

60. Pride Toronto have at least one entertainment or cultural program with a French component, in partnership with a local French gay organization.
61. Pride Toronto build a strategy for increasing opportunities for multilingual engagement with its communities.

Racialized Communities

62. It is recommended that as Pride Toronto continues to engage in international human rights advocacy, that it do so in partnership with individuals and organizations from other countries and here in the city, and that outreach be done inclusive of the languages of those countries or communities.
63. Pride Toronto develop a community engagement strategy that brings Pride Toronto face to face with racialized communities and all members of the LGBT community.
64. Pride Toronto develop a strategy and partnerships with targeted equity and inclusion initiatives.
65. Pride Toronto change the governance and operational committee structures to ensure representation and reflection of the City's racialized LGBT demographics and diverse LGBT sexual politics.
66. Pride Toronto develop an internal review of the organization structure and operations.
67. Pride Toronto diversify the volunteer pool through targeted community outreach.
68. Pride Toronto conduct targeted outreach to ensure diversity within the pool of coordinators recruited annually.
69. Pride Toronto implement a fulsome orientation process for all staff and volunteers, with content inclusive of the role and contributions of racialized communities and individuals in the LGBT movement.
70. Pride Toronto provide increased investment of resources in Blockorama and work with the community to identify a long-term location for the stage.
71. Pride Toronto expand its community programming to reach LGBT communities that have been neglected or rendered invisible, specifically Two-Spirited, Trans, Deaf, youth, and to community members with disabilities.
72. Pride Toronto implement a vendor and sponsorship policy that ensures vendors and sponsors are aligned with the mission, vision, and values of Pride Toronto.
73. Pride Toronto develop community-informed and transparent criteria for choosing the International Grand Marshall.
74. Pride Toronto create an advisory World Pride International Human Rights committee comprised of activists, groups, and organizations across the country to develop the human rights program for 2014.
75. Pride Toronto provide tangible support, including funds, to LGBT organizations in the country or area of focus of Pride Toronto's annual human rights program.
76. Pride Toronto develop sponsorship and fund development strategies that are linked to supporting community involvement. This could enable partnerships with corporate sponsors and community organizations serving LGBT communities, thus eliminating the displacement of the community by corporate sponsors.

77. Pride Toronto integrate inclusion and equity agenda and initiatives in all committee and programming activities.

Accessibility and People with Disabilities

78. Pride Toronto address issues of accessibility, further to the *Accessibility for Ontarians with Disabilities Act* by providing additional space and support for people with disabilities to both participate in and view the Sunday Parade.
79. Pride Toronto include additional exits among the barriers to allow more opportunities for participants with mobility challenges to exit the Parade pathway.
80. Pride Toronto address issues of accessibility inside and outside its office space to ensure compliance with the *Accessibility for Ontarians with Disabilities Act*.
81. Pride Toronto review its policies regarding escorts to allow more escorts to be in accessibility viewing areas.
82. Pride Toronto establish a working group with members of the Ontario Rainbow Alliance for the Deaf to implement various recommendations addressing ASL interpretation issues and other access issues.
83. Pride Toronto security staff be trained in customer service and cultural competence to ensure respectful engagement with all Pride participants.

Age (Youth, Family, Older)

84. Pride Toronto reorient some of its programming and gear it toward audiences of a more diverse age range.
85. Pride Toronto establish or showcase a Queer parenting community fair and marketplace, featuring Queer resources, books, family entertainers, toys, and information about drop-in centres, support groups, etc., as well as increase the promotion of the availability of these services.
86. Pride Toronto offer additional water and cooling stations and work to remove the requirement that attendees dispose of water bottles when entering a licensed area.

Business Community

87. Pride Toronto consider “outsourcing” beer gardens to the community and/or organizations such as the Business Improvement Association.
88. Pride Toronto work with the Church-Wellesley Business Improvement Association (BIA) and local businesses to review the site plan to ensure that business and Pride Toronto interests can be better realized.

