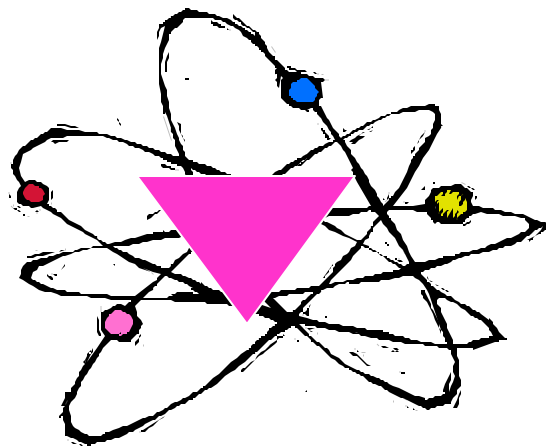




*Technical Report: Assessment of
Feasibility of a Community
Centre for Lesbian, Gay, Bisexual
and Transgender Residents of
Ottawa*



*Anne Wright, Lynn Andrews
with the support of the GLBT Community
Centre Task Force
Anne Wright and Associates Inc.
for the City of Ottawa
November 2002*

Acknowledgements

The consultants would like to thank the following:

Members of the GLBT Community Centre Task Force

for their research on the five other community centres around North America, for their outreach to potential partners to ask them to fill in the survey, for their fund-raising during Pride to help pay for the feasibility study, for their creative thinking, for their organizing of several community meetings, and most of all, for their visionary shepherding of this project:

- *Lyle Borden*
- *Bruce Burse*
- *Clare Carty*
- *Peter Lockwood*
- *Eileen Murphy*
- *Stephanie Power*
- *Evelyn Richter*
- *Gary Sealey*
- *Gary Turner*
- *Yvon Vaillant*
- *Peter Zanetti*

Thank you also to Laurentin Levesque for contributing translation at a reduced price.

Table Of Contents

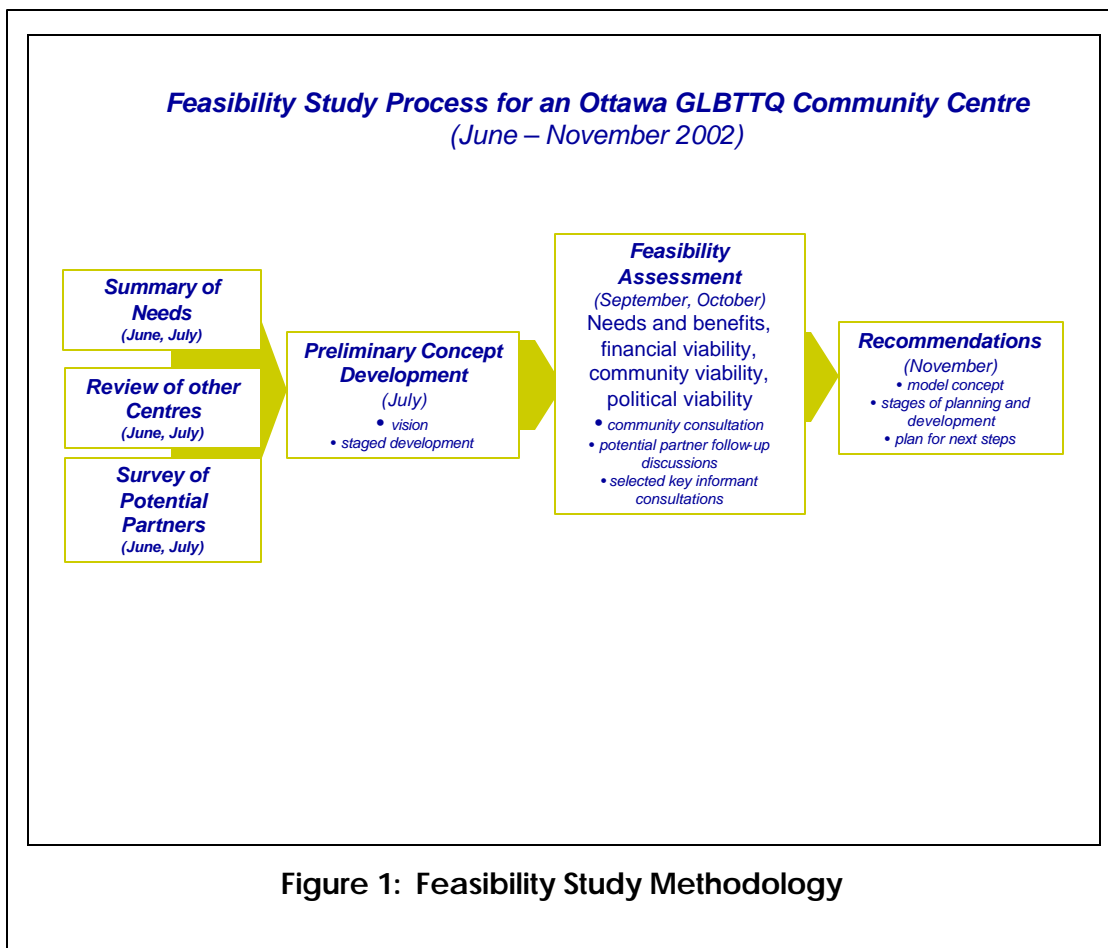
| | |
|--|----|
| Introduction | 1 |
| Background | 1 |
| Methodology | 2 |
| Rationale for an Ottawa GLBTQ Community Centre | 3 |
| Needs expressed in the Ottawa Gay, Lesbian, Bisexual and Transgender (GLBT) Wellness Project..... | 3 |
| Key Results from the Wellness Survey | 3 |
| Evidence from Other LGBTQ Health Research and Community Outreach | 10 |
| The Magnuson Study..... | 10 |
| Population Health Research on Isolation, Self-Esteem and Health Risks..... | 10 |
| RMOC Health Department Training Evaluations..... | 11 |
| Heard for the First Time | 12 |
| Present Ottawa GLBTQ Community Services | 12 |
| Gaps in Service..... | 15 |
| The Broader Ottawa Community: Tourism, Development and Smart Growth..... | 15 |
| Why Does Ottawa Need a GLBTQ Community Centre? | 16 |
| Other Community Centre Models..... | 18 |
| The Partner Survey | 31 |
| Phase One and Phase Two Concepts..... | 38 |
| Summary of Results of Community Meeting | 49 |
| Bibliography..... | 52 |

Tables and Figures

| | |
|--|----|
| Table 1: Summary of Research on Five GLBT Community Centres in North America | 18 |
| Table 2: List of Respondents to Partner Survey..... | 31 |
| Table 3: Summary of Co-Location Interest Identified from Partner Survey..... | 34 |
| Table 4: Summary of Interest in Offering Activities in Conjunction with a Centre Identified from Partner Survey | 35 |
| Table 5: Summary of Interest in Part-Time Co-Location Identified from Partner Survey | 36 |
| Table 6: Summary of Phase One and Phase Two Key Elements | 38 |
| Table 7: Programming Priorities for Phases One and Two | 41 |
| Table 8: Estimated Budget for Phase I..... | 46 |
| Table 9: Estimated Budget for Phase II..... | 47 |

Methodology

Figure One summarizes the steps in the Feasibility Study process. As part of the Feasibility Study, existing information has been summarized, a rationale for the establishment of a centre has been drafted, and 5 multi-service community models have been studied. A survey of potential partner organizations was conducted. Based on this input, a vision and a developmental stage have been sketched. These concepts have been tested, first with the LGBT community, and then with key informants and with the City before the feasibility study recommendations were finalized. The Feasibility Study will result in a model for staged development of a Centre and an assessment of what it will take to make the Centre a reality. It will also make recommendations for next steps.





GLBT youth, particularly teens, were far more likely than respondents in general to report feeling depressed - 49% of respondents under age 25, and 62% of GLBT teens reported feeling depressed, (*according to the Statistics Canada Population Health Survey, only about 10% of the Canadian population under age 25 report depression*). Almost half of the GLBT youth with depression reported not getting the help they need right now. GLBT youth were twice as likely to report feeling suicidal than respondents in general - 26% of those under age 25, and 36% of GLBT teens reported feeling suicidal (*a recent survey of high risk youth in Ottawa Carleton found that 22% of those age 12-20 had seriously considered suicide in past 12 months*). Almost half of the youth with suicidal feelings report not getting the help they need right now. Compared even to mental health statistics among “high- risk” youth in the general population, these findings are alarming and warrant urgent action.

Youth in focus groups confirm these findings and say that they have trouble finding help at the time when they need it most. Only 52% have a family doctor, and 33% report having no regular health provider of any kind. Fifty-six percent of youth are not out to their health provider, and so are not talking to them about any issues related to sexual or gender identity. GLBT youth under 25 years old were twice as likely as Ottawa youth in general to report fair or poor health (8% versus 4%). Cost was mentioned as being a barrier to access for psychological counseling and dentists.

Schools got mixed reviews from youth focus group participants. While there have been some improvements in certain schools, (particularly those in which a teacher is openly gay and is prepared to offer support to students who need it) there are still many instances of homo-, bi- and trans-phobia in schools fostered often unwittingly by teachers and students.

Seventy-six per cent of GLBT youth under age 25 reported that their sense of belonging to the GLBT community was weak, very weak or non existent compared to 63% of those age 25-39, 55% of those age 40-59 and 49% of those age 60+. A high proportion of GLBT youth (57%) respondents live in suburban residential areas—a long bus ride away from downtown GLBT youth support groups. Even those who do participate in these groups say that there are not enough places where they can go to socialize where alcohol is not being served and where they won't be “hit on”. They want more social opportunities both downtown and also closer to where they live and attend school. Sixty-eight percent of youth respondents supported the idea of creating a GLBT community centre.

GLBT Seniors

The response to the survey of seniors aged 65 and over who identified as GLBT was lower than expected. This could be due to higher rates of isolation among seniors, lower numbers of seniors who identify as GLBT, or survey distribution being less among this population. Thirty-seven per cent of GLBT seniors over age 60 reported that they were limited in their activities due to health compared to 20% of Ottawa seniors who responded to the Ontario Health Survey. Like youth, GLBT seniors are less likely than respondents of other age groups to be “out” to their family doctor/regular health care provider.





social agencies. The leadership of a GLBTO center would greatly assist a Wellness Council in ensuring appropriate service development across the City.

Evidence from Other LGBTQ Health Research and Community Outreach

The Magnuson Study

In June of 1992, Curtis Magnuson published the results of a survey called **Lesbian and Gay Youth in Ottawa: The Importance of Community** for Pink Triangle Services. Magnuson conducted a needs survey of 129 gay, lesbian and bisexual Ottawa youth between the ages of 14 and 25 in order to determine the impact that involvement with the GLBTO community had on their lives. The survey results are sobering. They show, as expected, that for many gay and lesbian youth, adolescence is a particularly difficult time of life. What is alarming is that two thirds of respondents to the survey had contemplated suicide to the extent of developing a plan. Forty-one per cent of those who had developed a plan had made a suicide attempt, comprising one third of all respondents. Suicidal behaviour was significantly correlated to age, exposure to violence, drug use and rejection by one's family. Difficulty in accepting being gay or lesbian was the most frequently mentioned reason for feeling suicidal. *"Collectively, gay adolescents face a society which either denies their existence or labels them deviant."* (Magnuson: 1-96)

For many of the Ottawa youth in Magnuson's study the combination of fear for their personal safety and the secrecy of hiding their sexual orientation leads to an unhealthy isolation and despair. Despair and lack of self esteem puts these youth at increased risk whether through the abuse of drugs or alcohol, engaging in unsafe sexual activities, or because of suicidal feelings. Youths who do manage to come out and to reach out to the gay and lesbian community, benefit tremendously from age appropriate socializing in a safe environment. For many, GLBTO youth groups offer the first safe space to be themselves, to socialize in a healthy way, to re-think the negative stereotypes they have lived with and to receive acceptance, protection and support from others. Contact with GLBTO community agencies also provides these youth with a diversity of visible adult role models (Magnuson: 89-93).

