



Guelph Pride Strategic Plan – 2014

Reflecting on 10 Years of Pride

Guelph Pride

Out On The Shelf

Dillon March

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Version 1 – July 16, 2013

Version 2 – July 18, 2013



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1. Introduction

Guelph Pride Week 2013 was extremely successful in bringing together Guelph community members from various social groups and organizations to celebrate Guelph's diversity and queer¹ history. During Guelph Pride Week 2013, feedback was collected from community members. Following Pride Week, an online survey was released and collected further feedback. The Guelph Pride Committee also met to debrief from the week and suggest recommendations for the next year of events. The recommendations and feedback have been taken into consideration and have driven much of the structure of this strategic plan. This Strategic Plan will be used as a foundation on which Guelph Pride events will be structured for future years. Any questions or concerns about this strategic plan should be directed to the Chair of the Guelph Pride Committee who can be reached via e-mail at chair@guelphpride.com.

¹ Queer includes, but is not limited to, lesbian, gay, bisexual, transgender, transexual, intersex, intergender, queer and questioning, pansexual, asexual, ally, two-spirited, polygender, and gender neutral. It is used to be inclusive of all gender and sexual identities.

2. Letter from the Chair

Dear Community Members,

Thank you for taking the time to read Guelph Pride's Strategic Plan! This plan is comprised of all feedback from community members in 2012 and 2013 as well as feedback given by the Guelph Pride Committee in 2013. We have summarized this feedback and it is available later on in the document. We felt that developing this document was essential for the growth of Guelph Pride as an organization which continues to grow drastically each year.

Guelph Pride's success is all thanks to our community members. The events would not be as successful as they have been without your support; and the committee would like to thank each and every one of you. We would also like to send a special thank you to those who took the time to fill out our surveys. We take our survey results very seriously, and they play an important role in the planning of each year's pride events. We hope that you will all continue to support us in the upcoming years as we build our events to make them even bigger, while maintaining the "Guelph-like-feel" of each event, as noted by one of our community member surveys.

We hope that you enjoy our Strategic Plan. If you have any questions, concerns, or comments, please do not hesitate to contact me at chair@guelphpride.com.

Thanks again!



Dillon March

Chair | Guelph Pride Committee

Out On The Shelf

E: chair@guelphpride.com

W: www.guelphpride.com

F: "Official Guelph Pride"

Tw: @PrideGuelph

3. Mission Statement

Guelph Pride exists to organize an annual event to celebrate and bring together Guelph's Queer community, their friends, families, and allies of all ages in a safe, welcoming environment.

4. History

Many major Canadian cities run their own Pride events including Toronto, London, Vancouver, and Kitchener-Waterloo. A number of Guelphites felt Guelph needed its own Pride events because Guelph's queer community was growing. As a result, a group of people from the queer community came together and planned a picnic for June 14, 2003. The First Pride Picnic took place at Royal City Park across from the Boathouse. The event was sponsored by Guelph Queer Equality and Tri-Pride. The revenue was donated to Out On The Shelf. The Pride picnic happened in 2004 and 2005.

In 2006, the Guelph Pride Committee decided not to run a picnic. After much brainstorming, they decided to run a dance. The dance was first held at the Rude Native in the Old Quebec Street Mall. The following year, the Holiday Inn donated a room for the Guelph Pride Dance. For the first time, Magic 106.1 came to MC the dance - a tradition which continued for several years. The Guelph Pride dance continues to this day and remains at the Holiday Inn, which continues to graciously donate its space. In 2008, the committee decided to make Guelph Pride more than 'just a dance' in order to attract a wider demographic. That year, OOTS' Pride Patrol ran a Youth Movie Night, the Bookshelf hosted a dinner and a movie event, and a brunch at the Red Brick Café took place the morning after the dance. That year was also the first year of the flag raising, at which Mayor Farbridge spoke and has continued to speak since. In 2009, a sex positivity workshop was added to the week's events.

