

# **LGBTQ Community Engagement Strategy**

## **Pan/Parapan Am Games Toronto 2015**

### **PrideHouseTO Leadership Team**

#### **TERMS OF REFERENCE**

#### **PREAMBLE**

The strategy recognizes the unique expertise that Member Organisations bring to the table and we are committed to working together effectively and collaboratively to advance the overall objectives of the Project. The Leadership Team functions in a role similar to a Board of Directors in an incorporated body. In this role, the PrideHouseTO Leadership Team is responsible to establish and lead the development, implementation, evaluation and documentation of a LGBTQ-inclusive experience during, leading up to, and following the Toronto 2015 Pan/Parapan Am Games.

This will be achieved by working together to:

1. create the model for an LGBTQ friendly multi-sport games;
2. profile and celebrate LGBTQ champions in sport;
3. celebrate sports and the LGBTQ communities across The Games' venues;
4. profile diversity and ability of participation in sports from recreational to competitive;
5. raise awareness of issues relating to homophobia/transphobia in sport and LGBTQ rights in sport and in the Pan-American region across local and international audiences; and
6. create a community legacy from the games including the legacy of a stronger, more cohesive LGBTQ community.

The Leadership Team will do so by establishing an action plan that:

1. includes a four-pillar community engagement plan - Policy Advocacy, Village Festival, Community Ambassadors, and the Community Hub - integrated and effectively coordinated to achieve the Project goals;
2. develops and maintains effective positive partnership relations;
3. develops Project-wide branding, communications and marketing strategies;
4. effectively utilizes creative outreach and recruitment strategies to foster volunteer engagement;
5. resources the strategy through partnership, collaboration and sponsorship opportunities; and
6. effectively manages the relationship with TO2015.

This will be achieved by ensuring adherence to the following priorities:

1. Creating dedicated spaces for LGBTQ events, initiatives and celebrations during The Games and acting as a welcoming host to ensure that everyone with an LGBTQ focus feels welcome in our cities.
2. Celebrating the LGBTQ community within the athletes' community and the communities participating in The Games.
3. Promoting LGBTQ human rights to Participants from all Pan American countries.
4. Promoting health and wellness in the LGBTQ community.
5. Setting a new standard for LGBTQ inclusion in major multi-sport games.
6. Supporting a collaborative effort amongst a broad array of LGBTQ partners.
7. Integrating an LGBTQ focus into all aspects of The Games related to athletes, coaches, officials, volunteers, conferences and TO2015 outreach activities to the furthest extend possible within The Games infrastructure.
8. Providing a platform to profile and celebrate LGBTQ role models in sport and LGBTQ community sports groups.
9. Being the model of a good citizen for the Games through our actions, participation and representations in all facets of our work.

## 1. DEFINITIONS

In this document:

“LGBTQ” means Lesbian, Gay, Bisexual, Transgender, Transsexual, Intersex, Two-spirited, Queer or Questioning people, and all other members of the sexual- and gender-diverse communities.

“The Games” or “Toronto 2015” means the Toronto 2015 Pan/Parapan Am Games.

“TO2015” means the Organising Committee for the Toronto 2015 Pan/Parapan Am Games.

“Participant” means any athlete, coach, trainer, official, guests or spectator who is attending The Games.

“Member Organisations” means the LGBTQ community organisations engaged in leading the LGBTQ Community Engagement Strategy as part of the PrideHouseTO Leadership Team.

“Member Organisation Board” or “Board” when used in the context of a Member Organisation means the group of people, governing body or senior members of that specific organisation, which may be called a board of directors, a collective, an executive, a steering committee, or some such other name that that organisation has chosen. To meet the definition of “Member Organisation Board”, this individual or body must have the ability to bind the organisation and in so doing commits to, and demonstrates broad organisational commitment to, the Project.

“PrideHouseTO Leadership Team” or “the Leadership Team” means the association of organisations that together are the organisers and host of the LGBTQ community engagement strategy and activities for The Games.

“Trustee” means an organisation per section 2.3.