One of the Report's key recommendations to the Civic, Regional, and Provincial Governments (of that time) was that:

"A permanent and accessible lesbian and gay community center with core funding from the appropriate levels of government be established to enable gay men and lesbians to seek medical, psychological and other support services in a gay affirming environment. Such a center could be modeled along the lines of the community resource and health centers which operate across the region." (Magnuson: 94)

Population Health Research on Isolation, Self-Esteem and Health Risks

In the past twenty years there has been an extensive amount of Canadian and international population health research into the cycle of isolation, self-hatred and lowered self-esteem which societal homophobia and social stigma has produced within





In general the large majority of participants in the workshops felt that this professional development was invaluable in helping them to understand the needs and realities of their gay and lesbian clients and colleagues. They came to the workshops with numerous accounts of difficult situations and questions regarding communicating with the gay and lesbian community. Many people described increased awareness about barriers facing this diverse Ottawa community. They also expressed interest in receiving longer and more in-depth professional training on these issues and highlighted the need for greater professional linkages and future programming involvement with PTS and the gay and lesbian community in general. While this training initiative sparked a lot of interest in working with PTS, the training committee at PTS was, over time, not sustainable in terms of the intense volunteer time commitment on the part of the gay and lesbian health professionals who facilitated the workshops. This initiative is a good example of the kind of outreach so desperately needed by service providers in the City - a need echoed in the Wellness Survey results (Andrews; Mills; Mustard: 15-19).

Programs such as these would be far more sustainable with a core of paid staff providing on-going administration, outreach to services, qualified volunteer recruitment and the development of educational materials and resources. Participants in all GLBTQ outreach efforts need a high profile agency with which to liaise – an agency they can depend on for future support and expertise in program development and service delivery.

Heard for the First Time

The recently released report, *Heard for the First Time: The 10th Anniversary Incident Booklet of the Ottawa Police Service Liaison Committee for Lesbian, Gay, Bisexual And Transgendered Communities* documents ten years of incidents in Ottawa of hate-motivated murder, assault and harassment at home, at work and at school. Partner assault is also identified, including the lack of services available to GLBT victims of partner abuse. David Pepper, Director of Community Development for the Ottawa Police Service says in the report: “*Heard for the First Time* is an important reminder of how much work we still have to do to educate the community about the impact of hate on members of our community. The daily reality for GLBT people is one that often includes harassment and potential or real violence.” He also notes that the documentation of specific incidents which has been done on a monthly basis since 1991, reveals only a small number of known or reported incidents (Ottawa Police Service Liaison Committee for the Lesbian, gay, Bisexual and Transgendered Communities: 4-6).

The gathering together of all these incidents in a single report is a powerful reminder that there is much work to be done by all members of the Ottawa community to build on current partnerships to develop prevention initiatives. Creating safe spaces for GLBTQ youth, adults and seniors as well as engaging in public awareness education, should be a priority of any community center initiative.

Present Ottawa GLBTQ Community Services

Over the past 25-30 years, numerous Ottawa GLBTQ agencies, groups and individuals have devoted countless volunteer hours to providing safe meeting space, recreational



- 
- ▼ Capital XTRA;
 - ▼ After Stonewall Bookstore;
 - ▼ mother tongue books.

Cultural opportunities:

- ▼ The Pride Committee who organize the Pride festivities each year;
- ▼ Women's and men's choruses;
- ▼ Act Out Theatre;
- ▼ Bytown Boots (line dancing group);
- ▼ Rock City Music Festival;
- ▼ Wild About Sappho;
- ▼ Making Scenes; and,
- ▼ the City's Tulip Festival pride events; etc.

Gaps in Service

While the work accomplished by GLBTQ service organizations and community groups over past years is impressive, it is also apparent from the research on needs described above that gaps in service and interruptions in the delivery of these and other services to the GLBTQ community have been commonplace. Delivering visible, sophisticated programs to a large and diverse population through an all-volunteer effort is an enormous challenge. A tremendous amount of energy is taken up with fundraising and securing adequate accommodation. A growing Ottawa population, growing demand for and diversification of services and a consistent lack of any core financial resources have resulted in inadequate space, changes in the volunteer knowledge base, and interruptions and glaring gaps in services for the GLBTQ community.

The Broader Ottawa Community: Tourism, Development and Smart Growth

The City of Ottawa's *Ottawa 20/20 Smart Growth Summit* in June 2001 had as one of its challenges, the intention to "...plan our communities to ensure diversity and inclusion...". The vision also included making Ottawa life more vibrant in terms of arts and culture and fostering the development of communities (City of Ottawa).

Dr. Richard Florida, in addressing the Ottawa 20/20 Smart Growth Summit (www.ottawa2020.com), identified "tolerance" as one of the key factors contributing to a city's growth potential and attractiveness to knowledge workers. He specifically mentioned the "Gay Index" as an indicator that he and his team of researchers have shown to be indicative of growth potential. The 2001 survey, *Technology and Tolerance: The Importance of Diversity to High-Technology Growth* finds that diversity is a strong indicator of a city's strength in the high-technology sector. Talented tech workers are drawn to cities known for diversity of thought and open-mindedness. The five metropolitan areas in the U.S. with the highest population of gay residents are all among

Other Community Centre Models

As part of the data gathering process, five community centres were profiled. This table summarizes the findings.

