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ANNUAL REPORT

2021-2022



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LAND ACKNOWLEDGEMENT AND SOLIDARITY WITH INDIGENOUS STRUGGLES

Fierté Montréal hosts its activities in Tio'tia:ke on the unceded territory of the Kanien'kehá:ka Nation.

We acknowledge the Kanien'kehá:ka Nation as the guardian of the lands and waters on which we come together.

Tio'tia:ke is historically known as a gathering place for many First Nations and, today, a diverse Indigenous population as well as other peoples reside here.

It is with respect for the links with the past, the present and the future that we recognize the ongoing relationships between First Nations, Métis, Inuit and other people in the Montréal community.

Fierté Montréal also recognizes its presence and the influence of its activities on the various Indigenous territories that make up what has been called Québec since colonization.

As an organization celebrating diversity related to sexualities, genders, and sexual orientations, Fierté Montréal recognizes the repercussions of colonization and oppression exerted over time on the sexualities, gender identities, and spiritualities specific to Indigenous communities as well as all the obstacles and violence that two-spirit, indigiqueer, and LGBTQIA+ Indigenous people still confront today.

Fierté Montréal stands in solidarity with Indigenous struggles and demands, and wishes to improve its efforts to decolonize its practices in order to better serve two-spirit, indigiqueer, and LGBTQIA+ indigenous people.





MESSAGE FROM THE PRESIDENT OF THE BOARD OF DIRECTORS AND THE EXECUTIVE

We were so looking forward to this edition. After harsh pandemic years – and all its plagues – 2SLGBTQIA+ communities needed to come together to celebrate more than ever.

We designed the 2022 edition of Fierté Montréal to be inclusive, active, and ambitious. We hoped that the Festival would be increasingly representative of the diversity of 2SLGBTQIA+ communities.

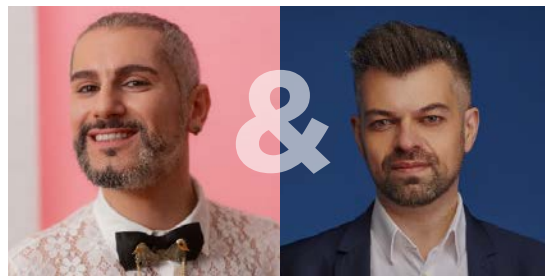
It promised to bring together an ever wider and more diverse audience around a panoply of exceptional artists. And: we did it! We can't count the number this summer: «I have never seen myself at Pride as much as this year. »

We experienced a year of great changes, opportunities, and challenges. From the relocation of the main site to the Olympic Park to the arrival of a renewed team, collaborations with the 24e International AIDS conference to the significant growth of our community activities, from smallpox



to recruitment issues specific to the post-pandemic – 2022 was a colorful year. And, of course, the Parade. A strong moment of celebration, commemoration, and advocacy for our communities. Which just didn't happen. At least, not under the aegis of Fierté Montréal. Its unfortunate cancellation did not prevent the communities from marching peacefully in the streets of Montréal. We raged, we cried, we tried to understand – we were deeply moved by the community's mobilization. Fierté Montréal is not a repository of the feeling of pride, every member of the communities is. This pride is in us and no one can take it away from us. There was an investigation. There was an analysis report that we welcomed with openness and humility. The respect and transparency with which this work was carried out aligns with the future we're seeking for Fierté Montréal. We are determined to continue our collective action toward rebuilding and solidifying the bonds of trust with our communities, the population, and our partners. We will continue the consolidation work to ensure the development and smooth running of all Fierté Montréal Festival activities – including, first and foremost, the flagship event that is the Pride Parade. With the dust settled, we remain very proud of the 2022 edition of the Montréal Pride Festival. Never before have we connected to as many community groups as this year. Rarely have we been so deliberate in our selection of performers representing 2S, L, G, B, T, Q, I, and A on our stages. Never before had we scheduled 10 weeks of programming in the heart of the Village. Rarely our communities' demands have gotten so much media visibility. It's when we risk losing something that we come to understand its value. By listening to its communities and expanding its reach – Fierté Montréal is here to stay.

Enjoy!



Moe Hamandi
Président.e
Board of Directors

Simon Gamache
Executive Director



ABOUT

Fierté Montréal's mission splits into various components. In addition to organizing every year the largest national festival of communities from 2SLGBTQIA+ communities, Fierté Montréal works to demystify and raise the general public's awareness of the experiences of Quebec sexually and gender diverse communities, advance the rights of people from communities here and elsewhere, and highlight the work of Montreal groups fighting against lesbophobia, homophobia, biphobia, transphobia, serophobia, and racism.

Additionally, Fierté Montréal hopes to offer these communities a showcase for artistic and cultural expression as well as to allow festival-goers to celebrate their social and legal achievements through festive, cultural, and community advocacy activities.

The Montréal Pride Festival unfolds each year over several days of activities including the Parade and the Community Days, in order to festively highlight the advances made by 2SLGBTQIA+ communities.

In the hopes of raising awareness of the various challenges faced in ending discrimination here and elsewhere, Montreal Pride Festival programming covers three components: community, cultural and festive.



AN ESSENTIAL EVENT

Today, almost all cities in the world that allow gender and sexually diverse communities to gather organize Pride events.

Montréal is also one of the major cities whose DNA includes members of 2SLGBTQIA+ communities.

The visibility showcased during these communities' festivals proves the diversity of our society, highlights the social achievements, and demonstrates the work that remains in order to achieve full social acceptance. The Fierté Montréal festival therefore acts as a unifying event and allows Montreal area 2SLGBTQIA+ community organizations to be a dynamic presence among population during the festivities.

BRIEF HISTORY

Montreal's first Pride March was organized in 1979 with only 52 participants. Next year, in 1980, about 250 people participated on the Pride March. From 1981 to 1992, various committees organized Pride marches in Montreal, which always took place at the end of June.

Founded in 1993, the organization Divers/Cité hosted annual Pride celebrations until 2006. In 2007, Celebrations L.G.B.T.A. Montreal - eventually renamed Fierté Montréal - took over and has since organized the Pride festivities in August.