In 2010, DJ Dallas hosted an event at the German Canadian Club and advertised it as a pre-pride kickoff event. Also, Guelph Pride offered its first ever symposium titled "A for Awareness" at which Helen Kennedy from EGALE spoke. Guelph Spoken Word also hosted an event and donated their proceeds to Guelph Pride. In 2011, the president of the Canadian Auto Workers Union Local 1917 spoke along with the mayor at the flag raising ceremony. In 2012, attendance was much higher and Guelph Pride ran its first ever Cabaret event in collaboration with Guelph Spoken Word and PaTio, a transgender support group. Guelph Pride also planned its first ever fundraising event in collaboration with the Albion Hotel. As well, the president of CUPE Ontario, Fred Hahn, spoke at the flag raising and showed support. In Winter 2013, to better engage University of Guelph students with Guelph Pride events, the committee decided to run a separate Pride festival called Winter Pride. An open mic night, a social justice workshop, a concert night, and a family skate were planned. Unfortunately, due to the bad snowstorm during Winter Pride, the concert and the workshop were cancelled. In May 2013, Guelph Pride celebrated its 10th anniversary. For the first, Guelph Pride held an event to engage Guelph's seniors which was successful and documented by the Guelph Mercury. The Guelph Civic Museum, in collaboration with Guelph Pride, displayed an exhibit profiling Guelph's queer

history. Guelph Pride, as an organization, has grown tremendously and has had many positive effects on the community. Guelph Pride will continue to grow and engage all members of the community as the years progress.

5. Guelph Pride 2013 Feedback

5.1 Community Member Survey

How did you hear about Guelph Pride Week 2013?

- Facebook (18)
- Word of Mouth (10)
- Out On The Shelf Staff (8)
- I went last year (5)
- Norfolk St. Banner (3)
- The Tribune (1)
- Magic 106.1/CJOY (1)
- CSA (1)
- Green Party (1)
- Guelph Pride Newsletter (1)

What was your favourite part of Guelph Pride Week 2013?

- Symposium (Private Stories) (Good Discussion)
- Events were Guelph-like (not too big, not too small)
- Guelph Pride Exhibit
- Flag Raising Ceremony
- Cabaret
- Pageant

What would you change for next year?

- More clear advertising
- Symposium more discussion oriented (small groups)
- OOTS Open House more welcoming and structured, specifically on the part of Out On The Shelf staff
- Add more events
- Change Cabaret Venue
- Better use of social networking
- Have posters up sooner
- Door Prizes and Dance admission too expensive

What would you add for next year?

- Info about PFLAG
- Knit-a-thon
- Art Exhibit

- Rainbow Chorus at Flag Raising
- Conversation Café
- Seminars & Engage University of Guelph Faculty more
- Outdoor/Athletic Event
- Pride Pass
- More Family Events
- Parade and/or Street Party

5.2 Donor Survey

No responses.

5.3 Committee Recommendations

Events

- Have Pride Dance first and the Cabaret at the end of the week
- Run Movie Nights all year round
- Have a Teen + Adult event where teens can meet and greet with adults and build connections with community members.
- Financial Loss ratio evaluated based on attendance and potential improvements
- Concert Night to Pre-Pride Event - lacked queer content
- Movie should have more queer content
- Have a merchandise table set up inside the ball room
- Make dance tickets available at all other events
- More structured events
- Art Show with opening reception/party with live music
- Family Event closer to Downtown Core
- Increase accessibility
- Change Cabaret venue and Family Event venue
- Change Symposium name
- Promote sooner
- Pride Pass (discounts at sponsor businesses, supporters on back of card, admission, door prize ticket) (rethink how patrons perceive our value)
- Select venues sooner
- Have events with 'suggested donation value'
- More merchandise (pins, buttons, bumper stickers, lanyards)
- Let patrons know where their money is going (we just got internet for OOTS for one, two months)
- Connect with more organizations
- Use crowd-sourcing such as Indygogo
- Don't have entertainment at the dance, unless they are in between the crowds dancing (surprise)