Table 1: Summary of Research on Five GLBT Community Centres in North America

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|----------------------------|--|---|---|---|--|
| 1. Community Served | <p>? Over 160,000 participants served annually in this densely-settled sub-section of Toronto's 3 million people. Urban community - bounded by Bloor, Bay, Gerrard and Parliament Streets.</p> <p>? A "vital and varied" downtown population.. Very close to large immigrant population, and large social housing project. Many working poor people, and homeless. Immediate locale is busy commercial/retail area near Yonge St. Within Toronto's 'gay ghetto'.</p> | <p>? Tucson of moderate size - very similar to Ottawa at about 800,000 people in the metropolitan area.</p> <p>? Mix of young, working and older although Tucson is a known Southern Arizona retirement area. Relatively high tech. Rural community not deliberately targeted since Centre does not have enough resources for rural outreach yet. A liberal community (one of first GLBT statutes in the U.S.)</p> <p>? Tucson also has a municipal GLBT Commission advising Mayor and council on GLBT policy and other matters.</p> <p>? 30% Hispanic. More outreach and programs for Hispanics needed. Several bilingual staff and youth programs tend to be bilingual. Hispanic community fairly closed and has been discriminated against for many years.</p> | <p>? Large GLBTO community. SF is 50% people of colour, 35% Asian, 8% African-American, 14% Latino.</p> | <p>? Winnipeg population of 650,000 – center serves urban population including aboriginals, varied age groups, all social classes, youth men and women.</p> | <p>? Urban community: Woodroffe Avenue to the West, Island Park Drive to the East, the Ottawa River to the north, and the Queensway to the south. Dovercourt located within Westboro Kiwanis Park.</p> <p>? Most clients live in immediate catchment area. Neighbourhood is middle class and family-oriented with one of the highest average incomes by city neighbourhood .</p> <p>? Typical client profile between 25 to 55 years of age, active, busy, concerned and involved parent, educated, progressive, highly scheduled and stressed. Also significant percentage (seasonal high of 20%) coming from Aylmer, Wakefield, Chelsea and Hull west. Many clients who have local alternatives travel to DRC for excellent facilities, pool temperature, and variety of programming.</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|---|--|--|---|---|---|
| <p>2. Evolution/ Formation History</p> | <p>Evolution ? Building and pieces of land surrounding it purchased in 1972 by City of Toronto - to create The 519 Church Street Community Centre and Cawthra Square Park in 1975. City owns building and funds administrative and maintenance expenses. First community centre funded with structure ensuring community control of programming. Volunteer Board of Management responsible for programs, fundraising and personnel.</p> <p>▼ Many original programs developed out of expressed needs of people in the community: Homelessness, family needs (mothers). Gays and lesbians living in The 519's catchment area among most active and visible members of the community centre. Most groups run by volunteers, and group members appreciate safe environment, accessibility, and 519's role within community.</p> <p>▼ The 519 a home to everyone in the downtown community. Over 300 community groups use Centre every year. An example of what a neighbourhood can do with basic resources, dedicated volunteers, staff infrastructure, and an activist Board elected from among those who use the Centre.</p> <p>Challenges/Solutions ? The 519 has operated for 27 years continuously. Key to success appears to be combined factors of city ownership of building with provision of core operating and maintenance funding; and highly responsive Board, ensuring programming meets needs of local population. Anti-Harassment Policy and Space Policy are fundamental building blocks for success of this Centre. Catchment area has come to "own" the Centre, in every way except by title and deed. City very supportive.</p> | <p>Evolution ? Wingspan a grass roots effort started as all-volunteer organization in 1970s. Weekly youth support group in homes. Demand grew and community members saw need for dedicated Center. In 1988, 50 people met at Unitarian Universalist Church on 22nd Street to form a "Lesbian and Gay Resource Center." Through affiliation with Southwest Alternatives Institute, Wingspan got nonprofit status. Received grant from Chicago Resource Center to rent small space in Pima County/Tucson Women's Commission Offices. Offered weekly youth support groups, coming-out meetings, library, info line, newsletter, dances, performances, art gallery, and political actions.</p> <p>? In 1990, redirected energies toward women's rights and AIDS activism. Center lost much impetus. 1991-92 moved to more economical and visible storefront on Tucson's busy North Fourth Ave.</p> <p>? 1992 to 95, Center's role in Tucson gay and lesbian life more significant. New groups meeting; dances, art exhibits, social events; annual Film Festival inaugurated. Annual planning meetings to establish long-term goals - respectful and inclusive of diverse members of Tucson's LGBT communities - more directed toward community service, expanding hours, library and integrating activities with numerous other community organizations, both LGBT and non-LGBT.</p> <p>? 1997, Centre expanded again. Signing lease for current space at 300 East 6th Street a catalyst for latest round of growth. Three times larger than previous location, several meeting spaces allowing Center to remain open even when meetings are held. Allowed Wingspan to expand services and access larger portion of community. Hired first paid staff member in 1998.</p> <p>? Today, Wingspan has nine-person professional staff and dedicated volunteer staff of over 90. Center now used by more of community than ever, new community services and activities developed. Wingspan Domestic Violence Project, founded in 1996, has grown into nationally recognized project.</p> <p>? Moderate size of Tucson has made for a large enough population for fiscal success while maintaining closeness to community.</p> | <p>Evolution ? Harvey Milk proposed idea prior to his assassination. AIDS issues delayed center priority. Health Survey from 10 years ago identified need for center. Coordinating Committee established in 1994 and in 1995 City funded a community development consultation. Numerous surveys and focus groups. LA and New York City were used as models. In operation only since spring 2002.</p> <p>Challenges/Solutions ? Increased costs of construction. Started at 2 Million and ended up at 15 Million. Aggressive fundraising and outreach. was necessary.</p> <p>? Many existing organizations didn't see need for a center and feared duplication. Many meetings with the concerned groups alleviated concerns. Center did not want to duplicate any existing services.</p> <p>Advice ? Consultation/planning/inclusiveness. ? Supplement existing services, don't try to duplicate. ? Areas where center hopes to provide services: low income LGBT, workplace discrimination issues, GBLT small business development with some focus on Transgender persons. Jobs for HIV + job re-entry skills.</p> | <p>Evolution ? Incorporation of Gays For Equality took place in 1972; however first activities to establish a 'club' for community began in 1968. Students from the University of Manitoba began to discuss with older, established members of the community, how best to set up 'club' for gay and lesbian community. Locations experimented with until 1972 permanent location found. Center has been in continuous operation since start-up.</p> <p>? Centers (original and most recent) have always been autonomous and not affiliated with levels of government or other private orgs. No specific 'core' funding - most funds initially raised from individual events.</p> <p>? Current challenge as in the past is funding. Also, the more successful the center becomes, the more stretched for time and resources they become. A 60% increase in requests for services over the past year.</p> <p>? Survived through hard work and total dedication on behalf of community as well as learning from mistakes.</p> | <p>Evolution ? Dovercourt Recreation Association (DRA) a not for profit charitable organization formed in 1977 dedicated to enhancing quality of life in community through recreation programs and services. In 1983, City of Ottawa began work on planning of new community centre to replace Westboro Community Centre. DRA actively involved in process, and when new centre opened in 1987, Dovercourt was given responsibility of managing new centre through a purchase of service agreement.</p> <p>? City identifies services it expects Dovercourt to provide to community and provides annual cash funding and use of the centre. Part of the City of Ottawa's recreation service delivery system but community empowered to choose programs and services it runs to meet community's needs, and how programs and services are delivered. City gets high level of customer satisfaction and a cost per user significantly lower than centres managed directly by City of Ottawa.</p> <p>? Since centre opened, Dovercourt attendance has grown to over 350,000 visits per year, operating budget of 1.9 million, and most importantly, a reputation for responsiveness, innovation, quality, and variety. DRA through investing in new equipment and facility improvements made contribution of over \$500,000 to community it</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|--|--|--|--|--|
| | | <p>? In 2001, Wingspan and Queer Voice created Tucson's first comprehensive LGBT youth program, which includes youth drop-in lounge, six-computer Cyber Center with youth-only hours, programs in leadership development, after-school tutoring and mentoring, and community outreach. Also continue to hold weekly support group dating back to 1970s.</p> <p>Advice</p> <p>? Limit the terms of board members to two terms to allow for rejuvenation and new ideas. Aggressive grant seeking also important.</p> | | | Motto, "A Community Working For the Community". Volunteer Board of Directors, elected from the community. Staff, clients, other community groups, local businesses and volunteers working together. |
| 3. Governance/ Organizational Structure | <p>? 1980 Constitution defines Centre as membership-based organization - members restricted to residents of catchment area, as are majority of elected Board members. Board consists of President and 12 others. Associate members allowed to join from outside catchment area, but cannot vote. Local Councilor an ex-officio member of the Board.</p> <p>? Constitution specifically declares Centre will be community-oriented and controlled, with priority to catchment area. Dedication of Centre is set out to "...be multi-functional, with a wide range of programmes and services oriented toward satisfying the broadest spectrum of the social and recreational needs of the community while, at the same time, recognizing minority interests".</p> | <p>? Non profit organization.</p> <p>? Board accountable for and operates Centre. Present board composed of 13 members but size variable. Unique Board organization - Board replaces itself. Formerly elected Board from paid membership but found to be poor method of obtaining board members. Now search committee selects new Board members from Greater Tucson area based on criteria attempting to balance gender, sexual orientation, economic status, age, race, and language. Present Board includes gay, lesbian, straight, transgendered and bisexual members. Each Board member must donate at least \$2000 to Wingspan or fund-raise this amount of money.</p> <p>? Board members determine policy but Centre is operated by E.D., staff and volunteers. Board Development Training, ensures members know rights/duties/responsibilities. Also receive training in fundraising. Board carries out self-assessments.</p> | <p>? Non profit organization.</p> <p>? Board of 25 Directors with 1 year elected term. Strive for diversity within board. Each member committed to raise or contribute \$10,000 per year. Center provides appropriate fundraising tools/skills/training for all board members regardless of income. Centre had 1,500 founding members and has 800 new members.</p> | <p>? Incorporated as a Charitable Org.</p> <p>? Board of Directors and volunteers operate the center and are accountable for all operations. Eleven-member Board elected each year by members of the Center.</p> <p>? Board sets out parameters for running and admin. of Center. Center independent in administration. Board deals with all issues concerning center including discipline but approaches in consensual way. Most members experienced in running of center as have often worked as volunteers.</p> | <p>? Registered, non-profit charitable association of members.</p> <p>? Board elected by membership - largely volunteer. Oversees center at high level as advisors, supervising staff, ensuring fair employment practices. No contract arrangements.</p> <p>? Training by previous employee and 1day/year retreat.</p> |
| 4. Funding/Budget | <p>Funding</p> <p>? City of Toronto supplies core funding, owns the property and through a by-law, created the Community Centre in 1975. City, Provincial and Federal grants flow to specific program activities. City grants support following programs: Sunday Drop In Friday Night Club</p> | <p>Funding</p> <p>? Centre receives \$45K from the City of Tucson for youth programming and Domestic Violence Project and \$35K from the State of Arizona for the Domestic Violence Project.</p> <p>? Organizations supporting Wingspan: Ariz. Dept of Health Services; Office of Women and Children's Health; Ariz. Governor's Division for Prevention of</p> | <p>Funding</p> <p>? California State provided \$1,000,000 for start-up. City \$6,000,000 for start-up. Private donor \$1,000,000 for start-up. Total start up cost 15.5 Million.</p> | <p>Funding</p> <p>? Receive some funding from Federal Government Departments for specific projects (i.e., Health Canada and Justice).</p> <p>? Some corporate</p> | <p>Funding</p> <p>? City of Ottawa pays about \$240,000/year for pool maintenance. Rest of budget raised through user fees.</p> <p>? Minor corporate support and donated web</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|------------------|--|---|---|--|--|
| | <p>Tuesday Social Club Anti-Violence Program Meal Trans The City's Children's Serv. Dept. funds: The Family Resource Centre Holiday Children's Camps Summer Camp</p> <p>? Currently major capital drive underway, (led by former Toronto Mayor, Barbara Hall).</p> <p>Financial ? Administration expenses total \$706,791 of which approximately \$585,000 are for salaries, and the balance for administrative items - paid by City of Toronto. Program expenses cost an additional \$527K which are funded by United Way, City of Toronto, Government of Canada and through fundraising and memberships.</p> <p>? Other program revenues include donations, fundraising, rentals, interest income, membership fees, all of which total \$530,000.</p> | <p>Family Violence: STOP Violence Against Women; City of Tucson;; LGBT&S Alliance Fund and General Fund; EMPACT-SPC; Pima County; Tucson Pride, Inc.; Tucson-Pima Arts Council; United Way of Tucson and S. Ariz.; YWCA of Tucson. <u>Foundations</u>: Amazon; Bohnett; Gill; La Paz; Open Meadows; Stocker; Vision Mark; Women's Fdn. of S.Ariz.; Community Fdn. for S.Ariz.</p> <p>? Also limited corporate support from gay owned local corporations. Capital campaigns run, mostly within the GLBTQ community. Annual benefit dinner premier fundraising event. Last dinner raised \$45K to support Centre programs and services.</p> <p>? Many programs and services of Wingspan provided in partnership with other social service agencies in Pima County area. This modality seems to serve Centre best.</p> <p>Financial ? Annual operating budget about \$500K. Rent approx. \$2000 per month. Staff salaries account for \$235K. Admin. and fundraising costs about 25% of budget.</p> | <p>? Meeting room rental raises 600-700K; Foundation grants raise 600-700K; individuals donate 800K; Government grants provide 150K; Corporations donate 300K.</p> <p>? Difficulty obtaining support from Hi-Tech industry. Currently seeking to host corporate meetings during the day. Rented meeting rooms currently used only during evening hours.</p> <p>Financial ? Annual operating budget of 29M.</p> | <p>support for specific projects.</p> <p>? Majority of funding raised by center through events. Quarterly hold a Dyke Night social which brings in about \$1000.00 per night. Also collect member dues and have ad-hoc events.</p> <p>Financial ? Annual operating budget of approx. 100,000.</p> <p>? Rent very good - \$750.00/month - an incentive not to move.</p> | <p>hosting and internet services.</p> |
| 5. Building/Site | <p>Building ? City owns building. Site chosen based on availability, interest of community groups, demonstrated need. Operations undertaken by management staff, and by hundreds of volunteers, directed by E.D., overviewed by Board.</p> <p>? Building is full. 519 one of busiest and most diverse community centres in Canada.</p> <p>Neighborhood ? Densely developed downtown catchment area.</p> | <p>Building ? Building operated and managed by the E.D. following policies set by Wingspan Board of Directors. Building is rented. Commercial property owned by landlord. Affordable, near the University, on public transit routes, same area as previous location.</p> <p>? Building full. Centre looking for new and larger location -presently surveying community for input.</p> <p>Neighborhood ? Located in commercial upscale area near University of Arizona. Next door is GLBT business.</p> <p>Physical Structure ? One floor, about 2100 ft², one main room</p> | <p>Building ? Owned.</p> <p>Neighborhood ? Residential on one side. Commercial on main entrance side. Located across from The Center is Lyon-Martin Women's Health Services, a leading provider of health care for lesbian and bisexual women, low-income women, HIV-positive women, homeless women, and women of color.</p> | <p>Building ? The building is privately owned and managed by the owner. Centre rents space. Center shares building, a three story apartment building converted into office. Center located on second floor occupies what would have been two apartments.</p> <p>Neighborhood ? Located in commercial area very close to downtown core. No sign identifying</p> | <p>Building ? Dovercourt Recreation Association (DRA) leases building from the City of Ottawa who owns it. Chosen based on location, availability. Building is full.</p> <p>Neighborhood ? Affluent neighborhood, upper middle class clientele. Visible in neighborhood, signage outside.</p> <p>Physical Structure ? 2 floors, strictly fitness and recreation facility. 5 meeting rooms, 6 offices,</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|--|---|---|---|---|
| | <p>Physical Structure</p> <p>? Two-story older red-brick street-front building, unobtrusive, with minor signage and poster board.</p> <p>? Multi-purpose capability: serving meetings, auditorium (capacity for 226 persons), social recreation (dances). Confidential counseling rooms, kitchen, cafeteria, children's area and youth area and side-yard with wading pool near the park. No exam rooms and limited office space for administration. No commercial or retail space.</p> <p><i>Accessibility/Security</i></p> <p>? Wheelchair accessible. Street parking. Convenient bus route; located near subway. The 519 intended to serve local, densely-developed area, rather than long-haul clientele.</p> <p>? The Centre pays \$2,697 per year in insurance.</p> | <p>includes library, one small meeting room for 20 and 5 small offices, one of which is computer centre. Space in same strip mall rented for a youth lounge and drop-in centre. Annex will be added to main space in near future. No recreation facilities, counseling rooms, exam rooms, kitchen or cafeteria, children's area, arts spaces, outdoor facilities or retail space.</p> <p><i>Accessibility/Security</i></p> <p>? Wheelchair accessible, parking on street. No mobile transport. Affordable, near University, on public transit routes. Alarm system present. Not all staff screened by police but those involved in youth programs receive special training and police check, includes fingerprinting. Staff in contact with public receive sensitivity training. Insurance for fire, theft and liability.</p> | <p>? Centre is drawing LGBTQ business to area. Located near "Castro" and "City Hall" areas of town.</p> <p><i>Physical Structure</i></p> <p>? 4 floors, 40,000 sq. ft. Has multipurpose capability. Up to 20 meeting rooms. No recreation facilities. Has counseling rooms, offices, café, kitchen catering area. Large gallery room on the 3rd floor accommodates 41 people, many smaller areas at Center reserved for art exhibits and performances. Dedicated classrooms, one equipped with 27 computers.</p> <p>? A core need identified by community was inexpensive meeting space for individuals and organized groups. Provides fourteen rooms to community groups and non-profits to hold functions. Meeting rooms have internet hookups, onsite audio/visual equipment, and one contains video conferencing capability. Meeting rooms accommodate 10-41 people, multi-purpose Rainbow Room accommodates 333, Ceremonial Room accommodates 183, and two lobby lounge areas accommodate 50-75 people.</p> <p>? Center will</p> | <p>center and this is preferred for anonymity and safety reasons especially for youth.</p> <p><i>Physical Structure</i></p> <p>? Approx. 1600 sq. feet which includes office, library, meeting room,</p> <p>Counseling and project room, archives and work area for the librarian.</p> <p><i>Accessibility/Security</i></p> <p>? Not wheelchair accessible. Downtown on transit routes.</p> | <p>gym, pool etc., leased kitchen, no specific children's or youth area. No cultural space. Portables used, rents rooms at local schools. Café.</p> <p><i>Accessibility/Security</i></p> <p>? Wheelchair accessible, parking. Public transport in front. Have staff/volunteer training/screening and insurance.</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|---|--|--|--|--|--|