In 2017, Fierté Montréal organized the very first edition of Fierté Canada Pride, an event that brought together the 80 Canadian Prides. In 2020, due to the global pandemic, the festival went 100% virtual and in 2021, a hybrid version under the theme Together for All made it possible to host a Pride March, a first since the 80s.



FESTIVAL

After a year in virtual, another in hybrid format, and the relocation of the Festival to a high-profile site, the Montréal Pride Festival has returned in all its exuberance, vitality, and beauty to celebrate its 15th edition.

The new managing and programming staff quickly committed to programming decisions being anchored in four fundamental principles:

- The representativeness of all 2SLGBTQIA+ communities
- The representativeness of BIPOC/PANDC artists
- The tying of advocacy demands to selected themes and artists
- The showcasing of emerging artists

The Festival must be festive, of course, but also implicitly an advocacy platform in all its artistic, cultural, and community initiatives.

The festivalgoers at the Olympic Park Esplanade were thus able to vibe to the sounds of more than 300 artists from Montreal and beyond.



EVENTS ON THE OLYMPIC PARK ESPLANADE

WEDNESDAY **AUGUST 3RD**



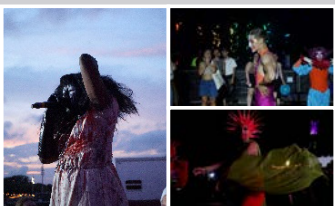
Opening Night - TD Stage

With Diane Dufresne, Pierre Kwenders, les Femmes au tambour de Wendake and the Montreal Kiki Ballroom Alliance.

THURSDAY **AUGUST 4**

Drag Superstars - TD Stage

With Ada Vox, Gisèle Lullaby, HercuSleaze, Jasmine Kennedie, Kiara, Kornbread Jeté, Kylie Sonique Love, La Big Bertha, Lawrence Chaney, Manny, Nicky Doll, Pétula Claque, Priyanka, Ra'Jah, Rita Baga, Sasha Baga, Silky Nutmeg Ganache, Suki Doll, Tayce



SuXession - Casino Stage

With Anachnid, BackXWash, Claudia Bouvette, Club Kids/Gogo

FRIDAY **AUGUST 5**

Immix - Scène TD

With Alaclair Ensemble, Antoniya, Cœur de Pirate, Corneille, Dominique Fils-Aimé, Dope.gng, Laure, Léolo, Mehdi Bahmad, Patsy Gallant, Redgee, Strange Fruits, Teiki, Sandy Duperval



Xcellence - Scène Casino

With Digital polyglot, Dijipoune, DJ Kid Crayola, LaFHomme, Mollygum, Syana Barbara, Tonton Saucier, Cirque à l'Esplanade, Dessin de modèle vivant.e par Queer Bodies

SATURDAY AUGUST 6



MajestiX - TD Stage

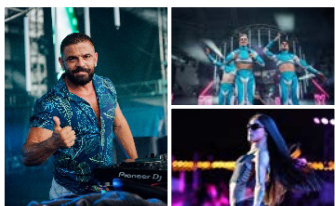
With Adriana, Barbada, Carmen Sutra, Foxy Lexxi Brown, Gisèle Lullaby, Kitana, LaDrag OnFly, La Freak du Show, Marla Deer, Miama Minx, Miss Dupré Latour, Misty Waterfalls, Rainbow, Rock Bière, RV Métal, Scarlett Paris Evans, Uma Gahd, Velma Johnny Jones

FeminiX - Casino Stage

With Ariane Moffatt, Calamine, DJ Kris Tin, DJ Sam, Laura Niquay, Sarahmée, King d'un jour, Cirque à l'Esplanada