“The Project” means all activities, tasks, initiatives, and other work to support PrideHouseTO and all of its facets, including all work done by the PrideHouseTO Leadership Team and all of its working groups and their agents.

“Project Terms of Reference” means this document, including all appendices and addenda.

“Voting Member Organisation” means a member organization that has legal standing as a corporation or government agency.

## 2. TEAM COMPOSITION AND RELATIONSHIP STRUCTURE

Membership on the PrideHouseTO Leadership Team is made up of representatives from a variety of organisations engaged in leading the LGBTQ Community Engagement Strategy for the 2015 Pan/ParaPan Am Games in Toronto. Specifically, it includes the co-chairs of each of the working groups (outlined in 2.4), as well as other organisations that bring a specific skill, experience or understanding to the planning and delivery process. Additional organisations will include diverse groups such as those representing aboriginal, disabled, and ethno-cultural communities as well as communities hosting games events outside Toronto (if those communities are not otherwise represented in the Leadership Team membership).

### 2.1. Current Member Organisations

The PrideHouseTO Leadership Team consists of all those organisations that:

- Have sent a representative to meetings of the leadership team
- Demonstrate organisational support for the PrideHouseTO project
- Are accepted as a member organisation by a 2/3 majority vote of the leadership team

The Members Organisations at the initiation of the Project are listed in “Appendix A” to this document. The appendix will be amended as necessary throughout the course of the Project.

Member Organisation will forward written evidence of their organisation’s consent to the Trustee. The Trustee will maintain an up-to-date list of the current members and their primary representative on the Leadership Team to ensure consistent communication.

### 2.2. Leadership Team Co-Chairs

The Leadership Team will be co-chaired by two individuals determined by a vote of the Leadership Team. Co-Chairs are responsible for setting the Leadership Team’s agendas, coordinating the Leadership Team, and helping to frame the tone and direction of the Leadership Team’s meetings and work.

To be eligible to be a co-chair, an individual must satisfy the three following criteria:

- Able to make the personal commitment to the responsibility, effort and commitment required to successfully play the role of Co-Chair

- Is endorsed by a Leadership Team member organisation
- Is supported by a 2/3 of the leadership team, as demonstrated by vote

Two co-chairs will be selected for the duration of the project with a term that ends on December 31, 2015. If a Co-Chair no longer meets any of the three criteria, a new Co-Chair will be selected per the criteria above.

### **2.3. Trustee Organisation**

A Member Organisation will be selected by the Leadership Team to play the role of Trustee over the course of the planning, delivery, evaluation and documentation of the PrideHouseTO / LGBTQ Community Engagement Strategy. As Trustee, this organisation will help to centralize administration and financial management of Project-wide resources. This organisation will provide staff and organisational resources, and credibility and accountability to partners and sponsors through its established systems of financial policy, audits and management oversight. The Trustee must be a charitable organisation, able to accept charitable donations for appropriate elements of the Project.

Within one (1) month of selecting a Trustee, a memorandum of understanding (MOU) will be drafted for approval which will detail the relationship and accountabilities between the Trustee and the Leadership Team. The MOU will include details regarding:

#### **2.3.1. Financial Management**

The Trustee will maintain a separate set of accounts for the financial resources of the Project. The Trustee will manage the Project's finances in strict adherence to the budget approved by the Leadership Team. Any financial decisions which are not reflected in the approved budget must be brought to the Leadership Team. The Trustee will produce financial statements as required by the Leadership Team throughout the Project.

#### **2.3.2. Policy and Accountability**

The Leadership Team operates with the support of the Trustee and as such agrees, when there are intersecting matters of accountability and public credibility that the Trustee's applicable policies, notably those relating to conflicts of interest, procurement, anti-discrimination and financial management

will be applicable. These policies will be reviewed at the beginning of the Project as part of the Trustee selection process.

### **2.3.3. Selection and Separation**

The selection of a Trustee must be made by a 2/3 majority vote if consensus cannot be reached. The selection must be ratified by the Board of the potential Trustee Organisation.