| | | | provide two safe Child Watch rooms to make it easier for people with children to visit or attend meetings, counseling sessions, and community events. Also youth area. | | |
| 6. Partners/User Groups | <p>Arrangements with User Groups and Partners</p> <p>? Many social services address the needs of the GLBTQ community and also many other vulnerable people. Strong ethic of activism, serving all. Large number of local services and agencies, receive clients and information from The 519 Centre.</p> <p>? Conflict resolution – Centre has very strong space use policy, which provides principles and approaches to sharing space at Centre. Strong, detailed, enforced Anti-Harassment Policy includes informal resolution, formal complaint process.</p> <p>? Centre sees itself as a resource to be used by community as well as initiator of activities for community. Activities can be initiated by individuals and/or groups from the community approaching Centre staff with their ideas and needs. Board and staff may also promote and create activities where they see a need.</p> <p>? Priority use of space - first priority is program and user groups. Second priority given to non-profit groups, or individuals holding special events, last priority given to commercial organizations and private businesses.</p> | <p>Arrangements with User Groups and Partners</p> <p>? Space is not shared. Many groups use the facility including Alcoholics Anonymous. Centre supports 5 grassroots orgs: Southern Arizona Gender Alliance (SAGA); TGNet Arizona (Transgender Net); the Lesbian Cancer Health Project; the University of Arizona's LGBT Studies and OUTreach; and double Dog Dare Productions.</p> <p>? Arrangements include Wingspan acting as fiscal partner for these organizations so they can use non-profit status of Wingspan. Wingspan keeps 10% of donations to these organizations for providing non-profit status.</p> | <p>Arrangements with User Groups and Partners</p> <p>? Office space on the fourth floor provided to the Bay Area Lawyers for Individual Freedom, Positive Resource Center, and ALRP.</p> <p>? Queer Cultural Centre serves approximately 50,000 people each year and shares 3rd-floor office space with the Harvey Milk Institute. Before Center's establishment, QCC did not have an arts space from which to operate.</p> <p>? The Harvey Milk Institute, also a partner in The Center's Arts Program, shares space.</p> <p>? Numerous other groups in bldg.</p> <p>? Café will be opening soon. This service will be rented.</p> | <p>Arrangements with User Groups and Partners</p> <p>? Building is shared with other private businesses; however, center has its own office space. The other businesses vary in their nature.</p> | <p>Arrangements with User Groups and Partners</p> <p>? Any groups from the community can rent space, e.g. church groups, Kiwanis.</p> |
| 7. Staff and Volunteer Resources | <p><i>Paid Staff</i></p> <p>? Highly experienced E.D. and staff set pace and coordinate work of volunteers and others. 971 staff provided</p> | <p><i>Paid Staff</i></p> <p>? 9 paid staff for a total of 6.75 FTE. The Centre has an E. D., 3 Domestic Violence Project staff, fundraising and development staff, youth program</p> | <p><i>Paid Staff</i></p> <p>? 18 Full time –</p> | <p><i>Paid Staff</i></p> <p>? 3 paid staff each of which works part-time. One is Service</p> | <p><i>Paid Staff</i></p> <p>? 130 – 140 on payroll from 1 hour to full time. 13 FTE.</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|-----------------------------|--|--|--|---|---|
| | <p>30,915 hours of support in most recently-reported year. The 519 is unionized. Full time and part time employees are part of the union. The E. D. and about 6 full-time employees carry out over-all operation and maintenance of facility, an additional 5 engaged in program activities. Also 7 part-time staff and other on-call relief staff and several casual staff, assigned to specific areas. Approx. 25 FTE.</p> <p><i>Volunteers</i> ? Large volunteer program generates many activities. About 400 volunteers contribute energies during the year. Volunteer program directed by a strong volunteer policy, which includes provision for orientation.</p> | <p>staff, Youth Outreach Specialist, Volunteer Coord., Admin. Assistant. Personnel manual for staff.</p> <p><i>Volunteers</i> ? 90 – 100 volunteers; Volunteers form Board and some Program Coordinators. Others facilitate programs, work in library, front desk, in computer centre, maintaining facility, writing grants, putting out newsletter, translating English - Spanish; updating lists, senior companion program, assisting administrative assistant, etc.</p> <p>? No contract arrangements with volunteers but Centre attempts to recruit those who will volunteer for at least one year. No formal dispute mechanisms although E. D. and Board provide routes for appeal. Orientation training provided for volunteers.</p> <p>? All Youth Programs volunteers trained - need strong interest in healthy development of youth, and commitment to empower youth. Willing to follow Wingspan's Code of Ethics and Conduct, willing to undergo background police check and fingerprinting. Domestic Violence Project volunteers take special 14-hour training program.</p> | <p>permanent; 9 Part-Time - permanent; 3 Part-Time – temporary; 1 Full-Time – temporary.</p> <p><i>Volunteers</i> ? Training depends on assigned tasks. Incident report sheets are reviewed weekly.</p> | <p>Coordinator, other two are project leaders.</p> <p><i>Volunteers</i> ? Large core of volunteers who work on projects, etc. as required. This could involve fund raising projects, socials, office duties, etc.</p> | <p><i>Volunteers</i> ? 50 – 60 volunteers, rights and responsibilities varied, not well set up yet. No contract arrangements or conflict and dispute mechanisms. In house training.</p> |
| 8. Services Provided | <p>Hours of Operation Mon. to Fri.: 9am to 10pm Saturday: 9am to 5pm Sunday: 10am to 5pm</p> <p>Services to the General Community ? Emphasis on wellness. Centre not set up to deal with health, but does deal with AIDS awareness, poverty mitigation, (homelessness, etc). Affords special attention to children, youth and aging people. Broad mix of services appropriate to geographic setting. Board generates program activities supported by volunteers, as do many other groups who meet at the Centre. Emphasis on niched services with highly defined need and specific delivery.</p> <p>General Services to the GLBTQ Community</p> | <p>Hours of Operation Mon. to Fri.: 11am to 7pm Saturday: 11am to 5pm</p> <p>Services to the General Community ? Programs not restricted by orientation, open to all, GLBTQ or straight. Provide workshops for general community on GLBT issues, for example: <i>The Transgender Employee: What Arizona Employers Need To Know</i> -free workshop to help Tucson-area human resource professionals to deal fairly with transgender applicants and employees; Domestic violence assistance to any who calls; Cyber Centre used by all; free condoms supplied; anonymous HIV testing.</p> <p>General Services to the GLBTQ Community ? Most of funding and programs directed to GLBTQ community. Many programs provided in partnership with other groups. Library of about 4500 volumes; Cyber Center provides 6 computers,</p> | <p>Hours of Operation Mon. to Thurs: 8:30am to 10pm Fri.: 9:30 to 10pm Sat.: 9am to 10pm/ Sun.: 10am to 6pm</p> <p>Services to the General Community ? Provide outreach and legal counseling, services and referrals on entire range of legal needs facing LGBT and HIV-positive people. Collaboration includes numerous legal agencies and pro bono attorneys. ? Arts Programs: collaborating with Queer Cultural Center (QCC),</p> | <p>Hours of Operation Mon. to Fri.: 7:30pm - 10:30pm Wed./ Thurs./ Fri.: 1pm - 4:30; Saturday: evenings</p> <p>Services to the General Community ? Within general community Center provides anti-homophobia training - part of the 'breaking barriers' program. This program primarily aimed at educators and teachers; however, training sessions also provided to social workers, nurses,</p> | <p>Hours of Operation Mon. to Thurs.: 8:30am – 7pm Fri.: 8:30am to 6 pm Sat. & Sun.: 7:30am to 1pm</p> <p>Services All recreational.</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|---|--|--|---|--------------------------------------|
| | <p>? Although specific programs designed, and available to GLBTQ populations, all programs accessible to everyone. Emphasis on program development is inclusivity. Programs at The 519 include: several 12-Step Programs; AIDS Memorial; Children's Programs; Counselling and Support; Homeless Services; Lesbian Gay Bisexual and Transgender special interest programs; Older Adults; Advocacy and Activism; Arts; Community Living; Courses (some cost -recovery); Legal Help; Multi-Cultural Groups; Recreation and Sports; Youth.</p> <p>Services to GLBTQ Youth</p> <p>? Alternatives Youth Saturday Drop-in; COLAGE: Children of Lesbians and Gays Everywhere; Lesbian, Gay, Bi Youth Toronto; Pink Ink; Trans -Youth – Toronto; Woodgreen Youth Job Centre.</p> <p>Children's Programs</p> <p>? Summer camp for 6 to 12 year olds, The Family Resource Centre (FRC) at The 519 a supportive meeting place for parents, caregivers and children aged 0 -6 years. Large indoor play space full of toys, books, music, games and activities and large, fenced outdoor area with bikes, sand play, and summer wading pool.</p> <p>Services for the GLBTQ Disabled</p> <p>? Services for the GLBTQ Disabled are offered in an integrated way as for other sectors.</p> <p>GLBTQ Seniors</p> <p>? Although Prime Timers are active, there are also integrated day program for seniors of all orientations.</p> <p>Lesbians</p> | <p>internet service; Phone line and referral services (8000 calls/yr); Annual Film Festival; Domestic Violence Program, (unique, focused on domestic violence in the lesbian, gay, bisexual and transgender community, offer support services to victims and survivors as well as education and outreach programs - 3 full time staff); Community forums on a variety of topics; Annual forum meeting between the Tucson GLBT Commission and the community; Mixed Alcoholics Anonymous; Sex Addicts Anonymous; Overeaters Anonymous; SexChat drop-in discussion group for adults of all genders and sexual orientations; Sexploration - sex educator teaches monthly seminar on different subjects; Annual AIDS Walk.</p> <p>Services for GLBTQ Youth</p> <p>? Youth defined as 13-23. Weekly discussion group for youth identifying as gay, lesbian, bisexual, transgender, or questioning their sexuality. Group provides safe place to discuss sexual identity and to express feelings, thoughts, needs, and concerns about any part of their lives. After School Tutoring and Mentoring - cyber-center where volunteers provide assistance with homework, coursework, high school equivalency exams, college prep and planning, job skills. Leadership Development - workshops and retreats for youth designed to promote skill development. Outreach - provides support to existing Gay/Straight Alliances (GSA) and assists youth in establishing new GSAs in their secondary schools. Homeless Youth Services, increasing support to LGBT homeless youth, including expanded drop -in hours, outreach, referrals to social services, and allocation of emergency funds.</p> <p>Services for the GLBTQ Disabled</p> <p>? A TTY line is provided for the deaf but no programs specific to this group.</p> <p>Services for GLBTQ Seniors</p> <p>? Senior Rap Group, a general discussion group focuses on lives of older LGBT people. Senior Companion Program – healthy, older adults provide their “partners” (older or disabled adults) with companionship and help them live independently, a</p> | <p>area's premier LGBT arts organization, to coordinate visual and performing arts programs. Harvey Milk Institute and the Center have teamed up to co-produce Arts and Lecture Series</p> <p>? The Bohnett Cyber Center will be run through collaboration with City College of SF (CCSF), the Harvey Milk Institute (HMI), and The Center. HMI will produce lectures. The CCSF and HMI will provide more than 50 hours of classes each week: college preparation, GED, job readiness, LGBT studies, and elder classes.</p> <p>? Newcomers Orientation: Center welcomes newcomers to SF and those just “coming out” by providing space to connect with LGBT groups. Paid and volunteer newcomer's staff will conduct regular social events, orient to SF's LGBT community, and foster connections to social support, introduce thousands of tourists each year to rich history, culture and activity of SF's LGBT community.</p> <p>? Reading Room: quiet area to read and meet people. SF Public Library will support Center's reading room with books from LGBT collection and computer link to main library system.</p> <p>General Services to the</p> | <p>doctors, and youth care workers. Training sessions usually done at the site of the requestor.</p> <p>General Services to the GLBTQ Community</p> <p>? Info Line providing peer counseling, library, archives and free legal clinic. A lesbian social discussion group, men's coming out service group, bisexual service group, and transgender service group, a 12 step group. Individual groups meet once or twice a month. Also drop-in counseling program. Center also operates program called 'Alternatives' with individual socials and gatherings for any smaller specific groups who wish to feel comfortable with others like themselves.</p> <p>Services for GLBTQ Youth</p> <p>? Youth group is very independent and acts as peer support group. More of a social group and handles most of its own affairs.</p> | |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|---|--|--|--------------------------------------|--------------------------------------|
| | <p>? Specialized program for lesbians, also for parenting, etc., integrated with other sexual orientations.</p> <p>Gay Men</p> <p>? Many, indicated above</p> <p>GLBTQ Family Services</p> <p>Many.</p> | <p>program of the Family Counseling Agency.</p> <p>Services for Lesbians</p> <p>? The Lesbian Cancer & Health Project a community-based, organization to empower lesbians to live healthier lives. Began as pilot project funded by Centers for Disease Control (CDC) to increase screening and early detection of breast and cervical cancer in lesbians. Mission now expanded to include health promotion and education for and about lesbians. Women's Alcoholics Anonymous. Lesbian Avengers/OUTrage – strive to increase visibility on issues important to queer women and combat homophobia through humour and direct action.</p> <p>Services for Gay Men</p> <p>? Mentalk – Discussion group for gay men offers opportunity to socialize and discuss issues. TGIF – monthly social gathering for men after work. Men's Alcoholics Anonymous.</p> <p>GLBTQ Family Services</p> <p>? Rainbow Families – supports GLBT parents and their children through social activities and educational forums. Provides opportunity to be with other similar families and develop peer relationships that may prove valuable in dealing with societal prejudices against GLBT families. Social activities include picnics, campouts, swimming parties. Program in partnership with National Family Pride Coalition. Currently developing a Domestic Violence support program for GLBT families.</p> <p>Services for Bi-Sexual People</p> <p>? No specific programs presently. Was past program but leaders moved.</p> <p>Services for Transgendered People</p> <p>? Support Group and advocates for Southern Arizona's Transgender and Transsexual Community. The Southern Arizona Gender Alliance (SAGA) works to ensure transgender and transsexual people of their basic rights. SAGA helps organize educational, social, and political programs for transgender and transsexual people and their significant others, friends, families, and allies. SAGA</p> | <p>GLBTQ Cmty.</p> <p>? Economic Development Programs: Center will work to improve educational and socio-economic levels of LGBT people through relationships with educational institutions and skills development programs, and by creating employment opportunities at The Center. Education Program will provide GED, job readiness and college prep courses in collaboration with City College of SF.</p> <p>Children's and Parenting Services:</p> <p>? Center will provide two safe and well-equipped Child Watch Rooms to make it easier for people with children to visit or attend meetings, counseling, events. Collaboration of family service organizations will organize weekly social groups, family-focused conferences, and special events, and offer a variety of family counseling services.</p> <p>Services for GLBTQ Youth</p> <p>? In Lavender Youth Recreation and Info Center. Queer Youth Training: provide support to all youth who are hired by any business in The Center, as well as hire 2-3 youth interns to staff youth drop-in space.</p> | | |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|---|---|--|--------------------------------------|--------------------------------------|
| | | <p>also has Dezert Boyz support group for people on the Female to Male (FTM) continuum and butch continuum and their significant others, friends, family, and allies. Also Dezert Girlz support group for people on the male-to-female (MTF) continuum. Dezert Partnerz a new support group designed for "non-trans" partners of transgender and transsexual individuals and Gender Outlawz, Transgender youth group, Transgender Alcoholics Anonymous.</p> <p>Services for Two-Spirited People</p> <p>? No programs although significant aboriginal population.</p> <p>Services for Ethnic and Cultural Groups</p> <p>? Youth Outreach worker spending few days a month in South End of Tucson at an Hispanic CC bringing Wingspan to Hispanic queer youth.. Wingspan domestic violence counsellor also visits an Hispanic CC one day a month.</p> | <p>? The Youth Gender Project: youth/adult partnership uses a peer-based model to empower transgender, transsexual, gender-variant, inter-sex, and gender-questioning youth.</p> <p>? Youth Resource Room offering youth-oriented activities, affordable social events. Access to employment info, legal counseling, health services, arts programs, resources for activists, and Center building facilities. Youth Resource Room staff and programming through collaboration with ten youth service agencies. Drop-in programs for middle-school children will be coordinated by COLAGE (Children of Lesbians and Gays Everywhere).</p> <p>Services for the GLBTQ Disabled</p> <p>? Deaf Gay and Lesbian Center, founded in 1992, serves needs of deaf and hard-of-hearing LGBT people.</p> <p>? Positive Resource Centre, assists people affected by HIV/AIDS through counseling, education and advocacy.</p> <p>Services for GLBTQ Seniors</p> <p>? New Leaf's Outreach to Elders will program activities in the Senior Space. Provide social</p> | | |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|---|---------------------------|--|--------------------------------------|--------------------------------------|
| | | | <p>activities, housing information, legal advice on retirement and health issues, counseling, and access to in-home care services.</p> <p>Services for Lesbians</p> <p>? Bay Area Career Women: personal and professional development through events, awards outstanding lesbians, funds individuals and orgs doing work on lesbian issues through "A Fund of Our Own."</p> <p>? Located across from The Center is Lyon-Martin Women's Health Services will conduct group sessions on the 3rd floor on issues including lesbian health and parenting.</p> <p>? GLBTQ Family Services</p> <p>? Collaboration of family service organizations, led by Our Family Coalition, will organize weekly social groups, family-focused conferences, and special events. New Leaf and the Alternative Family Institute will offer variety of family counseling services.</p> <p>? Center's LGBT Family Coalition: collaboration of All Our Families Coalition, COLAGE, and Jewish Family and Children's Services.</p> <p>Services for Bi-Sexual People</p> | | |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|-------------------------------|---|--|---|---|---|
| | | | <p>? <i>Anything that Moves</i>: quarterly containing stories, poetry, news and other info on bisexual issues. Also Bay Area Bisexual Network an umbrella organization for bisexuals - resources providing workshops, social events, discussions, and a speaker's bureau. Also, BiNet USA Services for Transgendered People.</p> <p>? FTM, International, education org. serving female-to-male transgendered people and transsexual men. Provides info, publications, news and peer support.</p> <p>Services for Two-Spirited People</p> <p>? Bay Area American Indian Two Spirits offering culturally relevant activities for LGBT Native Americans their families and friends.</p> <p>Services for Ethnic and Cultural Groups</p> <p>? Black Coalition on AIDS, Inc. Health Services, dedicated to advocacy, education, and harm reduction on HIV/AIDS in the Black community. Also Lesbians and Gays of African Descent for Democratic Action.</p> | | |
| 9. Outreach Activities | <p>? 19 publications. Newsletter six times/year.</p> <p>? Website of considerable content, freshness, and complexity: www.The519.org.</p> | <p>? Many pamphlets. Newsletter is major publication, mailed to 8,000 people on Wingspan mailing list. Newsletter a volunteer effort so costs are printing and mailing. Practice being reexamined due to high cost and availability on internet.</p> | <p>? Monthly calendar; Quarterly newsletter.</p> <p>? Website www.sfgaycenter.org</p> | <p>? Pamphlets distributed regularly.</p> <p>? Website www.users.gaycanada.co</p> | <p>? Brochure produced twice/ year.</p> <p>? Good web site developed by contract:</p> |