SUNDAY AUGUST 7

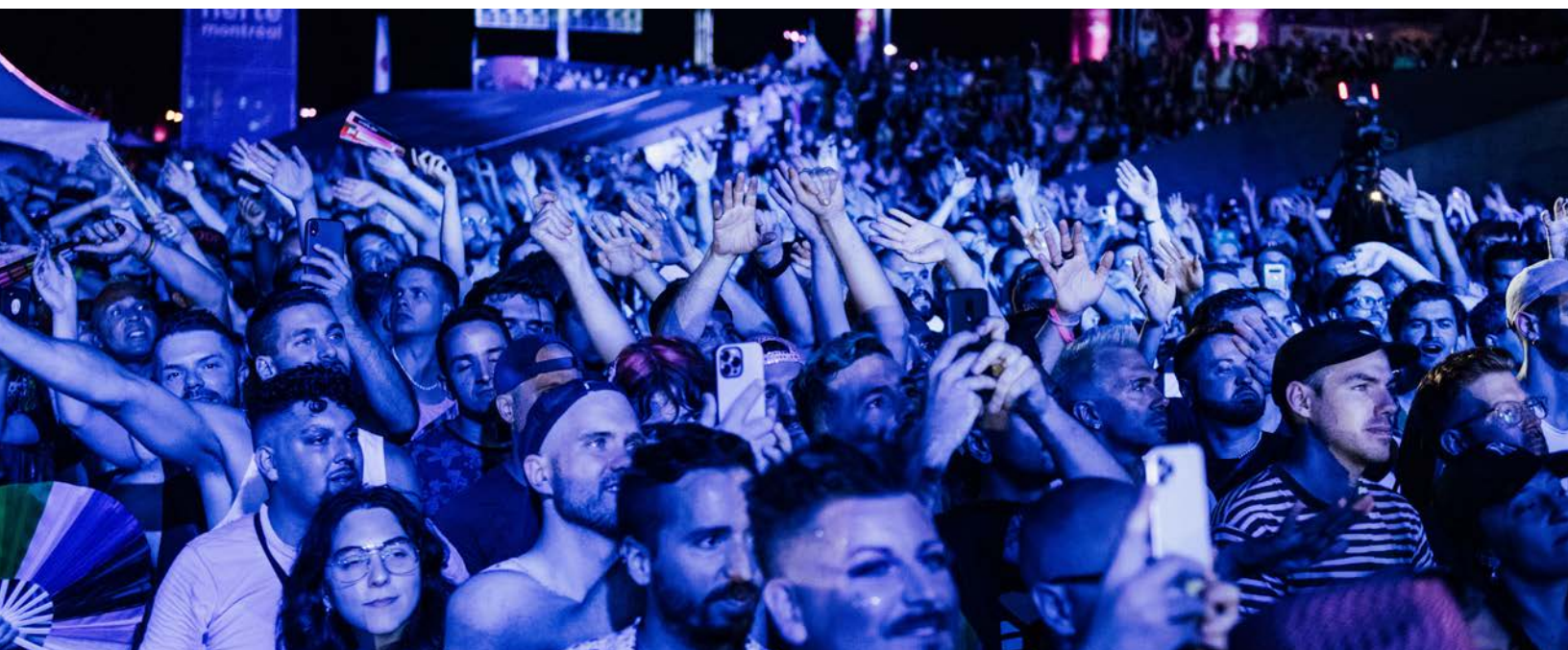


T-Dance et closing show - TD Stage

With DJ Juan Niño, DJ Karaba, Pablio Vittar, TrinXXX, Club Kids/Gogo

Mundo Disko, Tribute to Robert Ouimet - Casino Stage

With Charles Poulin, DJ B'Ugo, DJ Michel Simard, Lost Heroes, VJ Boycott



EVENTS DOWNTOWN AND IN THE VILLAGE

JUNE 1st TO JULY 5 / JUILLET 11 / JUILLET 31st

- Queer Académie - Fierté Littéraire

JULY 24 TO AUGUST 14

- Masculinities - three decades of works by Jean-Claude Lussier

31st JULY

- The Great Literary Strip Show - Fierté Littéraire

AUGUST 4, 5, 6, 11, 12, 13

- Pride Cabaret - Le Monastère

1st TO AUGUST 7

- Image+Nation - Online

AUGUST 1st

- GlitterBomb x Fierté Montréal 5@8 - Jardins Gamelin
- Poetry, comedy and performance - L'Olympia
- Word fight - Fierté Littéraire
- Making Room for the Next Generation Fierté Montréal Edition - The Cocktail
- The Something Cute event
- The High Heels Obstacle Race



AUGUST 2

- Le Party de cuisine à Sami – Jardins Gamelin
- DJ Kevin Olsen – Jardins Gamelin
- Communauté en couleur – L'Olympia

AUGUST 3

- Transports littéraires : table ronde sur l'écriture inclusive – Fierté Littéraire

AUGUST 4

- District Party Glitter Productions

AUGUST 5

- District Party - Locker Room Montreal Pride Edition
- Discoño Montreal Pride Edition
- MPU - The Belmont
- Drag'N'Burger
- Tour de Montreal Lighting

AUGUST 6

- LipstiX
- District Party Papa

AUGUST 7

- District Party Revival



FREE CONFERENCES

Friday **August 5**

Hyatt Place Montreal / Online

Conference 1 : Créateur.rice.s des communautés 2slgbtqia+ dans le paysage musical québécois (2slgbtqia+ creators in quebec's musical landscape)

The queer scene produces a lot of cultural outputs but 2SLGBTQIA+ artists often lack representation in Quebec's musical landscape. The discussions will focus on this reality and how things can - and should - change.

Conference 2 : Qtbipoc amour, sexe et relations (qtbipoc love, sex, and relationships)

Fierté Montréal and Project 10 will be hosting a conference on the complexity of relationship dynamics experienced by QTBIPOC people (queer, trans, black, indigenous people, and people of color).

Saturday **August 6**

Hyatt Place Montréal / Online

Conference 3 : Movers and shakers - queer women of influence

The «Movers and Shakers: Femmes Queer d'influence» conference (Movers and Shakers: Queer Women of influence) brought together an exceptional panel composed of Manon Massé, co-spokesperson for Québec Solidaire, the grand chief of the Mohawk Council of Kahnawà:ke, Kahsennehawe Sky-Deer, Florence Gagnon, founder of the Lez Spread the Word platform, and Rachel Jean-Pierre, digital marketing specialist.

Conference 4 : Asexualité, amour et autres mystères dévoilés (asexuality, love, and other mysteries revealed)

A discussion on asexuality or the art of loving differently!



24TH INTERNATIONAL AIDS CONFERENCE

FIERTÉ MONTRÉAL PARALLEL CULTURAL PROGRAMMING

 AIDS 2022
29 July - 2 August

On the occasion of the 24th International AIDS Conference taking place from July 29 to August 2, 2022, in Montreal, and as a prelude to the Fierté Montréal festival, the organization presented four cultural events in collaboration with first-rate cultural partners.

RAPTURE



Under the impetus of artistic designer and choreographic guide Dave St-Pierre, Rapture, presented by Gilead, put ten performer-creators on stage, paying tribute to the millions of people who tragically died of AIDS. The show intertwined the touching confessions of people who've decided to keep fighting against serophobia and HIV; a daily burden that, although arduous and complex, and sometimes of unspeakable violence, requires irreproachable resilience.

The 5th International AIDS Conference was held in 1989 in Montreal, an event marked by a social mobilization which, on the floor of the Palais des Congrès, initiated a transformation of the relationship between medicine and society. Scientists could no longer ignore patient's voices. Rapture, a work that invokes commemoration, pain, and resilience, aims to be a memorial project so as not to forget the remarkable progress made over the last 33 years. Dave St-Pierre and several talented artists have joined forces with Fierté Montréal to present to conference delegates and Montrealers events inspired by the suffering of the affected people, activist's organizing, and researchers' dedication.

Ten performances took place from July 27 to August 6 at Monastère.

Artistic concept and choreographic guide: Dave St-Pierre

Performers-creators: Stacey Désilier, Nicholas Bellefleur, Tony Bougiouris, Miranda Chan, Lael Stellick, Rony Joaquin Figueroa (Kuntiana), Emilio Brown, Vincent Reid, José Dupuis, and Mélusine Bonillo

Music: Yann Villeneuve/Lighting conceptualisation: Jon Cleveland / Assistant guide: Marie-Eve Carrière and Alex Huot.

EXHIBIT: ART, ACTIVISM, AND RESILIENCE - GALLEA

Also as part of the 24th International AIDS Conference, the Fierté Montréal festival once again partnered with Gallea, the largest online art gallery in Canada, to present Art, Activism, and Resilience, an exclusive collection of original works highlighting visual artists from 2SLGBTQIA+ communities from all over the world. This inspiring and informative exhibit sought to explore HIV and AIDS through activism and resilience within 2SLGBTQIA+ communities, as well as sexual health.