Other Pride Organizations

89. Pride Toronto document and publicize its relationships with other Pride organizations.

Corporate and Government Funding

90. Pride Toronto diversify its revenue stream to decrease its reliance upon corporate funding, and reinstate control to Pride Toronto and the communities it serves.
91. Pride Toronto consider introducing fees for participation in or attendance at certain events and activities.
92. Pride Toronto ensure that its corporate sponsors are reasonable and supportive of the LGBT community overall. This recommendation proposes the development of criteria or a mechanism by 2012, which would assess the quality of its corporate sponsors. This mechanism would assist Pride Toronto in evaluating the effectiveness of its sponsors in advancing their LGBT diversity to greater levels. Sample questions asked of sponsor companies may include the following:
 - Does your organization have an LGBT employee affinity/resource group?
 - What is the membership base?
 - What is the composition of LGBT versus allies?
 - Does your organization offer LGBT/same sex benefits?
 - Do you measure the participation of LGBT individuals in your benefits program?
 - Does your organization proactively hire LGBT individuals?
 - Does your organization do LGBT on-boarding as part of the new-hire process?
 - Does your organization use inclusive language?
 - Does your organization have “out” executives and/or senior management?
 - Does your organization offer LGBT mentoring opportunities?
93. Pride Toronto develop a sponsorship template by 2012, that explicitly states the benefits afforded to corporate sponsors, and clearly articulates what benefits are included and excluded in return for sponsorship. For example, corporations cannot, and will not influence programming of the festival.
94. Pride Toronto post the reasons for supporting the corporate sponsors they choose.
95. Pride Toronto end the “toonie drive” and implement a more assertive on-site, street fair, and entertainment stage fundraising strategy at the entrances of the street closure area.
96. Pride Toronto implement a simplified tiered pricing strategy and/or rewards for small businesses and/or community organizations to participate in the community fair.

Culture and Entertainment

97. Pride Toronto expand from its current focus on spectator and audience entertainment to include participatory, cultural development, including a broader definition of the arts, and forums for LGBT community expression.
98. Pride Toronto establish an Information and/or Education committee to develop initiatives regarding information and education about LGBT culture in Toronto. Pride Toronto establish training opportunities for staff and volunteers to learn about LGBT culture in Toronto.
99. Pride Toronto reorganize the Community Fair such that community groups providing information and education are closer to the main area of Church and Wellesley Streets, and in other higher-visibility areas.
100. Pride Toronto provide a prominent venue and the publication of opportunities for local Queer artists to participate in Pride festival events.
101. Pride Toronto establish a forum where more established Queer artists can have an opportunity to meet emerging artists.
102. Pride Toronto establish a partnership with arts organizations, such as Buddies In Bad Times Theatre and the Inside Out Film and Video Festival to identify opportunities for Pride Toronto to participate in development and/or promotion of local artists.
103. Pride Toronto integrate diverse local LGBT artists on all stages and that Pride Toronto establish an exclusive stage for local Queer artists.
104. Pride Toronto establish a goal of facilitating capacity building opportunities for emerging local artists.
105. Pride Toronto pay local artists in addition to paying more established artists.
106. Pride Toronto undertake financial disclosure to better illustrate the financial relationship between entertainment costs and revenues.
107. Pride Toronto document sponsorship relationships, if any, which require certain types of entertainment and/or certain levels of beverage sales.
108. Pride Toronto undertake surveys (of all constituents not just attendees) of culture and entertainment preferences to help ensure that entertainment is more inclusive of community preferences.
109. Pride Toronto track and publish the sexual orientation or gender identity of performers.
110. Pride Toronto undertake specific consultations with members of the trans and racialized communities regarding cultural programming.