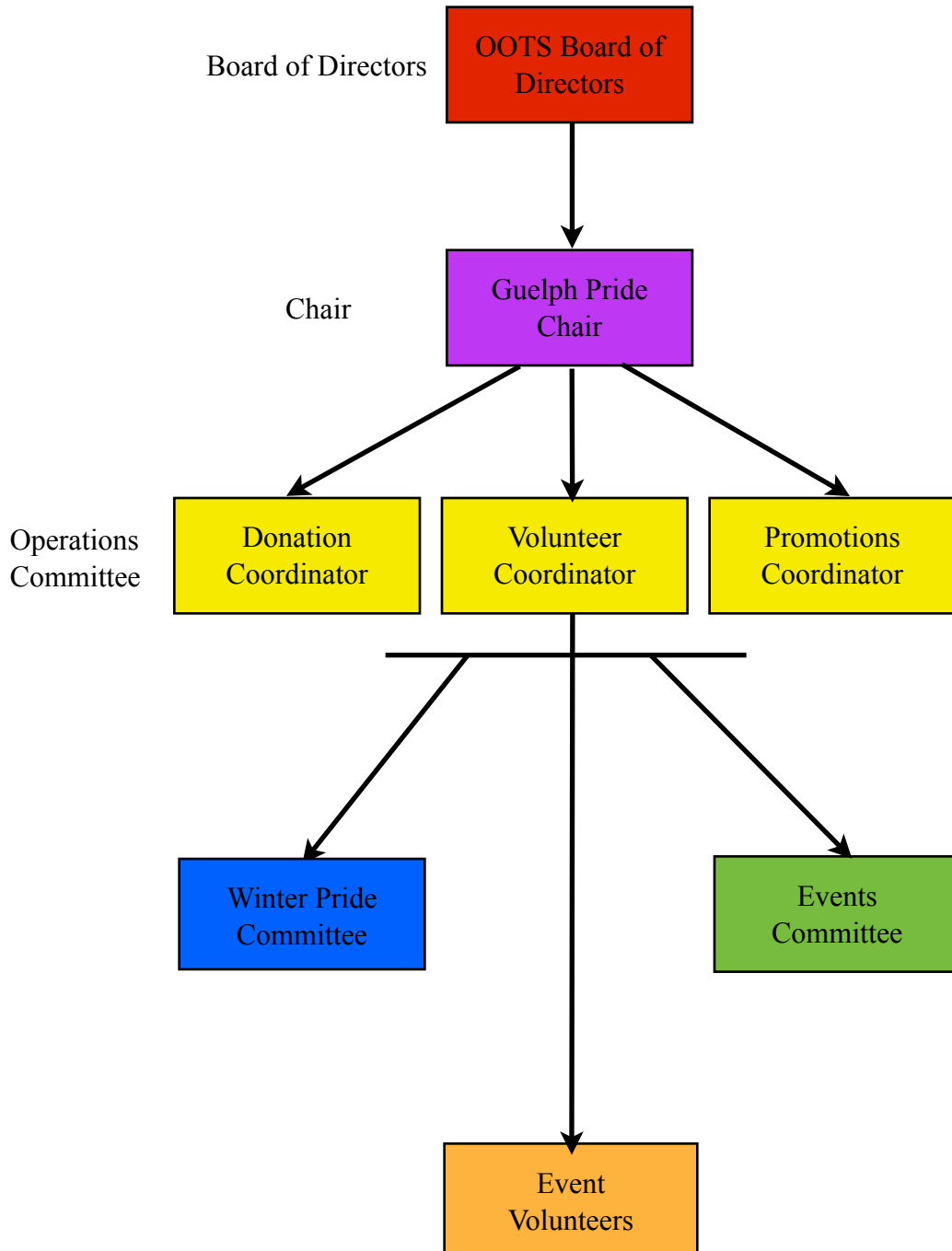
Internal Structure

- Stronger commitment from committee members
- Two or three individuals below the chair who run the committee
- More productive meetings
- More informal get-togethers
- Too many 'advising' committee members
- Enforcement of Attendance (3 strikes/absences)
- Draft Volunteer Contract
- Volunteers/Pride Representatives not allowed to drink too much when they are volunteering

6. 2014 Goals

- Better engagement of
 - Seniors
 - University of Guelph students
 - Youth
 - Event Volunteers
- Promote diversity, foster community, and remove barriers (accessibility)
- Continue to build relationships with
 - Community Organizations
 - The City of Guelph/Public Unions
 - Corporate Donors
 - Local Businesses
- Better utilize social networking
- Build the Guelph Pride Brand to be a more well-known Guelph festival