The artists had until May 1st, 2022, to submit their applications on gallea.ca. Visitors were invited to discover 50 works on the online gallery at that same address, and 22 of those works were exhibited on outdoor panels in the Village in Montreal, from June 13 to September 1st, 2022.



NICOLAS JENKINS' INVERSE - PHI CENTER

The Montreal Pride Festival and the PHI Center presented INVERSE/THE FUTURE IS OFTEN A STEP BEHIND, an experimental documentary exhibition in three paintings by Nicolas Jenkins, which aimed to question the predominant assimilation of 2SLGBTQIA+ identities, at the PHI Center, from June 30 to August 28.



The documentary offered a multigenerational portrait of queer communities through the participants' daily lives in New York. INVERSE/THE FUTURE IS OFTEN A STEP BEHIND highlighted fluidity and change, both at the level of gender and sexuality and our understanding thereof. This work by Nicolas Jenkins is also a reminder that we have not moved beyond racism, sexism, misogyny, transphobia, homophobia, and the stigma of HIV and AIDS.

COMMUNITY IN COLOUR

In partnership with CANFAR (Canadian AIDS Research Foundation) and Gilead, Community in Colour featured three queer icons with none other than DJ Kevin Olsen, the Boogie Wonder Band celebrating its 25th anniversary and Jade Elektra, the fabulous Black drag and queer singer from Toronto.

A colourful evening, this event wanted to recognize and honor the diversity of Pride, focusing on inclusion and the multifaceted cultural heritage of queer expression. Community in Colour was presented on August 2nd at the Olympia, following the closing of the International AIDS Conference.

Montreal Pride would like to sincerely thank Gilead, presenter of Rapture, as well as its cultural partners Gallea, Le Monastère and the PHI Center for this programming in connection with the 24th International AIDS Conference. Special thanks to Dr. Jean-Pierre Routy, co-president of the conference, and the team of Tourisme Montréal without whom these collaborations could not have taken place.



SPOKESPERSON

SANDY DUVERVAL

Dynamic, passionate, talented... just scratch the surface of the many qualities of professional singer/DJ/producer and aspiring chef known as Sandy Duperval. Born in Montreal, Sandy's love for everything related to musical arts began at the age of 3, with her first musical performance as part of the Passe-Partout TV show. With influences such as Whitney Houston, Lauryn Hill, Tina Turner, Robin S, Crystal Waters, among others, Sandy perfected her art with 13 years of vocal training at the JAM Vocal School and, at the age of 13, studied under the direction of Cissy Houston, mother of the icon Whitney Houston.

She's opened for world-famous DJs/artists such as Chus & Ceballos, Morabito, Bob Sinclar, Ultra Nate, Car-Nage, Travis Scott, Ruby Rose, Lil Jon, and several others. Sandy has co-produced records with internationally renowned producers, such as Kone & Marc Palacios (Spain), Edhim (Morocco), Stan Courtois (NYC), Angel Moraes (NYC), Etienne Osborne (Ottawa), and Martin Villeneuve (Gatineau).



HONORARY CO-PRESIDENCIES

Faithful to the tradition of large Pride celebrations around the world, Fierté Montréal announced four honorary co-presidencies as part of the 2022 edition of the Festival. Through their commitment, their talent and their hard work, these people inspire and contribute to improving the lives of 2SLGBTQIA+ people.

The honorary co-presidencies program was supported in 2022 by the Dignity Canada Network and the Canadian Union of Public Employees (SCFP/CUPE)..

DR. BERTRAND LBOUCHÉ (CANADA)



Dr. Bertrand Lebouché is an associate professor in the Department of Family Medicine of the Faculty of Medicine and Health Sciences at McGill University. Based on a multidisciplinary care model and a patient-centered perspective, Dr. Lebouché explores three main areas of research: HIV and STBBI testing; sexual health and antiretroviral treatment for preventive purposes; optimization of antiretroviral treatment.

As medical director and researcher at Actuel Sur Rue, a rapid HIV testing center with nurses and community workers on site, Dr. Lebouché studied the extent to which the centre attracts vulnerable groups, promotes their follow-up, and provides relevant services. The results of this initiative have so far been published in *AIDS Care*, *HIV Medicine*, and *International Journal of STD and AIDS*.

As principal investigator of parallel studies, Dr. Lebouché will examine the effect of an

intervention conducted by a sexologist on treatment adherence, the risk of transmission, and the overall sexual health of MSM who are either single or members of a serodiscordant couple.

As principal investigator of the I-Score study (CTN 283 - started in 2015), Dr. Lebouché will design and validate an electronic measurement tool for patient reported results as part of routine HIV care in order to promote the adoption of a more patient-oriented approach.

Dr. Lebouché is also a clinician at the Chronic Viral Illness Service at McGill University Health Centre's Glen site. He specializes in the treatment and prevention of STBBIS and HIV and HCV infection, as well as methadone maintenance.

JOSEPH MESSINGA NGONKA (CAMEROON)

Joseph Messinga Ngonka is an LGBT activist. Passionate about communication, he's been a columnist in Cameroon since 2014 and has participated in public discussions on LGBT issues in local media. From 2018 to 2020 he was head of communications at Affirmative Action, an association that's a sub-recipient of Global Fund grants to key populations in Cameroon.



Over time, Joseph has acquired in-depth skills and experience on LGBT issues both nationally, regionally, and internationally. As such, he served as the IDAHOT Cameroon Committee coordinator in 2019, and as alternate representative of Affirmative Action within the UNITY Platform, and the Coalition of civil society organizations fighting AIDS from 2019 to 2020.

A veteran field worker, he has led several missions in different French-speaking African countries.

Joseph was the coordinator of Pride Africa 2020 for Francophone Africa and is a founding member of Fierté Afrique Francophone, a grouping of 97 organizations across Francophone Africa, and for which he serves as permanent secretary.

Joseph also sits on the ICASA International Steering Committee where he represents communities from francophone Africa. He also sits on the global advisory board of the Dignity Canada Network and is Governor of the Emergence Foundation.

Joseph is also spokesperson for a communication agency that seeks training and socio-professional integration of LGBT young people and strategic support for organizations in implementing their communications.