| | The 519 Church Street Community Center, Toronto | Wingspan, Tucson, Arizona | The San Francisco LGBT Community Centre | Winnipeg Gay/Lesbian Resource Centre | Dovercourt Recreation Centre, Ottawa |
|--|---|--|---|---|---|
| | <p>? Many events. Some outreach, particularly to Trans community. Most efforts are to support on-site activities serving local populations.</p> <p>? The 519 encourages volunteers and groups meeting at the site to engage in activism – call councilors, media, etc. High degree of City support for this Centre; good relations and funding.</p> | <p>? Website developed and maintained on a volunteer basis: www.wingspanaz.org Not presently being translated into Spanish.</p> <p>? Main displays at annual Pride festival, annual fundraising dinner and annual film festival. All events are sponsored by Wingspan.</p> <p>? Speakers Bureau under development. Calls for speakers presently handled by the Domestic Violence Project paid staff.</p> | | <p>m/wglrc</p> | <p>www.dovercourt.org</p> <p>? Poorly attended AGM.</p> |

The Partner Survey

Between June 25 and July 25, a partner survey was posted on the Pink Triangle Services Web Site to explore groups' and organizations' interest in:

- ▼ using a Centre for activities and programs
- ▼ co-locating all or part of their organization in a Centre.

In addition, respondents were asked to indicate what they'd like to see in a Centre in terms of location, facility, shared services, etc.

An invitation to participate in the survey was extended to over 200 contacts through memo and personal telephone call to:

- ▼ all GLBT organizations currently offering mutual support, recreation, advocacy and policy work, and cultural programming
- ▼ all agencies currently providing GLBT-oriented services
- ▼ private sector entrepreneurs targeting the GLBT population.

Table two, below, lists the 56 respondents to the survey. Table Three summarizes the usage needs according to the following categories:

- ▼ Non-profit agency interested in co-locating all or part of its organization in a Centre
- ▼ Private sector organization interested in co-locating
- ▼

Table 2: List of Respondents to Partner Survey

| <i>Your Name</i> | <i>Title</i> | <i>Organization</i> |
|-------------------------|-----------------------------|--|
| 1. Sandi Bonini | Partner | Ashton, Bonini & Associates Inc. |
| 2. Evelyn Richter | Reverend/Founder | The Open Circle |
| 3. David | owner | After Stonewall |
| 4. Dana Bergman | Administrative Coordinator | Carleton Gay, Lesbian, Bisexual & Transgendered Centre |
| 5. Brian Gallant | Publisher | Capital Xtra |
| 6. Bill Hawke | Certified Financial Planner | Invertors Group Financial Services |
| 7. John Fisher | Executive Director | Egale Canada |
| 8. Adrian Lloyd | Financial Advisor | Clarica |
| 9. Castille Troy | Executive Director | Aboriginal Women's Support Centre |
| 10. Carol McMurdo | "owner" | Hunt Club Counselling Services |
| 11. Ellen Bell | Social Worker | Ellen Bell Counselling |
| 12. Gary Sealey | Executive Director | Lambda Foundation for Excellence |
| 13. Marguarite Keeley | Executive Director | Centretown Community Health Centre |
| 14. Thomas Nesbitt | | self employed consultant |
| 15. J.J. (Jay) Koonstra | Executive Director | Bruce House |
| 16. Daniel Grummisch | ED | Making Scenes |
| 17. Michael Birmingham | Executive Director | Carlington Community and Health Services |