7. Internal Hierarchy and Structure



7.1 Role of the Out On The Shelf Board of Directors

A Guelph Pride Committee member, preferably the Chair of the Committee, will report directly to the Board of Directors. The Chair of the Guelph Pride Committee may, but is not obligated to, sit as a director on the Out On The Shelf Board of Directors. Direct cheques must be requested from the Out On The Shelf Board of Directors. Reimbursement requests must be made to the Guelph Pride Committee Board representative who will request reimbursement from the Board of Directors. The Board of Directors will approve the Guelph Pride budget. The Board of Directors must approve a new Chair of the Guelph Pride Committee. The outgoing chairperson will select a rightful candidate for the Board's approval (See Section 7.2). Finally, the Board of Directors must approve all grants prior to submission. All other decisions will be made on the Guelph Pride Operations Committee or Events Committee Level.

7.2 Guelph Pride Committee Chair

The Chair of the Guelph Pride Committee will oversee the Operations Committee, the Winter Pride Committee, and the Guelph Pride Events Committee. They² will oversee all roles and responsibilities and ensure that all committee members are correctly fulfilling their duties. The Chair will commit to a one year term commencing July 1 and terminating June 30. If they do not wish to continue their term, they must select one or more candidates to take on the Chair position. The Board of Directors will then appoint a candidate to the position. The Chair should be selected using an interview process with the Chair and a representative from the Out On The Shelf Board. Proposed time commitment: 5-15 hours per week.

7.3 Guelph Pride Operations Committee

The Guelph Pride Operations Committee will facilitate Guelph Pride events and delegate smaller tasks to the Events Committee. The Operations Committee will meet separately and with the Events Committee and the Winter Pride Committee. The Guelph Pride Operations Committee will deal with financial matters, donations, volunteer appreciation and communication, promotions, and bookings. The Operations Committee will be chaired by the Guelph Pride Chair. Proposed time commitment: 2-8 hours per week.

² They, in this case, refers to one individual. English makes use of 'they' to refer to a multiple people or to refer to one, gender-neutral person or one person with an undetermined gender.

7.3.1 Application Process

The Operations Committee Member candidates will complete an application and will take part in an informal interview with the Chair of the Committee and one or more representatives from the Board of Directors. They will be contacted once all the interviews have been finished. There are no requirements for these positions. The Chair is expected to select committee members based on their enthusiasm, what they will bring to the potential position, and their commitment level. Upon being selected, committee members will be asked to sign a volunteer contract. They must commit for 10 months: September - June. Job postings will be posted sometime in July; and interviews will be done in August.

7.3.2 Roles and Responsibilities

These positions are *responsible* for the following responsibilities. It is their responsibility to delegate tasks to the events committee if they are unable to complete them or require assistance.

7.3.2.1 Donation Coordinator

- Will respond to and check e-mails within a timely fashion.
 - They can be contacted at donations@guelphpride.com
- Approach businesses for door prizes
- Send out thank you cards to businesses
- Ensure that display boards (with donor information) are made
- Ensure that donors are recognized verbally at specific events
- Review donation structure
- Review donation letter and send out to businesses

7.3.2.2 Volunteer Coordinator

- Will respond to and check e-mails within a timely fashion.
 - They can be contacted at volunteer@guelphpride.com
- Volunteer Appreciation Event (post-pride)
- Organize informal get-togethers for committee members
- Volunteer Coordinator will receive a budget to use for volunteer appreciation
- Recruit Event Volunteers and orient them.
- Coordinate Vendor Table Programs
- Utilize Volunteer Centre Resources and Student Volunteer Connections Resources

7.3.2.3 Promotions Coordinator

- Will respond to and check e-mails within a timely fashion.
 - They can be contacted at promotions@guelphpride.com
- Promotions Coordinator will receive a budget to use for promotions
- Utilize social networking by making regular posts and tweets (Twitter and Facebook)
- Post events on event websites
 - Qlinks
 - the Cannon
 - the Fountain Pen
 - BlogGuelph.com
 - SNAPGuelph.com
 - Guelph Tourism website
 - Guelph-Wellington Tourism website
- Request SNAPGuelph Photographers at specific events.
- Invite RogersTV to one or more Pride events
- Arrange to have PSAs recorded for CFRU, Magic 106.1, and CJOY.
- Promote through the Ontarion, the Guelph Mercury, the Guelph Tribune, and the Review.
- Utilize event posting opportunities in newspapers.
- Inquire about being interviewed for newspapers.