LAURA NIQUAY (CANADA)



Since childhood, nourished by the sounds of her family's classical guitars, in the small community of Wemotaci in Mauricie, Laura Niquay picked up a guitar herself to start writing her own compositions.

Her uniqueness stems from her incomparable voice and her songs written in Atikamekw, her native tongue. On stage with 6 musicians this lively performance takes us through a roller coaster of emotions, as the audience is guided by Laura's calm, and grounded speech, taking the time to gracefully transmit her culture's values. A nomad well anchored in her time, a quiet force forging a space at the heart of the contemporary Quebec's musical landscape.

MIDNIGHT POONKASETWATTANA (THAÏLANDE)

Based in Bangkok, Midnight Poonkasetwattana has been the general manager of APCOM (Asia Pacific Coalition on Male Sexual Health) since 2011. He develops multisectoral partnerships with governments, donors, the UN, financial partners, and above all community and civil society organizations working to advance the rights of LGBTQI people in the Asia-Pacific region.

Midnight is a member of several committees such as: the IDAHOT World Committee, the Global Philanthropy Project's Report on Government and Philanthropic Support for Lesbian, Gay, Bisexual, Transgender, and Intersex Communities advisory committee, the Dignity Memorial Network's international advisory group, Out-Perform's advisory committee, the WHO's Global PrEP Coalition and Guidelines Development Group for HIV Testing Services, and the ASHM's regional advisory group.



In 2016, Midnight delivered the closing speech at the United Nations General Assembly high-level meeting on HIV/AIDS. He represents the Asia and Pacific Region in the UNAIDS programme Coordinating Council.

Midnight holds a Master's degree in Globalization and Development from the University of London (SOAS).

INTERVENTION RESOURCES ON THE OLYMPIC PARK ESPLANADE

Committed to hosting a festival where health, safety and well-being are taken into account, in 2022 Fierté Montréal coordinated the implementation of several intervention resources for the general public.

ORDER An ANGELOT / SOCIAL COLLECTIVE



Order an Angelot is a protocol that aims to prevent harassment and sexual violence in bars and festive or social events, as well as to offer help to people in difficulty. Propelled by the Social Collective, this protocol required mandatory training for all employees, volunteers, security agents, front-line workers, bars and food services present at the Olympic Park Esplanade. An emergency telephone line was also set up specifically to ensure the successful deployment of this protocol. Fierté Montréal is proud to have been the very first festival to receive an accreditation for the prevention and fight against sexual harassment in a festive setting.

SAFER SPACES

Several 2SLGBTQIA+ community organizations have made two caring and safe spaces available to festival-goers: the 14-25-year-old Youth Space and the QTBIPOC Space.

These spaces are quiet places, far from crowds, where people can go to decompress, gather and receive, if needed, active listening services offered by 2SLGBTQIA+ front-line workers with an anti-oppressive approach. Fierté Montréal would like to thank the following organizations for their involvement in these spaces!

- Helem Montréal
- Mubaadarat
- AGIR
- Hoodstock
- AIDS Community Care Montreal
- Jeunesse Lambda
- AlterHéros



AWARENESS AND PREVENTION

The community organization RÉZO was present on the main site to offer safe sex material, raise awareness and prevention work around mental and sexual health among festival-goers.

Moreover, all the welcoming staff and volunteers from Fierté Montréal benefited from introductory training in anti-oppressive practices in order to promote the well-being of QTBIPOC (queer, trans, black.e.s, indigenous people and people of color) festival attendees.

RISK REDUCTION



For the very first time this year, Fierté Montréal welcomed a new collaboration with GRIP, the Groupe de Recherche et d'Intervention Psychosociale (Psychosocial Research and Intervention Group), which hosted trainings for security personnel on the effects of overdose substances, and was on the Olympic Park Esplanade offering psychosocial support related to the use of alcohol or drugs and distributing Naloxone kits, safe drinking equipment, as well as their substance analysis service on Sunday, August 7, 2022



PARADE

After the militant Pride march in 2021, the structured parade format was chosen for the 2022 edition of the festival. This would have allowed for more than 12,000 people to participate, i.e. 139 organizations including more than 60 community service and rights organizations serving 2SLGBTQIA+ communities. Presented by Air Canada, the parade was to be opened by Indigenous communities.

For this edition, several adjustments had been made to meet Fierté Montréal's eco-conscious goals of reducing waste and greenhouse gas emissions, in particular by discouraging distribution of promotional materials (pamphletting) and by accepting only eco-responsible vehicles in the parade.

REGISTRATIONS

2e division - Ministère de la Défense nationale
 À Contre-Courant
 A Pieds Levés
 ADP Canada
 AFL Québec
 Afro Pride
 AGIR: Action LGBTQ+ avec les immigrant.es et les réfugié.es
 Air Canada
 Air Transat
 AlterHeros
 Amazon Inc
 APTS
 ARCG - Aînés et retraités de la communauté gaie
 Archives gaies du Québec
 Armada Montréal RFC
 Arrondissement de Ville-Marie
 Association des scouts du Canada
 Association pour les victimes du monde
 Banque nationale
 Banque Scotia
 Bell Media Inc / CTV Montreal
 BLUF Montréal
 BMO Banque de Montréal
 BNP Paribas au Canada