| | | |
|---|--------------------------------------|--|
| 18. Ruth Dulmage | Counsellor/Business Owner | Ruth Dulmage, M.W.S. Individual, Couple & Family Counselling/Consulting Services |
| 19. Bill Renaud | Associate Broker, Realtor | REMAX Metro City |
| 20. Robin Duetta | | Discovery Players |
| 21. Alain Faubert | Président | Ass. Pères Gais Outaouais |
| 22. Gracia Lalande | Propriétaire | Services de counselling |
| 23. Dennis & Diana Stimson | C0-Facilitators | PFLAG OTTAWA |
| 24. Jan Hobbs | President | Gender Mosaic |
| 25. Carol McMurdo | Program Manager, Direct Intervention | Western Ottawa Community Resource Centre |
| 26. Philip Macadam | lawyer | same |
| 27. Robert Birnbaum | Dr | Broadview Travel Medicine Clinic |
| 28. Elizabeth Hall | Senior Partner | P.A.D.-People Against Discrimination Consultants |
| 29. Evan Frank | President | Far Horizons Inc |
| 30. Helma Seidl | MSW, RSW, Doctoral Candidate | Making a Difference Counselling and Consultation |
| 31. Kim Meechan | | Out Stuff |
| 32. Lorraine Henderson | singing member | Vox Femina |
| 33. Lucie Perrier | President | Pink Triangle Service (PTS) |
| 34. Françoise Drouin-Soucy | Program Coordinator | Youth Net/Réseau Ado |
| 35. Paul Lafleur | Coordinator | Waltzing Out/Le pied gai |
| 36. Margot Arseneau | Directrice | Centre de ressource de la Basse-Ville |
| 37. Josephine FitzGerald, MSW, RSW | Counsellor | Amethyst Women's Addiction Centre |
| 38. Franca DiDionete | Executive Director | Catholic Family Service |
| 39. Anna Soros | Executive Assistant | Overbrook-Forbes CRC |
| 40. Denise Valley | Director, Ottawa Central Services | Youth Services Bureau of Ottawa |
| 41. Kim Bulger | Executive Director | Nepean Community Resource Centre |
| 42. Jessica Carfagnini | public education coordinator | Sexual Assault Support Centre |
| 43. Wayne MacKinnon | Coordinator (Communications) | Bytown Boots |
| 44. Representative moved away to Nova Scotia. | | Lesbian & Gay Immigration Task Force (LeGIT) |
| 45. Larry White | | Carrés aux Dattes d'Ottawa Date Squares |
| 46. Amanda McCarthy | Member | AI-LGBT Network (CBC Radio) |
| 47. Nicole Laviolette | Co-chair | Team/Equipe Ottawa |
| 48. Cynthia Cousens | Chair | Ottawa Police Service - LGBT Liaison Committee |
| 49. Jinny McNaughton | Nurse | ET On Call |
| 50. Steven Curtis | Founder | Capital Cubs |
| 51. Liz Benjamin | President | Tone Cluster |
| 52. Sue Smee | Member | Lesbian Outdoor Group |
| 53. Annelies Vanders | Registered Aromatherapist | |
| 54. Kevin Muise | Acting Director | Oasis |
| 55. Orhan Hassan | Program Manager | Ottawa Sexual Health Centre |

Table 3: Summary of Co-Location Interest Identified from Partner Survey

| <i>Details of Interest in Joint Activities, Use of Centre and Tenancy within Centre</i> | | | |
|---|--|----------------------------|---|
| Non-Profit Agency Full Time | Square Footage Needed | Annual Rent Revenue | Comments |
| Pride (to be confirmed) | 700 - 900 sq feet | 18396 | (assume 800 square feet -- to be confirmed by current board -- estimate provided by Peter Bishop and Yvon Vaillant) |
| Egale Canada | 700 - 1000 sf | 19550 | Assume 850 square feet as soon as Centre is ready |
| PTS -- common space | 2 small meeting rooms, 1 medium meeting room, 1 lounge, 1 library (approximately 3000 square feet) 3 offices (one rented to counsellor) (approximately 300 square feet) | 52,000 | Currently occupying 3000 square feet – most of which is community center space Earliest move date: Jan-04 |
| YSB | private work station with access to counselling room, program room, secure storage | 6900 | would need additional funding to provide rent; would contribute volunteer and staff time also would contribute to fund-raising |
| Ottawa Police Liaison Subcommittee | possible, but not sure: private office, shared office | 0 | not sure -- need to check with Police |
| Total Non-Profit Agencies interested in Co-location | | 96,846 | |
| Private Sector interested in Full Time Tenancy | Square Footage | Annual Revenue | Comments |
| Helma Seidl | 300 square feet | 4800 | Assume \$400 per month |
| Ellen Bell Counselling | 300 square feet | 4800 | Assume \$400 per month |
| After Stonewall | 800 sq feet | 24000 | assume \$30 per square foot for retail space |
| Capital Xtra | shared board room, 1200+ sf, shared services (reception, board room, display space; 200 sf storage | 27600 | Assume \$23 per square foot – organization indicated that it's prepared to pay \$1400 per month = \$16800 per year as soon as Centre is ready |
| Total Private Sector Full Time | | 61200 | |

Table 4: Summary of Interest in Offering Activities in Conjunction with a Centre Identified from Partner Survey

| Regular Community Activity | hours per week | Expected Revenue from Booking Fees @ \$20 per hour for program room | Comments |
|--|--|--|--|
| Walzing Out/le pied gai | 3 | 2520 | \$60 per week, 42 weeks per year |
| Bytown Boots | 5 | 4200 | \$100 per week, 42 weeks per year |
| Père Gaies | 2 | 0 | service in kind |
| Tone Cluster | 3 | 2520 | \$60 per week, 42 weeks per year |
| The Date Squares | 3 | 2520 | |
| The Open Circle | 8 | 0 | |
| Total GLBT Mutual Support Group | 21 hours per week | 11760 | |
| Community Non-Profit Agency | | | |
| Aboriginal Women's Support Centre | 3 | | service in kind |
| PTS | 20 | | part of rent |
| Youth Services Bureau | 3 | | part of rent |
| Centretown CHC | 3 | | service in kind |
| Sexual Assault Support Centre | 3 | | service in kind |
| Catholic Family Services | 0.5 | | part-time seconded staff |
| Carleton GLBT Centre | 3 | | volunteer time |
| Western Ottawa CRC | 3 | | contribution in kind possibly lend staff for counselling and facilitating groups |
| Bruce House | 0.5 | | |
| Total Non-Profit | 39 hours per week of programming contributed "in kind" from community partners agencies | | |

| Occasional Community Activity | Need Level | Contribution | Potential Annual Contribution | Storage Fee | Comments |
|---|--|---|--------------------------------------|--------------------|---|
| Team/Equipe | not sure -- depends on member groups/programs; need program room for 50 - 100 4-5 times per year | possibly pay a booking fee; need secure storage dedicated | 500 | 100 | \$20 per hour, 5 hours each usage |
| Discovery Players | not specified | unsure, contribution of technical, lighting support | 0 | | contributions in kind |
| Lambda | a few times a year | | 200 | | |
| Lesbian Outdoor Group | 6 times per year with access to storage space | booking fee | 3600 | 100 | \$60 per usage (3 hr) 6 times a year; |
| Making Scenes | occasional | | 500 | | |
| Occasional users: Financial advisors, Travel Medicine Clinic, education seminars, Youth Net/Réseau Ado -- depression support groups, ASIST (suicide intervention training), Centre de ressource de la Basse-Ville, aromatherapy workshops, Capital Cubs | | | 3120 | | assume one event per week for 3 hours \$60 for 52 |
| Lambda | a few times a year | | 500 | | |
| Total Estimated Revenue from Occasional use ¹ | | | 8420 | | |

Table 5: Summary of Interest in Part-Time Co-Location Identified from Partner Survey

| <i>Private Sector Part-Time Tenants</i> | <i>Hours per week</i> | <i>Comments</i> |
|---|-----------------------|-----------------|
| <i>Counsellors – private office or small group room</i> | | |
| Ellen Bell -- support groups (small group room) | 3 | |
| Ruth Dulmage | 3 | |

¹ This estimate does not include estimated use from groups not specifically targeting the GLBTQ population. Given the shortage of downtown public meeting and activity space, it is expected that occasional usage rates will be higher than indicated here.



| | | |
|--|---|---|
| Carol McMurdo, Hunt Club Counselling Services | 16 | |
| Jinny McNaughton | 0.5 | |
| Annelies Van Oers | 16 | |
| Total Private Sector Part time – Private Office | 38.5 | Two 150 square feet of office space |
| Community Service Dedicated Free Space | | |
| PFLAG | 150 square feet | unsure about the shape of things to come |
| Gender Mosaic | 150 square feet | unsure |
| LeGit | 150 square feet program office; shared admin, shared volunteer meeting and work space; use of library etc. | as soon as Centre is ready |
| Total | 450 square feet | |



Phase One and Phase Two Concepts

Based on the research of the five other Centres, and the partner survey, as well as the needs identified, the Task Team developed a Phase One and Phase Two Concept. Phase One is aimed at developing a "Centre without Walls" and taking further steps towards creation of a downtown hub. Table Eight provides a summary of the key concepts in Phases One and Two.

Table 6: Summary of Phase One and Phase Two Key Elements

| Key Elements of the Centre's Development | Phase One: Centre without Walls: 2003 – 2006 (Additional over and above current) | Phase Two: Downtown Hub Centre with Satellite Programming (Additional over and above Phase One) |
|--|--|---|
| Overall Concept | | |
| Summary | <p>Centre Development and establishment of a Centre without Walls, with Pink Triangle Services as the lead organization</p> <ul style="list-style-type: none"> • Centre without Walls (the satellite activities) to include <ul style="list-style-type: none"> ○ Co-locating with interested organizations and services in a position to move immediately ○ Building stronger connections with different organizations within GLBTQ community that may be interested in joint fund-raising, community activity development, and co-ordinated programming ○ Working with partner agencies across the City to improve services to GLBTQ residents | <p>Establishment of a Downtown Hub</p> <ul style="list-style-type: none"> • Welcoming public space with reception/info/resource centre; possibly coffee shop and other commercial high activity enterprises (e.g. video rental, book store, fitness centre, business centre) • At least 9000 square feet of community space to include: <ul style="list-style-type: none"> ○ Various activity rooms (large and small program rooms, lounge kitchen, counselling rooms); some satellite activities will begin using downtown hub; others will stay in locations more accessible to population they're serving ○ Administration and office space • 5000 square feet or more of space that's leased to compatible community organizations or businesses |
| Staffing and Operating Resources Required | <ul style="list-style-type: none"> • An additional \$270,000 to cover staff and operating budget <ul style="list-style-type: none"> ○ 1 Executive Director ○ 1 Program Co-ordinator ○ 1 Program/ Communications Assistant | <ul style="list-style-type: none"> • One-time capital costs for building, renovation, and/or fit-up and equipment in the order of \$5 million • Additional \$330,000 to cover staff and operating budget to keep a 9000 square foot Centre open and running 90 hours a week² <ul style="list-style-type: none"> ○ 1 Admin/Facility Manager ○ 1 Program Assistant ○ 3 reception/communications staff |