The Trustee may sever its relationship with the Leadership Team by passing a Board resolution indicating the same and delivering a copy of said resolution to the Leadership Team. The Leadership Team may sever their relationship with the Trustee by a 2/3 majority vote.

If either party chooses at any point to discontinue the Trustee relationship, any funds remaining with the Trustee at the time of separation will be returned to the funders and grantors from which they came. With the permission of the funder or grantor, the former Trustee may transfer the funds to a new Trustee duly selected by the Leadership Team.

## **2.4. Programming Working Groups**

Each of the four Working Groups (Community Hub, Community Ambassadors, Policy Advocacy and Village Fair) will be led by two co-chairs with the support of the co-chair's respective member organisation.. These organisations will provide a link between the Leadership Team and the work being accomplished at the program level to ensure Project-wide support and brand consistency; in addition to their role of leading and shaping the broader Project strategy. The Leadership Team must approve the terms of reference, membership , co-chairs and programming strategies for each of the working groups.

It is recognized that once the overall strategy and action plan is developed and approved, the Working Groups have delegated authority to implement the plan and are not required to seek approvals on operational matters except where restricted by the Leadership Team. Working Groups will provide formal progress reports to the Leadership Team as scheduled.

## **2.5. Logistic Working Groups**

The Leadership Team will create Logistic Working Groups for areas such as 'Sponsorship and Fundraising', 'Volunteer Engagement' and 'Promotion and Marketing'. These

Working Groups will be composed of individuals recruited by the Leadership Team to support Project priorities. The Leadership Team must approve the terms of reference, membership and strategies for each of the working groups.

## **2.6. Relationship with the TO2015 Organizing Committee**

The PrideHouseTO Leadership Team is an independent committee/organisation working in collaboration with TO2015 to develop a number of community engagement activities as part of the Toronto 2015 Games. The Leadership Team values its relationship with TO2015 and will maintain a strong, integrated form of partnership to the greatest extent possible. The Leadership Team will invite a liaison from TO2015 to attend all Leadership Team meetings and will keep that liaison and thus TO2015 up-to-date via meeting minutes. The Leadership Team Co-Chairs will work in partnership with the Trustee to provide additional support to the partnership through continued communication and meetings where necessary.

## **2.7. Relationship with the PrideHouseTO Advisory Council**

The Leadership Team will recruit an Advisory Council – a group of influential community thought-leaders who will act as champions of, and public cheerleaders for, the Project. The Council will consist of individuals who are able to rally resources, support and attention for the Project and provide high-level wisdom and advice to the Leadership Team. The Leadership Team will meet with the Advisory Council at least annually to review the strategy and solicit input and feedback. The Leadership Team's Co-Chairs will work in partnership with the Trustee to engage the Advisory Council between meetings and will prepare an Executive Summary of the Leadership Team's minutes for the Council's information.



## **3. GOVERNANCE AND PROCESS**

### **3.1. Overall Governance Relationship**

The PrideHouseTO Leadership Team is an unincorporated collaboration of the LGBTQ community, represented by supporting Member Organisations (or equivalent bodies).

Participation is defined by each organisation's interest and commitment to working within and supporting the overall LGBTQ community engagement strategy. It is recognized that each participating Member Organisation is independent of each other and has distinct mandates and organisational priorities.

Leadership Team members will govern themselves in the spirit of organisational and community accountability, ethical decision-making, fiscal responsibility and in the best interests of advancing the Project objectives.

### **3.2. Decision-Making**

The Leadership Team will attempt to reach consensus in its decisions. Where consensus is not possible and meetings move into a process of voting, formal debate and discussion, Roberts' Rules of Order will be applied. Organizations that are members but do not qualify to vote may participate actively in discussions however only Voting Member Organisations may cast a vote at the Leadership Team.

To clarify, the selection or removal of members, Co-Chairs, the Trustee, or Programming Working Group Co-Chairs requires a 2/3 majority of Member Organisations present in accordance with Roberts' Rules. All other decisions require a simple majority of those present at the meeting where business is being conducted.

The inability to reach a consensus will not be viewed as a failure; rather every decision will be viewed as a desire to reach unanimous vote until it becomes clear that complete consensus cannot be reached.