Bombardier
 CAE inc
 Candyass Cabaret
 Centre Communautaire LGBTQ+
 CHEP Canada
 Christ Church Cathedral
 CIBC
 Club Bolo
 Club de cuir latex phoénix de montréal
 Coalition des familles LGBT+
 Comité Communauté LGBTQ2+ (Barreau de Montréal et Jeune Barreau de Montréal)
 Comité olympique canadien
 Comité pour la diversité sexuelle et l'identité de genre - CSQ
 Communauté Asexuelle de Montréal
 Conseil central du Montréal métropolitain - CSN
 Conseil régional Nakonha:ka Regional Council - Église Unie du Canada - United Church of Canada
 Costello Irish Dance
 Deloitte
 Desjardins
 Divers-Gens
 Dodgeball LGBTA Montreal Les Ratons Chasseurs
 Drags arc-en-ciel
 Équipe Montreal
 EY
 Fairmont Le Reine Elizabeth
 Fasken
 Fondation Émergence
 Fraîchement Jeudi
 GANG de Devs
 Garde côtière canadienne et Service Canada
 Gay and Grey Montreal
 G-bleus
 Google Canada
 GRIS Montréal
 Hatch Ltd.
 Helem Montreal
 Heroes of hope/Héros de l'espoir
 HomeDepot Canada
 Hydro Québec
 iA Groupe Financier
 Interligne
 Ivanhoé Cambridge
 JAG
 Jeunesse Lambda
 JQueer Montreal
 Katimavik
 KPMG
 Kyiv Pride
 La Voute Nightclubs
 Latino Burlesque Canada
 Les Chouettes
 Les Draveurs
 Les Rôtisseries St-Hubert Ltée
 Levanta Poeira
 Igbt411
 LGBTQ2+ Vaudreuil-Soulanges
 Lightspeed
 Loto-Québec
 LOVE (Québec)
 Maison Plein Coeur
 Matrix (L'Oréal Canada)
 Maxi
 McKinsey & Company
 Montréal Gaymers
 Montréal Indigenous
 Morgan Stanley
 Nidhi Shukla
 Nouveau Parti Démocrate du Canada
 oXya - A Hitachi Group Company
 Parti Libéral du Canada
 Parti Libéral du Québec
 Parti Québécois
 Parti vert du Canada
 Pet Play Québec
 Pflag Canada - Montréal
 Poly-Out - Comité LGBTQIA+ de Polytechnique Montréal
 Portail VIH/sida du Québec
 PricewaterhouseCoopers LLP
 Pride toronto
 Production Rainbow Drag
 PSP Investments
 Québec solidaire
 Queer Concordia
 Randstad Canada
 RBC Banque Royale du Canada
 Regroupement des personnes polyamoureuses du Québec
 RÉZO
 RHPS Montreal
 Rio Tinto
 Rogers Communications.inc / Fido
 RW&CO.
 Sidalys
 SkipTheDishes
 Stantec
 Starbucks
 STM
 Sun Life
 TD
 TELUS Communications Inc
 Trans-Mauricie-Centre-du-Québec
 Trojan Brand Condoms
 UAP
 Union étudiante du Québec
 Université de Montréal
 VIA Rail Canada
 Walmart Canada
 West Island LGBTQ2+ Centre
 WoofMTL

Moreover, elected and various government representatives were expected among the attendees :

- 9 municipal level representatives, including the mayor of Montreal and 4 members of the executive committee
- 15 provincial level representatives, including the prime minister and 4 ministers
- 16 federal level representatives, including 5 ministers
- 2 consular representatives

PARADE CANCELLATION

The cancellation of the 2022 Pride Parade is probably one of the most devastating events in the history of Fierté Montréal. As tens of thousands of people were preparing to march through the streets of Montreal, a thunderclap sounded in the media and on social networks: the parade is canceled. The initial confusion gives way to anger, disappointment - and eventually - organizing.

Peaceful demonstrations were organized all over downtown Montreal: no one can stop Pride - not even Fierté Montréal.

A few days after the cancellation, the City of Montreal commissioned an independent investigation in order to shed light on the circumstances. With Fierté Montréal's full support, Philippe Schnobb quickly began his work and made his report public on October 5, 2022. In his words:

The parade was canceled because of a misunderstanding, after a series of chaotic exchanges, caused by communication problems accentuated by a too speedy reaction of some key people in the operational chain and a too slow reaction on the part of some others.

— Philip Schnobb, *Analysis of the circumstances surrounding the cancellation of the Fierté Montréal parade on August 7, 2022*

In conclusion, Philippe Schnobb issued thirteen recommendations to the organization. Readers of this annual report will find in annex the press release announcing the appointment of Philippe Schnobb (Appendix A), the press release announcing the publication of the report (Appendix B), Philippe Schnobb's report (Appendix C) and the summary of the action plan adopted by Fierté Montréal in response to the Schnobb's recommendations (Appendix D).



PROGRAMS AND COMMUNITY RELATIONS

Fierté Montréal's community programs the heart of the organization's activities. Programming is spread across a variety of initiatives that span both collective and individual needs. By putting its human, financial and communication resources to the benefit of dozens and dozens of organizations working by and for communities in Montreal, Quebec and elsewhere, Fierté Montréal aspires to contribute to the advancement of the rights of 2SLGBTQIA+ people. In 2022, Fierté Montréal collaborated with 121 organizations, most of them located in Quebec – a record year.

Moreover, in order to launch its mandate at the helm of the organization for fall 2021, the new management team began a tour of community organizations. During these two months of meetings, 45 organizations exchanged with Fierté Montréal about their missions, their past collaborations with the institution, their needs, and their aspirations. The synthesis of these learnings had significant impact on the management's following activities.



COMMUNITY DAYS

After several format adjustments during the pandemic, Community Days have returned to their full glory on Sainte-Catherine Street East, in the Village. Two days of networking, awareness-raising and community outreach during which community organizations, socio-cultural and sports associations, unions, student groups, professional associations, as well as private sector allies met with the population to exchange with the communities, promote their services to 2SLGBTQIA+ people, and recruit volunteers. Fierté Montréal also recruited the services of two street workers from the organization Spectre de rue in order to provide social intervention support for the various people sharing public space in the Village during these two community days.

A few statistics :

- 100,000 visitors
- 144 organizations over two days :
 - o 106 community organizations, of which 41 were first-time registrants, including several organizations working with sex workers, Indigenous communities or 2SLGBTQIA+ people outside Montreal.
 - o 38 allied organizations, public and private.

The 2022 edition of Community Days set an outreach record for 2SLGBTQIA+ community organizations – an increase of almost 50% compared to 2019.