² It's assumed that the 5,000 square feet occupied by other organizations would be break-even (with exception of 20% mark-up on rent of private sector organizations—see revenue)

| Key Elements of the Centre's Development | Phase One: Centre without Walls: 2003 – 2006 (Additional over and above current) | Phase Two: Downtown Hub Centre with Satellite Programming (Additional over and above Phase One) |
|---|--|--|
| Facility Requirements | <ul style="list-style-type: none"> • Maintain PTS 3000 square foot space • Encourage compatible organizations to lease space on 4th floor • Rent 300 square feet additional space in PTS building at 177 Nepean for offices • rent larger community space on an as-needed basis for community events • Use combination of: <ul style="list-style-type: none"> ○ PTS rooms for smaller meetings and events ○ Negotiated “GLBT community times” within existing community spaces for larger events, or clusters of group activities • Work with partners in rural, suburban communities to expand programming at their sites | <ul style="list-style-type: none"> • At least 14,000 square feet in downtown location <ul style="list-style-type: none"> ○ 9000 square feet for shared community space: <ul style="list-style-type: none"> • PTS currently pays \$52,000 for 3000 square feet • An additional 6,000 of community space would be required ○ 5000 square feet or more of rentable space – some street frontage, some offices: Egale, Capital Xtra, Pride Committee currently rent approximately 3000 square feet; there is interest from other potential tenants in approximately 2000 square feet; potential additional interest from private sector is yet to be explored • High pedestrian traffic, preferred in retail area with good parking and public transit • Options <ul style="list-style-type: none"> ○ Co-locate with existing community centre or non-profit agency with compatible mandate (lease or build) ○ Free-standing facility (lease or build) |
| <ul style="list-style-type: none"> • Need for City Funding | Increase Pink Triangle Services' sustaining grant from \$28,000 to \$100,000 per annum | To be determined |
| <ul style="list-style-type: none"> • Need for Project Grants | City: \$50,000 (annually for 3 years) Trillium \$75,000 (annually for three years) | To be determined |
| <ul style="list-style-type: none"> • Estimated Revenue | none | <ul style="list-style-type: none"> • \$52,000 from PTS for rent • \$115,000 from rent on 5000 square feet of rentable space • Approximately \$12,000 mark-up on private sector tenants 'rent (@ 20%) • Approximately \$30,000 booking fees annually • Revenue from business centre and coffee shop not included in estimates |

| Key Elements of the Centre's Development | Phase One: Centre without Walls: 2003 – 2006 (Additional over and above current) | Phase Two: Downtown Hub Centre with Satellite Programming (Additional over and above Phase One) |
|--|---|---|
| <ul style="list-style-type: none"> • Expected Contributions in Kind | <ul style="list-style-type: none"> • Build links with recreation and cultural groups to offer more programming in collaboration with other groups • Work with partner organizations to support more programming in response to needs around City • Special contributions from City that would increase feasibility include: <ul style="list-style-type: none"> ○ Seconded staff from Community Services that specialize in programming and facility development ○ Support for securing provincial and federal partners ○ Support for securing private sector partners ○ Support for finding site and co-location options that would maximize benefits to Ottawa residents | <ul style="list-style-type: none"> • 3000 square foot contribution of community space from PTS (\$52,000 rent) <p>A survey of potential partner organizations indicated that if a Centre were to open tomorrow,</p> <ul style="list-style-type: none"> • recreation and cultural groups would contribute 21 hours per week of community programming, • partner agencies would offer 39 hours per week of programming either in collaboration with a Centre at their location, or at a downtown hub • many other groups would make occasional use of the space for events, activities and meetings |
| <ul style="list-style-type: none"> • Expected Volunteer Contributions | <p>A significant volunteer effort will be needed in Phase I and throughout Phase II. The Centre will rely on volunteer effort.</p> | <p>A significant volunteer effort will be needed in Phase I and throughout Phase II.</p> |
| <ul style="list-style-type: none"> • Expected Donations | <ul style="list-style-type: none"> • Additional \$45,000 per annum to be fund-raised in Phase I • Feasibility of raising capital and operating funds without damaging other community organizations' fund-raising efforts to be tested in Phase I | <ul style="list-style-type: none"> • \$5 million capital campaign will be needed for a building; significant funds will be needed to fit up an existing building (exact cost to be determined in Phase I) • ongoing operating funds required from donations to be determined, based on business model to be developed in Phase I |

Table 7: Programming Priorities for Phases One and Two

| <i>Aspect</i> | <i>Interim Development Stage (3 years)</i> | <i>Longer-Term Vision</i> |
|---------------|--|--|
| Goals | <p>Governance and Partnerships</p> <ul style="list-style-type: none"> • Establish viable governance model that builds on and enhances work of existing organizations operated within the GLBTT Community, and operated by mainstream organizations designed to serve GLBTT Community • Negotiate agreements for joint activities, programming and space sharing with partner organizations and future tenants <p>Resource-Seeking</p> <ul style="list-style-type: none"> • Develop and implement fund-raising plan for capital and required operating funds that also enhances current fund-raising initiatives within GLBTT Community • Negotiate core sustaining operating funds from funders • Enroll a critical mass of skilled and committed volunteers to lead community centre development • Negotiate contributions in kind from organization providing services to GLBTTQ residents of Ottawa <p>Public Relations and Engagement</p> <ul style="list-style-type: none"> • Build public and community support for the development of Centre • Build GLBTTQ residents' use of and participation in host organization's facility; build participation in community centre-development events <p>Program Development and Co-ordination</p> <ul style="list-style-type: none"> • Work with existing groups to develop "community centre without walls" activities • Enhance existing services of Pink Triangle Services and other community organizations by | <p>Increase attractiveness of Ottawa to employers and tourists by enhancing the image of Ottawa as a safe community that celebrates and actively supports diversity by establishing a GLBTTQ community centre that:</p> <ul style="list-style-type: none"> • Provides an accessible, welcoming, safe and supportive meeting place for GLBTTQ residents and visitors to Ottawa • Provides education and support to the larger Ottawa community to work more effectively in meeting the needs and drawing on the strengths of GLBTTQ residents • Provides a showcase celebrating the contribution that GLBTTQ residents and people who support diversity make to Ottawa • Provides leadership in planning and co-ordination of events and activities within the GLBTTQ community • Increases the number of programs and services offered by organizations throughout the City, including rural and suburban areas, that are accessible and appropriate to GLBT residents • Improves educational and employment outcomes for GLBTTQ youth and young adults by providing youth with programs and spaces that support their well being, and by working with school boards, families, and community youth-serving agencies to create conditions that support GLBTTQ youth. • Improves gay men's wellness and reduces health risks by engaging gay men in wellness activities, and working with health providers and public health officials to develop wellness programming and supports. • Improves lesbians' opportunities to build mutual support and create activities that increase connectedness and reduce isolation • Reduces the rate of depression and suicide, particularly among GLBTTQ youth and among trans-gendered residents, by offering mutual support, counselling, and crisis intervention. |



| <i>Aspect</i> | <i>Interim Development Stage (3 years)</i> | <i>Longer-Term Vision</i> |
|---------------|---|--|
| | <p>leading the development of needed programming, particularly for youth, gay men's wellness, and those with mental health needs</p> <p>Building and Siting</p> <ul style="list-style-type: none"> • Complete functional plan for Phase II • Seek building and site options and decide on preferred location for Phase II facility | |
| Governance | <ul style="list-style-type: none"> • Pink Triangle Services will lead the Centre development over the next three years, contingent on securing appropriate resources. The organization is ideal: <ul style="list-style-type: none"> ▪ has charitable non-profit status ▪ has compatible mandate: serving Ottawa GLBTTQ community with activities, programs and community development ▪ is prepared to enhance current programs to undertake some community centre activities and programs, given resources required to do so | <ul style="list-style-type: none"> • During Phase I governance options and agreements will be developed with the many partner organizations. The preferred option at this point is for Pink Triangle Services to continue to lead the Centre implementation and to merge its mandate and operations with Centre operations. |
| Space | <ul style="list-style-type: none"> • House Phase I staff (3 offices) in host organization (450 sq. ft.) • As feasible within host organization, make space for seconded staff as negotiated with partners, and for community centre developmental programming and for community group access to meeting rooms, program rooms etc. | <ul style="list-style-type: none"> • Approximately 9,000 square feet of shared community centre space located within the downtown core with facilities to share with any organization that supports diversity principles. Facility to ideally include: <ul style="list-style-type: none"> ▪ Large program room/studio ▪ Meeting space for up to 30 ▪ Library (PTS) ▪ Counselling rooms ▪ Kitchen ▪ Lounge and informal meeting room ▪ Children's play area ▪ Public area with café, library, business centre with volunteer work room, information and reception area ▪ Offices for staff and seconded staff • An additional 5000 sq. ft. of space to be leased to community non profit organizations and businesses • satellite activities in partnered organizations with special facilities such as gymnasium, clinic, youth drop-in, or that are located in close proximity and in outlying rural or suburban areas |





| Aspect | Interim Development Stage (3 years) | Longer-Term Vision |
|--------------------|---|--|
| Location | <ul style="list-style-type: none"> • Within same location as Pink Triangle Services, the host organization | <ul style="list-style-type: none"> • Ideally downtown core within high pedestrian traffic area with compatible activities beside or nearby; could be in same building as another compatible organization with room to spare such as a community health centre, a community recreation centre or a non-profit fitness facility |
| Program Activities | <p>Community Centre Development</p> <ul style="list-style-type: none"> • Partner and governance negotiation • Detailed planning -- facility • Opportunity-seeking • Public Awareness and Education • Fund-raising • Development volunteer recruitment <p>Programming</p> <ul style="list-style-type: none"> • Varied hours of operation to include some weekend and evening hours • Satellite programs and activities in collaboration with partners, particularly in rural and suburban areas • Youth policy and program development in collaboration with PTS, City (Community Services and Sexual Health Outreach, YSB and Rainbow Youth Advisory, Schools, CHEO/YouthNet, Popcorn Group, and Community Resource/Health Centres • Gay Men's Wellness Strategy in collaboration with PTS, City Community Services, PHLTC and Sexual Health Outreach, OCCA, ACO, Oasis, Gay and Lesbian Physicians' Group, and private wellness service providers • Further development of mutual support and peer-based programming in collaboration with PTS, CCHC, addictions treatment providers (Amethyst and others), Gender Mosaic • Community programming in collaboration with range of GLBTTQCC community groups | <p>Programming</p> <p>Open 90 hours per week: 9 – 10 Monday – Sunday Whole Community</p> <ul style="list-style-type: none"> • Provide leadership, planning and coordinating role (Executive Director with Youth Community Developer) <ul style="list-style-type: none"> ▪ Capacity to adapt and change programming as community changes ▪ Adapt existing programming in mainstream services to our community with mainstream partners ' <ul style="list-style-type: none"> ▪ Queer-Friendly Advocacy: (Diversity-positive City; anti-homophobia training, education – health service providers) • Bilingual Welcome and Education Centre, and information and Gateway services (Program/Volunteer Coordinator with reception/admin/communications officer) <ul style="list-style-type: none"> ▪ Web site, Café (with youth community developer – youth employment readiness) ▪ Kelly McGuinnis Memorial Resource Centre and archive (with services in kind from City of Ottawa) ▪ Housing exchange • Community Activities (Program/Volunteer Coordinator with Program Assistants) <ul style="list-style-type: none"> ▪ Arts and culture (theatre, dance, music) (requires large studio) <ul style="list-style-type: none"> - Act Out (tenants and use of studio), Pride Committee (tenants), Walzing Out, Bytown Boots, Date Squares, Making Scenes (display) ▪ Recreation <ul style="list-style-type: none"> - Time Out, Team/Equipe Ottawa, Lesbian Outdoor Group, Date Squares, Bytown Boots ▪ Spiritual <ul style="list-style-type: none"> - Non-denominational Spiritual gatherings ▪ PTS phone line (PTS) ▪ Various support groups (ROH, CCHC, Catholic Family Services, Amethyst, AA) ▪ Pastoral Services ▪ Possibly, city Ontario Works programs? ▪ Various community mutual support groups (gay and lesbian families, Père gaie, Gender Mosaic, Capital Cubs) ▪ Clubs, community group meeting space/event space |





| Aspect | Interim Development Stage (3 years) | Longer-Term Vision |
|---------------|--|---|
| | | <p>GLBTTO Youth (with Peer Community Development Team sponsored by YSB)</p> <ul style="list-style-type: none"> o School-based programming (Gay/straight alliance support; bullying prevention initiatives) o Theatre Troupe for popular theatre/education o Coffee house/poetry reading, etc. o After-school homework clubs in 4 locations o Transgender support group o Leadership development and Job readiness (café, summer leadership dev't) o PTY groups in 4 locations (with Pink Triangle Services, and YSB and Centretown CHC and other CHCs) o Youth scholarship and school mentoring programs o PFLAG support for parents of GLBTTO youth o Transition to Independence Support (housing, survival skills) <p>GLBTT- headed families ((in partnership with organizations such as CCHC, Nepean CRC, Western Ottawa CRC, Centre Ressource de Basse-Ville, Catholic Family Services, and on-site private counsellors who are contributing time)</p> <ul style="list-style-type: none"> o Pères Gaies o Lesbian Moms and Kids Recreation Days o Summer day camp o Adoption support o Commitment ceremonies o Individual, couple and family counselling o On-site child care during family programming <p>Gay Men (Program Co-ordinator with partnering from ACO, City Sexual Health Service, Bruce House, Oasis; and volunteer resources from PTS, and Gay and Lesbian Physicians Group)</p> <ul style="list-style-type: none"> o Health outreach and Wellness services: substance use treatment, smoking cessation, sexual health, anonymous HIV testing, fitness, coming out (PTS), counselling, sexual health, substance use support, living with HIV, HIV and STD prevention (with support from City Sexual Health in collaboration with ACO) o Social and mutual support groups (various community volunteers) o Recreation (various community volunteers) |