Marches and Parade

111. Pride Toronto should have clear and transparent rules of universal application governing participation in its Parade and marches. The rules should be consistent with and designed to advance the purposes of Pride Toronto. The rules must be consistently and fairly enforced for all participants through a new Pride Toronto dispute resolution process that ensures due process for all.
112. Once Pride Toronto adopts these rules, it is important that the rules remain consistent and in force for a set period without change in order to stabilize Pride Toronto. Frequent and dramatic changes of rules in response to political pressures from inside or outside the queer community must be resisted. Equally importantly, Pride Toronto should commit to a formal process of review of its parade and march participation rules and dispute resolution process after the initial trial process has been completed.
113. Pride Toronto must provide adequate training about the new rules to its volunteers, especially Parade Marshals, and to proposed participants in the Parade or the marches.
114. All participants in the Pride Parade and marches must agree in writing to abide by the rules of Pride Toronto governing the Parade or the march in question, and to submit any dispute about the application of those rules for binding resolution through the Pride Toronto dispute resolution process. Any group that refuses to provide these undertakings must be officially barred from participating in the Parade or the march in question.
115. All groups applying to participate in the Parade or a march must complete an undertaking to abide by Pride Toronto's anti-discrimination policy. Included in this undertaking will be the following phrase ***"The applicant will not present images or messages that promote or condone, or may promote or condone, violence, hatred, degradation or negative stereotypes of any person(s) or group(s)."*** Allegations that this undertaking has been or will be violated by any group, like other allegations of rule violations, will be resolved through the Pride Toronto dispute resolution process. Groups violating this undertaking or other Pride Toronto rules may be subject to sanctions, including being denied the right to participate in the current or future Parades or marches. (Appendix A)
116. Each year the Parade should feature an "Honoured Community" from among the sexual and gender minorities served by Pride Toronto.
117. Commercial participation in the Parade and marches will be governed by the following criteria:
 - a. All commercial entries in the Parade and marches must meet Pride Toronto's general rules regarding minimum equity (queer community support) standards;
 - b. An "Honoured Business" should be selected by a committee or subcommittee established for this purpose each year with representatives from business organizations. The object of this honour would be to recognize those corporations or other commercial entities that have a record of excellence in their support of their queer employees or their commitment to the queer community at large. The business selected would have a right to an entry in the first section of the Parade identified as the winner of the "Honoured Business Award";

- c. Businesses with queer employee affinity groups, or umbrella organizations such as Pride at Work that promote queer employee affinity groups, should be encouraged to participate in the first section of the Parade with the name and logo of their employer, provided that they are clearly identified as the employer's affinity group and there are no additional commercial messages;
 - d. Businesses will be entitled to sponsor non-commercial entries in the parade, and to indicate their sponsorship with the business name and logo provided that the sponsor's identifying information must be less prominent than the sponsored group's information;
 - e. Other purely commercial messages will be banned from the Parade and marches;
 - f. Any restrictions on commercial messages in the marches other than (a) and (e) will be determined by the committees of Pride Toronto responsible for those marches.
118. The Parade will be divided into three sections as follows:
- a. The first section (tentatively named "Celebrating Our Communities") will be open only to those groups who commit to limiting their entry's message to issues expressly and directly about sexual orientation and/or gender identity;
 - b. The second section (tentatively entitled "Diverse Voices United") will be open to groups who do not wish to have messages that are limited to messages directly and expressly about sexual orientation and/or gender identity. Such additional messages will be permitted provided that (i) the group also delivers a message expressly and directly about sexual orientation and/or gender identity that is more¹ prominent than the additional message or messages, (ii) the additional message is not a purely commercial message, and (iii) the additional message does not violate the Parade's anti-discrimination rule, including the undertaking to abide by Pride Toronto's anti-discrimination policy;
 - c. The third section (tentatively entitled "We Are Family") will be for individuals who wish to march as individuals and not as members of groups. Individuals will be expected to abide by Pride Toronto rules banning purely commercial messages, and images or messages that promote or condone, or may promote or condone, violence, hatred, degradation or negative stereotypes of any person(s) or group(s).
119. In the Parade, an escalating fee structure should be imposed for groups in excess of 50 individuals. A firm ceiling of 200 individuals should be imposed on all groups. The purpose of this rule is to ensure that newer or more marginalized groups are not swamped by a larger or more established group, the size of the Parade is kept manageable, the diversity of the Parade is encouraged and additional sources of independent revenue are created for Pride Toronto.
120. The Parade should remain an inclusive and diverse event including celebration and protest, as one of the highlights of the Sunday that ends Pride Week.
121. The weekend that commences Pride Week should be designated as Stonewall Day(s), to remember our past and accent our communities' tradition of protest and dissent. Stonewall Day would be organized by Pride Toronto's Human Rights Committee or a special Stonewall Day Committee working with Pride Toronto's

¹ There is a dissenting view among the panel on this point. It was suggested that the message about sexual orientation and/or gender identity should need to only be at least equally as prominent as the additional message or messages.