List of community organizations :

- 2fxfslematin
- À Contre-Courant
- AGIR: Action LGBTQ+ avec les immigrant.es et les réfugié.es
- Aide aux Trans du Québec
- AIDS Community Care Montreal (ACCM)
- Alliance Arc-en-ciel de Québec
- AlterHéros
- Association Québécoise pour la promotion de la santé des personnes utilisatrices de drogues (AQPSUD)
- Aînés et retraités de la communauté gaie (ARCG)
- Archives gaies du Québec
- Armada Montréal RFC
- Association pour les victimes du monde
- Action Santé Travesti(e)s & Transsexuel(le)s (ASTTeQ)
- BLUF Montréal
- Canadian Aviation Pride
- Comité autonome du travail du sexe (CATS)
- Centre communautaire LGBTQ+ de Montréal
- Centre de solidarité lesbienne
- Centre Sida Secours
- Choeur Gai de Montréal
- Club Bolo
- Club de course et de marche Les Galopins
- Club de cuir latex Phoenix de Montréal
- Club Sexu
- CMA Montréal
- Coalition d'aide à la diversité sexuelle de l'Abitibi-Témiscamingue
- Coalition des familles LGBTQ+
- Cocainomane Anonymes
- Community Based Research Centre
- Conseil québécois LGBT
- Conseil régional Nakonha:ka Regional Council
- Église Unie du Canada- United Church of Canada
- Coop de solidarité L'Euguélonne, librairie féministe
- Curling Les Fous du Roi
- Divergenres
- Divers-Gens
- Diversité 02
- Dodgeball LBTA Montreal Les Ratons Chasseurs
- Elska Magazine
- Ensemble vocal Extravangaza
- Ensemble vocal Ganymède
- Équipe Montreal
- Espace LGBTQ+
- Etcetera Dawson
- Femmes autochtones du Québec
- FEMTL
- Fierté Agricole
- Fierté littéraire
- Fondation Émergence
- Fondation Filles d'action
- Fondation québécoise du sida
- Fugues
- GAP-VIES
- Gay and Grey Montreal
- GRIS Montréal
- GRIS-Québec
- Helem Montreal
- Hoodstock

- Interligne
- JAG
- Jeunesse Lambda
- L'arc-en-ciel littéraire
- Latino Burlesque Canada
- Le PlaMP
- Le Projet inspirant
- Les 3 sex*
- Les Chouettes
- Les Draveurs
- Igbt411
- LGBTQ2+ Vaudreuil-Soulanges
- LOVE (Québec)
- Maison Plein Coeur
- Montréal Gaymers
- RÉSEAU de la communauté autochtone à Montréal / Montreal Indigenous Community NETWORK
- Mubaadarat
- OutlookTV
- Pflag Canada - Montréal
- Projet intervention prostitution Québec (PIPQ)
- Poly-Out - Association Étudiante de Polytechnique
- Portail VIH/sida du Québec
- Pride Toronto
- Project 10
- Projet L.U.N.E.
- QueerTech
- Rainbow Noodles
- TRAPS
- Regroupement des personnes polyamoureuses du Québec
- Réseau de la santé sexuelle des sourds du Québec (RSSSQ)
- Réseau des lesbiennes du Québec
- Revel & Riot
- RÉZO
- Société ecocitoyenne de Montréal
- Spectre de rue
- Sphère santé sexuelle globale
- Stella, l'amie de Maimie
- Suicide Action Montréal
- Le Réseau Enchanté / The Enchanté Network
- Trans Outaouais
- Trans Trenderz
- TransEstrie
- Transit Secours
- Trans-Mauricie-Centre-du-Québec
- Violet Hour
- West Island LGBTQ2+ Centre
- WoofMTL

List of Companies and Associations :

- Amazon Inc
- Banque Nationale
- BMO Banque de Montréal
- Bradshaw Centre
- Bureau de lutte contre l'homophobie et la transphobie
- Canadian Fertility Consulting
- CHEP Canada
- Clinique de Médecine Urbaine du Quartier Latin
- Clinique La Licorne
- Cossette, Comité EDI
- CSQ, Comité pour la diversité sexuelle et l'identité de genre
- Défense nationale
- Desjardins
- Home Depot Canada
- HoneyBooks
- Just a little fun
- Katimavik
- LA Voute Nightclubs
- Matrix (L'Oréal Canada)
- Mogli artiste peintre
- Paper
- Parti Libéral du Canada
- Projet Montréal
- Commission de la fonction publique du Canada
- Québec solidaire
- Rogers Communications.inc / Fido
- SCFP-Québec
- Service de sécurité incendie de Montréal
- Starbucks
- STM
- Groupe Banque TD
- TUAC-Québec
- Consulat général des États-Unis à Montréal
- Unsmoke Canada (RBH)
- Urbasics
- Vélo A&A - Atelier Mobile

ADVOCACY

The Fierté Montréal 2022 demands were based on substantive work carried out from 2020 to 2022 by the Conseil québécois LGBT (Quebec LGBT Council) with its members. The result was the Plan de revendications communes des membres (Shared Membership Advocacy Plan) which was adopted in March 2022. Fierté Montréal, as a proud member of the Conseil québécois LGBT, therefore decided to focus on ten political demands and amplify the voices of community groups and 2SLGBTQIA+ communities fighting for their self-determination and the achievement of their rights.

1. Adequate funding and offices for 2SLGBTQIA+ organizations

That public agencies increase financial support to 2SLGBTQIA+ non-profit organizations through various existing programs, so that they can achieve their core operations budgets or develop new ones. (CQ-LGBT, demand 1.2.1)

2. Government acknowledgement of systemic racism and commitment to fight discriminations

There is systemic racism in Quebec. However, despite many reports and events documenting this reality, the government still refuses to recognize it and take action to correct this injustice. The time has come to act, to unite and to educate ourselves so that no one can continue denying the presence of this problem in Quebec society. (Amnistie internationale, Canada francophone)

3. Free Gender-Affirming Surgery and Care

That the RAMQ should also cover all the care and medicine related to transition and gender affirmation. (CQ-LGBT, demand 8.1.9)

4. Banning of Non-Consensual Surgical Interventions on Intersex People

That governments ban genital surgical interventions on intersex children and adults that they have not consented to. (CQ-LGBT, demand 3.2.7)

5. Funding of Positive, Emancipatory and Inclusive Sex Education

That governments fund positive, emancipatory and inclusive sex education programs, as well as violence prevention programs that take into account 2SLGBTQIA+ realities. That these programs be offered in all schools and that they be based on the expertise of community groups. (CQ-LGBT, demand 4.4)

6. End Isolation and Promote 2SLGBTQIA+ Elder Well-Being

That the Quebec government set up and finance accompaniment and support programs for 2SLGBTQIA+ seniors to reduce their isolation in society and that it recognizes denial of sexual orientation and gender identity in residential and long-term care centres (CHSLDs) and PSR as psychological and organizational abuse. (CQ-LGBT, demands 8.3.1; 8.3.2)