| Aspect | Interim Development Stage (3 years) | Longer-Term Vision |
|---------------|--|--|
| | | <p>Lesbians (Program Co-ordinator with volunteer resources from PTS and other community groups)</p> <ul style="list-style-type: none"> ○ Women Only times for events/activities throughout the Centre ○ Social/dance spaces (women's bar in collaboration with Women's Voices Festival) ○ Social and mutual support groups (PTS coming out) ○ Recreation <p>Transgender (Program Co-ordinator with in-kind resources from Coalition of CHCs/CRCs and volunteer resources from Gender Mosaic)</p> <ul style="list-style-type: none"> ● Transition support groups, individual counselling ● Mutual support <p>Two-Spirit People (with Aboriginal Women's Support Group)</p> <ul style="list-style-type: none"> ● Traditional dance ● Crafts <p>Seniors Programs</p> <ul style="list-style-type: none"> ● Possible youth/seniors volunteers running café as part of SAGE? (Manotick model) ● As need grows, companionship program ● Discussion and social groups (in collaboration with SAGE and Prime Timers) |



Table 8: Estimated Budget for Phase I

| Staffing | | | | |
|--|-----------|-----------------------------------|------------------|---|
| | FTE | Annual Salary (benefits included) | | |
| 1 Executive Director | 1 | 73,000 | 73000 | |
| 1 Program Coordinator | 1 | 55,000 | 55000 | |
| 1 Program/Communications Assistant | 1 | 45000 | 45000 | |
| subtotal -- salaries | | | 173000 | |
| Expenses | | | | |
| Advertising | | | 25,000 | |
| Equipment | | | 4,000 | rental |
| Insurance | | | 1,400 | |
| Office Supplies | | | 3,000 | |
| Postage/Courier | | | 1,200 | |
| Program Expenses | | | 3,000 | |
| Purchase of Service | | | 5,000 | legal, communications, child care, |
| Telephones | | | 3,000 | |
| Rental of community event space | | | 5,000 | |
| Staff Development | | | 1,000 | |
| Translation | | | 6,000 | |
| Travel/Mileage | | | 1,000 | |
| Volunteer Recognition | | | 2,000 | |
| Occupancy Costs | 450 sq ft | \$23 | 10350 | |
| TOTAL DIRECT COSTS | | | 70,950 | |
| Net Annual Operating costs | | | 243,950 | |
| Administrative Services @ 10% of net operating costs | | | 24,395.0 | includes book-keeping, payroll, IT support, common equipment, common phone system etc |
| Total Operating Costs | | | 268,345.0 | |



Table 9: Estimated Budget for Phase II

| Staffing | | | | | |
|---|-----|-----------------------------|--------|--|---|
| | FTE | Annual Salary with benefits | | | |
| 1 Executive Director | 1 | 73,000 | 73000 | | |
| 1 Admin Manager | 1 | 60000 | 60000 | | assume building maintenance and repairs provided by other |
| 1 Program /Volunteer Coordinator | 1 | 55000 | 55000 | | |
| 2 Program Ass'ts | 2 | 45000 | 90000 | | |
| 1 fundraiser | 1 | 0 | 0 | | cost-recovery |
| 3 Reception/Admin/Communications Officers | 3 | 45,000 | 135000 | | |
| Total Salaries | | | 413000 | | |

| Expenses | | | | | |
|---------------------------------------|--------|--------|----|----------------|---|
| Advertising | | | | 25,000 | |
| Audit | | | | 5,000 | |
| Equipment | rental | | | 9,000 | to check -- business centre cost recovery |
| Insurance | | | | 3,000 | to check |
| Office Supplies | | | | 9,000 | |
| Postage/Courier | | | | 4,000 | |
| Program Expenses | | | | 15,000 | |
| Purchase of Service | | | | 10,000 | child care, legal consultation, human resources, etc. |
| Telephones | | | | 10,000 | to research -- phones for 7 work stations; assume that tenants arrange own phones |
| Training and Professional Development | | | | 3,000 | |
| Translation | | | | 10,000 | |
| Travel/Mileage | | | | 2,000 | |
| Utilities | | | | 25,000 | |
| Volunteer Support | | | | 5,000 | |
| Rent | | 14,000 | 23 | 322000 | assume \$23 rent per sq ft -- |
| Miscellaneous | | | | 6,500 | |
| TOTAL DIRECT COSTS | | | | 463,500 | |
| Total Annual Operating costs | | | | 876,500 | |

| Revenue | | | | | |
|------------------------------|--|--|--|--------|--|
| Rent Revenue | | | | | |
| • Non-Profit Agency Tenants | | | | 96,846 | includes \$52,000 currently paid by PTS in rent toward primarily community space |
| • Private Sector Tenants | | | | 61200 | |
| • Regular Community Use | | | | 11760 | |
| • Part-time private sector | | | | 6900 | |
| • Occasional use room rental | | | | 8420 | assume avg monthly revenue = \$50.00 per night = \$350/week; assume that space that's leased would be on cost recovery basis |



| | | | | | |
|---|--|--|--|----------------|--|
| Shared Administration | | | | 12,000 | assume \$1000 per month towards administration |
| Business Centre Revenue | | | | 0 | not estimated |
| Coffee Shop Revenue | | | | 0 | not estimated |
| Private Sector Rent Mark-up | | | | 0 | not estimated |
| Total Estimated Revenue | | | | 197,126 | |
| Net Annual Operating Costs | | | | 679,374 | |
| Current PTS Budget | | | | 100,000 | |
| Remainder Annual Operating Costs for Centre Phase II | | | | 579,374 | |

Summary of Results of Community Meeting

On Sunday September 15th, a community meeting was held to get community members' feedback on the Phase I and Phase II concepts, and to get feedback on feasibility regarding community engagement. Over 60 people attended the meeting; 43 filled in questionnaires, and 42 indicated an interest in volunteering on the next Phase. The slides below show the results of the feedback from the questionnaires.

Feedback from Community Meeting

- Over 60 participants
- 43 filled in questionnaires
- Do you think the community centre is a good idea?
 - Like hub
 - Like partnership with GLBT and mainstream organizations
 - Diversity important
 - Need for safe space for women
 - Need to avoid conflict among groups

| Response | Count |
|-----------|-------|
| partially | 5 |
| yes | 43 |

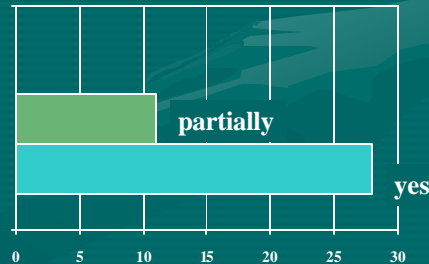
Is this long-term vision your long-term vision?

| Response | Count |
|-----------|-------|
| partially | 13 |
| yes | 27 |

- add legal services, recreation, gym/fitness facility, showcase facility, Franco-Ontarian program, visual arts, support for isolated and ethno-cultural
- Non-commercial space vs. develop revenue-generating activities e.g. coffee shop, % of profits from businesses
- Diversity for each group important
- Include some women-only space
- Become a Canadian show-case – national centre as well as local
- “PTS is paramount”

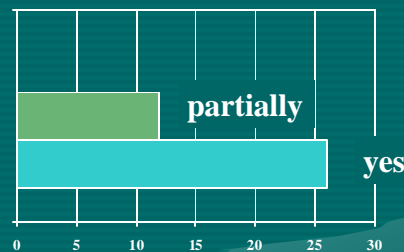
Will interim model move us toward vision?

- ▼ like centre without walls
- ▼ caveat – risk that we'll stop there
- ▼ Include vision committee
- ▼ PTS involvement important



Do we have what it takes in Ottawa to make vision a reality?

- ▼ Maintain momentum
- ▼ Keep vision visible
- ▼ Transparent
- ▼ Political and media support key
- ▼ Attract participation of wide range of community members, not only the needy
- ▼ Focus on community engagement and mobilization – widen circle of involvement



Ideas for immediate funding?

- ▼ Community funding drive – parties, volleyball tournament, bingos, golf, etc
- ▼ Community challenge fund
- ▼ Corporate appeal – GLBT businesses and beyond
- ▼ Buy a brick campaign (any cost)
- ▼ Sponsorship from individuals
- ▼ Various levels of government
- ▼ Trillium



Which groups should be approached to help vision become a reality?

- PTS suggested 11 times
- GLBT groups such as Egale suggested 9 times
- Capital Xtra
- City of Ottawa
- unions
- Bell Canada, banks, CS Co-op
- Pride Vision
- Les groupes culturels, les universités/collèges, la ville de Gatineau



Bibliography

Andrews, Lynn; Mills, Dr. Christina; Mustard, Dr. Chuck. Evaluation Report to the Regional Health Department. January, 1998. Pink Triangle Services.

Burse, Bruce; Lockwood, Peter, (Eds.). The Wellness Project. *your everyday wellness guide: a gay, lesbian, bisexual, transgender community resource*. Pink Triangle Services, August 2001.

City of Ottawa. Ottawa 20/20 Smart Growth Summit: June 14-18, 2001. Summit Information Package.

Dee, Barry. *History of Pink Triangle Services: 1984-2000*. June 2002.

Florida, Richard; Gates, Gary. *Technology and Tolerance: The Importance of Diversity to High Technology Growth*. The Brookings Institute, Center on Urban & Metropolitan Policy. <http://www.brook.edu/es/urban/floridaexsum.htm>

Girard, Judy; Marcelis, Carla; and Cholette, Chantal. *One Stop Shopping: An Evaluation of the Gayline and Discussion Groups*. September 1996. Pink Triangle Services

Magnuson, Curtis, MSW. *Lesbian and Gay Youth in Ottawa: The Importance of Community*, June, 1992. Pink Triangle Services.

Mills, Dr. Bruce. *Now Can We Talk About AIDS... A First National Conference for Gaylines in Canada*. Pink Triangle Services. 1994.

National Reference Group, Health Canada. *HIV Prevention Strategy for Gay Men: Discussion Paper*. Health Canada, Ottawa. 2001.

Norgang, Gloria; Roome, Roger, (Eds.). *For You, For Us: An Exploration of Lesbian and Gay Issues for the Helping Professional*. Pink Triangle Services. Ottawa, 1986.

Ottawa Police Service Liaison Committee for the Lesbian, gay, Bisexual and Transgendered Communities. *Heard For the First Time. Ottawa Police Service Liaison Committee for the Lesbian, Gay, Bisexual and Transgendered Communities 10th Anniversary Booklet*. July, 2002. Ottawa Police Service.

Pink Triangle Services. Organization Manual. (no date) Ottawa. Pink Triangle Services.



Seattle & King County Public Health Dept. *Gay Lesbian Bisexual Transgender health web pages.* <http://www.metrokc.gov/health/glb/t/transgender.htm>

Social Data Research Ltd.; Anne Wright and Associates Inc. *How Well are We Doing? Main Report,* July 2001. The Wellness Project. Pink Triangle Services

Social Data Research Ltd.; Anne Wright and Associates Inc. *How Well are We Doing? Highlights Report,* July 2001. The Wellness Project. Pink Triangle Services.