Member Organizations should be given at least 1 week notice of a meeting of the Leadership Team. In order for quorum to be established at a meeting of the Leadership Team, the following must be in attendance:

- Member Organisations who together constitute at least 50% of the current Members.

- At least one Co-Chair
- The Trustee

Business cannot be conducted without a quorum. If the co-chairs or Trustee fail to attend two consecutive meetings about which they were duly notified, and over 50% of current Member Organizations are present, they may appoint a chair and conduct business regardless of the quorum expectations set out above.

### **3.3. Conflict Management or Project Disagreement**

In the event that there is significant disagreement across the Member Organisations, it is agreed that decisions will be made in the best interest of the Project goals and objectives noted in the preamble of this document.

### **3.4. Board Mandate and Membership**

In order to ensure stability and transparency in the planning process leading up to The Games, Member Organisations will obtain a mandate from their Board to operate within the Project Terms of Reference and to participate in the community engagement strategy, the Leadership Team and, where applicable, their role as Co-Chair of a programming area. This is intended to ensure organisational commitment and support for the community engagement strategy. Similarly, Member Organisations can discontinue their membership by providing written notification to the Leadership Team of the resolution of said Member Organisation's Board to discontinue membership. Such notification should be delivered via the Co-Chairs.

Member Organisations may be represented at meetings by any person deemed by the Member Organisation to represent that organisation. However, in order to ensure timely effective meetings, Member Organisations agree to appointment individuals who are senior enough within their organisation and have the authority / are empowered to make decisions on behalf of their organisation. It is up to each organisation (or equivalent body) to outline its internal mechanisms for accountability, representative selection and communications regarding the Project.

### **3.5. Consistency and Meeting Preparation**

Throughout the Project, Member Organisations are expected to ensure consistency in representation at Leadership Team meetings. In exceptional circumstances when an alternate representative is attending, each Member Organisation agrees to ensure that

this representative is well-briefed on the Project and their organisation's role in PrideHouseTO.

### **3.6. Spokesperson Policy**

The Leadership Team will develop a spokesperson policy which will outline who may speak on behalf of the Leadership Team in the media and with partners.

### **3.7. Meeting Frequency**

The Leadership Team will meet on at least a bi-monthly basis until the action plan is developed and approved and at least quarterly thereafter until the conclusion of the Project.

## LGBTQ Community Engagement Strategy Pan/Parapan Am Games Toronto 2015

### PrideHouseTO Leadership Team

#### Appendix A: Founding Member Organizations

The following organisations are founding members of the LGBTQ Community Engagement Strategy and affirm this Terms of Reference document to be the foundational document of our collaboration.




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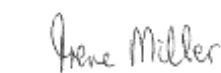
Shawn D. Sheridan, Chair  
OutSport Toronto

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Sam Hammond, President  
Elementary Teachers' Federation of Ontario

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Liz Devine, Co-Chair  
Church Wellesley Village BIA

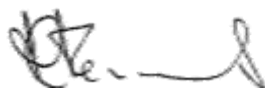



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Irene Miller, President  
Toronto PFLAG

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Helen Kennedy, Executive Director  
Egale Canada Human Rights Trust




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Kevin Beaulieu, Executive Director  
Pride Toronto




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Bradley Bostock, Chair  
Gay and Lesbian International Sport Association  
(GLISA) – North America




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David Rayside, Acting Director  
University of Toronto – Mark Bonham Centre




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Neill Kernohan, Chair  
Ontario Public Service Pride Network

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Maura Lawless, Executive Director  
The 519 Church Street Community Centre




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Ryan Tolofson, President  
Ontario Gay and Lesbian Chamber of  
Commerce

# LGBTQ Community Engagement Strategy

## Pan/Parapan Am Games Toronto 2015

### PrideHouseTO Leadership Team

#### Appendix B: Additional Member Organizations

The following organisations are members of PrideHouseTO and affirm this Terms of Reference document to be the foundational document of our collaboration.

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Peter Armstrong,  
FrancoQueer

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Stephen Tang  
Ryerson University

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