Human Rights Committee. Education activities must be integrated throughout Pride Week, including the closing Parade and the two marches. Stonewall Day should be developed as a day to especially showcase a broad range of human rights issues, including sexual orientation and gender identity issues. In order to recognize intersectional human rights issues, Pride Toronto should select one such issue each year as a special intersectional human rights theme. The precise format and content of events on Stonewall Day could be based on the New York City approach and could be a rally in a prominent public space such as Nathan Phillips Square or Queen's Park. However, the Panel does not wish to insist on any particular activity being either included or excluded. This must be allowed to evolve, and decisions must be made by the organizers in part based on logistical issues such as resources, available spaces, permits, availability of speakers and the support of community partners. The Panel recognizes that it may be too late to develop this concept fully for this year's Pride Week.

122. Other than the undertaking to abide by Pride Toronto's anti-discrimination policy and the general rules regarding commercial participation, the dyke community through Pride Toronto's Dyke March Committee must determine the rules for participating in the Dyke March.
123. Pride Toronto should encourage its Dyke March Committee to reach out to the organizers of the Take Back the Dyke March to attempt to restore unity, if possible.
124. Other than the undertaking to abide by Pride Toronto's anti-discrimination policy and the general rules regarding commercial participation, the Trans community through Pride Toronto's Trans March Committee must determine the rules for participating in the Trans March.
125. Pride Toronto should continue to seek and obtain government support for its important cultural and educational activities. However, in order to reduce Pride Toronto's vulnerability to political pressures or ideologically motivated funding decisions, Pride Toronto should move to a budgetary model that ensures that the Parade, the Dyke March, the Trans March, and Stonewall Day activities do not receive any government funding.
126. Pride Toronto should continue to seek and obtain meaningful commercial support from corporate sponsors who meet Pride Toronto's equity criteria for its activities, including the Parades and marches. However, Pride Toronto must ensure that it has both diverse sources of revenue and diverse sources of commercial funding, so that it does not become unduly vulnerable to funding cuts by commercial sponsors who become unable or unwilling to support Pride Toronto.
127. In reordering its finances this year, Pride Toronto must demonstrably recognize that the community has clearly identified the community's top preservation events as the Parade, the Dyke March and the Trans March. Pride Toronto must operate in a financially prudent manner so that these and other activities are not imperiled.
128. Despite the clear need for additional financial restraint and prudence by Pride Toronto this year, adequate support must be given to the Dyke March and the Trans March as central priorities of our community. In determining what is adequate, Pride Toronto must have particular regard to the marginalized nature of the Trans community and the special challenges faced by that community, including high levels of unemployment and poverty. Previous and current support levels to the Trans

March have been, and are, woefully inadequate. This lack of tangible support has contributed to the poor relationship between the Trans community and Pride Toronto.

Dispute Resolution

129. Pride Toronto establishes a robust, fair, and independent dispute resolution process to be known as the Pride Toronto Dispute Resolution Process (Pride Toronto DRP). The Pride Toronto DRP must be binding on Pride Toronto and groups or persons who wish to participate in Pride festival activities. Details are included in the next section under Complaints and Appeals – Human Rights & Anti-Harassment Policy. It is up to the Board and the members of Pride to decide on the principles that will guide Pride Toronto, and to establish the rules that will carry out those principles. However, neither the Board nor management should be called upon to make final decisions on whether the rules have been broken.
130. That as a condition of becoming a member of Pride Toronto or participating in the Parade or marches that groups or individuals agree to be bound by the Pride Toronto DRP.

With regards to participation in the 2011 Pride Parade, Pride Toronto shall forthwith post lists of all groups who participated in the 2010 Pride Parade. All such groups will be deemed to have applied on the date this policy is approved by the Pride Toronto Board. For new applicants and future parades and marches, Pride Toronto shall post on its website the names of any applicants, the nature of their application (sponsor, Pride Parade, Dyke March, etc.) and their proposed message(s). Anyone wishing to object to an applicant will have 15 days to object to the Pride Toronto DRP.

131. Pride Toronto adopts the process recommended in this report for the DRP.

Advocacy regarding Alcohol Rules

132. Pride Toronto participate in initiatives with other outdoor festivals to advocate for provincial reform of Alcohol and Gaming Commission regulations or stipulations with respect to serving alcohol in enclosed areas.

Thanks and Support for Volunteers

133. Pride Toronto ensure adequate guidance and support to its volunteers to prevent burnout and turnover among those whose skills and enthusiasm are required to ensure its success going forward.

BACKGROUND

CAP 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.

CAP Objectives

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

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

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

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.

EXECUTIVE SUMMARY

134. Appendix - Recommended Organizational Governance Structure of Pride Toronto