7.3.3 Termination Policy

Coordinators must come to all meetings. If they miss more than 3 meetings, without notice, they will be dismissed from the Operations Committee. If coordinators know that they will not be attending a meeting, they must e-mail the Chair of the Committee before the meeting begins with their update. Coordinators must also maintain open communication with the Events Committee and the Chair via e-mail, phone, or in-person meetings. If a coordinator does not provide an update within a 3 week time period after numerous e-mails or phone calls from other committee members, they will be dismissed from the Operations Committee. Coordinators must also be careful not to over-delegate tasks. In the event that over-delegation becomes excessive, they will be dismissed from the committee.

7.4 Guelph Pride Events Committee

The Guelph Pride Events Committee will be chaired by the Guelph Pride Chair. They will meet with them as well as the Guelph Pride Operations Committee. The Operations Committee will delegate tasks to the Events Committee, if needed. Proposed time commitment: 1-3hours/week.

7.4.1 Application Process

The Events Committee will be asked to fill out a brief form. Proposed committee members will be asked to attend an orientation session to become familiarized with:

- past events
- their responsibilities
- strategies on planning events
- the organization's internal hierarchy
- rules/regulations

7.4.2 Roles and Responsibilities

The events committee will take on specific jobs, as delegated by the Operations Committee. The events committee will be responsible for planning the events. Each member should take on at least one event. They will come up with an idea/structure for the event which will be tweaked and molded while details are confirmed. They must first select a number of potential venues; then, think about more specific details for the event.

7.4.3 Termination Policy

Committee members will be dismissed from the committee if they violate the volunteer contract in any way which includes:

- missing multiple meetings (more than 3) without providing an update prior to the meeting
- do not maintain constant communication
- are taking on too many responsibilities and not fulfilling them

7.5 Winter Pride Events Committee

The Winter Pride Events Committee will be separate from the Guelph Pride Events Committee. Hopefully, the Winter Pride Events Committee will include:

- University of Guelph students
- Representation from LGBTQ groups on campus
- Guelph community members

The Operations Committee will facilitate the Winter Pride Events Committee. Section 7.4.1 through 7.4.3 apply to the Winter Pride Events Committee.

7.6 Policy on Organization and/or donor representation on committee

Donors and external organizations may sit on either the Events Committee or the Winter Pride Committee but they will be excluded from:

- financial decision-making (outside of money that they have put forth)
- planning internal events

Please note that individuals must make it clear that they are representing an external organization and are encouraged to use their professional e-mail accounts. Similarly, committee members (not representing external organizations) are encouraged not to use professional e-mail accounts.

7.7 Policy on external events

In the past, Guelph Pride has planned a number of events with various community organizations. In order to mirror other Pride festivals, Guelph Pride Week will now allow other organizations to plan their own events to be a part of Guelph Pride Week in an attempt to add more events, while removing some stress off of the Guelph Pride Committee.

7.7.1 Application

There will be a form that organizations can fill out if they wish to run an event during Guelph Pride Week and wish to have the Guelph Pride Committee promote it for them.

7.7.2 Promotion

Provided that the event fits with the goals, mandate, and mission statement of Guelph Pride and Out On The Shelf, it will be promoted as an “Official Event;” but will be clearly marked that it is an event for Guelph Pride – not necessarily sponsored by Guelph Pride.

7.7.3 Funding

At this time, funding will not be available for external events. However, if an organization wishes to run an event with a fee, Guelph Pride may provide financial assistance, provided that a fair, pre-determined share of the profits is given.

7.7.4 Liability

Guelph Pride is not be liable for any external events unless the venue is booked and paid for by the Guelph Pride Committee or Out On The Shelf. Organizations must have insurance to cover their specific event.

7.8 Event Volunteer

Event Volunteers will be coordinated by the Volunteer Coordinator with the recommendation from the Events and Winter Pride Committees. The event volunteers will be responsible for helping setup, take down, and facilitate events. They must undergo an orientation session. The volunteer coordinator will host an orientation session as well as provide an online orientation session to allow the session to be more accessible. The volunteer coordinator will utilize Udemy to execute this training. Volunteers should be able to answer patron questions about Guelph Pride events as well as questions about Out On The Shelf. They will also receive basic accessibility training. Event volunteers will be asked to fill out an online form and will receive a schedule, based on their availability. They will be required to wear Guelph Pride apparel at the event to indicate that they are a volunteer.

8 Past Events Attendance

Event	2013	2012	2011	2010
Flag Raising Ceremony	100	45	30	N/R
OOTS Open House	50	27	20	N/A
Symposium	57	35	21	12
Movie Night	35	20		N/R
Family Pride	30	23	40	N/A
Guelph Spoken Word Event	See Cabaret	See Cabaret	26	N/R
Teen Pride Night	35	15	7	N/A
Brunch	N/A	7	19	14
Cabaret		121	N/A	N/A
Sexuality Forum	20	N/A	N/A	N/A
Concert Night	55	50	N/A	N/A
Dance	135	133	119	N/R

9 Financial Strategy

Guelph Pride created its first budget for 2013. Prior to that, Out On The Shelf's bookkeeper tracked expenses and allotted funds for Guelph Pride in the overall Out On The Shelf budget. Guelph Pride will continue to create a budget in the fall of the preceding year which will be included as part of Out On The Shelf's overall budget. For more information about Guelph Pride's budget, please e-mail the Chair of the Guelph Pride Committee at chair@guelphpride.com. The budget will not be published as part of this document or online as it is only available to Out On The Shelf's membership and volunteers. Questions and concerns may be directed to the Chair of the Committee.

9.1 Out On The Shelf Funding

In the past, Out On The Shelf has allotted a set amount of its funds to Guelph Pride events. Due to the current financial state of Out On The Shelf, Guelph Pride has begun to seek the help of various organizations and businesses. Past large donors include the CAW, the City of Guelph, the University of Guelph, and others.

9.2 Guelph Pride Profits

Guelph Pride would like to lower admission prices of certain events in order to make events more accessible to everyone. Depending on Guelph Pride's financial state, Guelph Pride hopes to donate all or a large portion of its generated revenue to Out On The Shelf in an attempt to bring more steady funding to Out On The Shelf. Guelph Pride hopes to receive more large donations or sponsorships in order to not rely so heavily on past revenue to fund future events. Merchandise and tickets will also be made available at other venues and at all other Guelph Pride events. Some events will have a 'suggested donation value' or 'pay what you can' in order to create revenue while maintaining the event's accessibility.

9.3 Donors

9.3.1 2014 Donor Structure

Guelph Pride will develop a new donor structure in September once the donations coordinator begins their term. The donor structure will be revised annually based on feedback received by organizations and businesses. The donor structure may be modified prior to September to accommodate large potential donations, sponsorships, or grants which may require a lot of time in advance.

9.3.2 Corporate Funding and Large Donors

Guelph Pride will more actively seek large donations, grants, and sponsorships from large organizations and corporations who have subsidiaries in Guelph. A sponsorship package will be published shortly and will be forwarded to various organizations and corporations to request their funding of Guelph Pride events. Guelph Pride will foster a relationship with these organizations in order to secure funding for future years and develop necessary connections.

9.3.3 Door prizes and give-aways

Guelph Pride will approach local businesses and organizations to donate give-aways or door prizes to help bring in more revenue to donate to Out On The Shelf. This structure will be similar to the past and a similar donor structure will be used.

10 Promotion Strategy

Guelph Pride will seek to increase promotions dramatically, provided we secure enough funding. Guelph Pride hopes to utilize the Norfolk Street Banner, SNAP inserts, paid newspaper ads, the Guelph Community Guide, and more. Guelph Pride will better utilize social networking (Twitter and Facebook), under the leadership of the Promotion Coordinator. Guelph Pride will also utilize CFRU, Magic 106.1, and CJOY PSAs. Guelph Pride posters and pride guides will also be made to plaster around Guelph; they should be posted in early to mid-April to utilize the highest level of promotion. The Promotion Coordinator should also develop a list of ideas for promoting Guelph Pride and building the festival name as a brand. Guelph Pride will continue to send out bi-monthly e-newsletters and post updates to its website. Guelph Pride will also utilize cross-promotion through other community organizations.