7. Free HIV/AIDS-related care

That the RAMQ cover all HIV/AIDS-related care (PrEP, PEP, BI and tritherapy) (CQ-LGBT, demand 8.1.11)

8. Decriminalization of HIV Non-Disclosure

That the Government of Canada decriminalize the non-disclosure of HIV status when the viral load is zero. (CQ-LGBT, demand 8.1.14)

9. Decriminalization of Drug Use

Que le gouvernement du Canada décriminalise l'utilisation des drogues et finance les organismes communautaires qui utilisent une approche de réduction des méfaits. (CQ-LGBT, revendication 8.1.21)

10. Decriminalization of Sex Work

That the Government of Canada decriminalize frameworks that support sex work practice. (CQ-LGBT, demand 3.3.1)

11. Solidarity with Indigenous struggles and recognition of our role in the injustices of the past and present towards Indigenous people.

We want to show here our solidarity with indigenous struggles as well as with struggles for climate justice. However, we do not have the expertise and the legitimacy to carry these struggles and express each of the relevant demands. As organizations led mainly by non-natives, we recognize that we are part of a system complicit in violence against Indigenous communities and are aware of our colonizing position. Nevertheless, we remain united and are working to become better allies, in order to better serve Two-Spirit people. We invite municipalities, as well as the governments of Quebec and Canada to engage in a decolonization process under the leadership of Indigenous people and communities and according to their demands and priorities. (CQ-LGBT, demand 3.1)

COMMUNITY PROJECTS

In 2022, Fierté Montréal increased its support for emerging projects in the 2SLGBTQIA+ community sector. These are 37 projects that have been implemented by the organizations, thanks to a record financial support of \$120,762. Fierté Montréal does not obtain external funding for these projects, the organization instead redirects part of its sales revenue on the Festival site to this micro-funding program (maximum of \$4,500 per organization). In order to better meet the realities and needs of the sector, in 2022 the projects took place in the spring, from May 21 to August 7, both in Montreal and in rural areas. In chronological order, the following projects received support..

- Soirée festive : Bières et saucisses (Fierté Val-d'Or)
- Orgullo : Draglesque Latinx (Latino Burlesque Canada)
- Soirée cabaret interprétée en LSQ (Diversité 02 & Association du Québec pour enfants avec problèmes auditifs Saguenay (AQEPA))
- Nuit caribéenne : PIMAN (Association des Étudiant.e.s d'Origine Caribéenne)
- 3 options pour parler Chemsex! (AIDS Community Care Montreal)
- La force d'être ensemble / Get together lesbien (Centre de Solidarité Lesbienne)
- Chimbites Summer Fantasy (Chimbites)
- Voyage en Pan-Asie / Traveling Through Pan-Asia (Rainbow Noodles)
- Queer Dat Gym / Queer ton gym (Les 3 sex)
- Projection de films queer (Les vues kinky / Queers Under the Sheets)
- Le Festival Lotus / Lotus Festival (Sticky Rice Magazine)
- BBQ communautaire et journée agricole LGBTQ+ (Fierté agricole)
- ACCM Member Art Exhibit (AIDS Community Care Montreal)
- Anglo Queer Pride Picnic (Gay and Grey Montréal)
- Queer and Italian Montréal (Violet Hour)
- Concours Pup Montréal (Comité concours Pup Montréal)
- Badminton Journée communautaire (G-bleus)
- Tournoi récréatif (Dodgeball LGBT Montréal Les-Ratons-Chasseurs)
- PrideHacks Cocktail (QueerTech)
- Ma région, mon identité (TransEstrée et Diversité 02)
- Tournoi de Volleyball de plage 2022 (Volley Boréal)
- Pique-nique fierté communautaire (Centre communautaire LGBTQ+)
- Parc Puppy-Play (WoofMtl)
- Unir nos voix ! Les chorales lesbiennes (Archives lesbiennes du Québec)
- VIHsibilité et militantisme : Histoire des luttes contre le VIH/sida au Québec (Archives gaies du Québec)
- VOX POP / Micro-trottoir avec personnes BIPOC (Coalition des familles LGBT)
- Une fière histoire de cœur et de vih/vie (Maison Plein Cœur)
- Fièremment Jeudi (Fraîchement Jeudi)
- LGBTQ+ Migrants Variety Show (AGIR)
- BBQ Lesbien (Réseau des lesbiennes du Québec)
- Master Class d'aérobic (À Pieds Levés)
- Pique-nique La Fierté des régions (Ainés et retraités de la communauté gaie)
- Rencontre le regroupement kink de Montréal (Regroupement kink)
- Youth Showcase & Community BBQ (Project 10)
- Quiz : la communauté 2SLGBTQIA+ à travers les séries télé (Diversité KRTB)
- Dans la peau d'une personne LGBT (Fondation Jasmin Roy)
- Cellphilms about body image within puppy communities (Puppy Philms)

PLACE DU VILLAGE



The Place du Village is a new outdoor community space located on Sainte-Catherine Street East, between Atateken and Wolfe Streets, at the former White Gallery location. Fierté Montréal was commissioned by the Village's Société de développement commercial (SDC - Commercial Development Corporation) to design and coordinate a program of free and inclusive activities. This initiative spurred moments of socialization, wonder and learning for Village communities on the one hand, and contributed to the revitalization of a neighborhood strongly impacted by the pandemic on the other. Thanks to the financial support of the City of Montreal, 48 activities took place, in partnership with 2SLGBTQIA+ organizations or collectives.

These included: physical activities, dance, visual art, games, karaoke, family workshops, discussions, readings, Kiki Ball, virtual reality, and film screenings. Sixteen emerging artists (dance, music, cinema) participated in creative residencies, then were invited to present their works at the Place du Village. Through its key role in this first edition, Fierté Montréal was able to encourage citizen participation while allowing the talent of emerging artists to shine.



The initiative - which ran from August 5 to October 10, 2022, i.e. 10 weeks - represented Fierté Montréal's longest and most ambitious artistic and cultural presence in the heart of the Village.

Events and Activities at the Place du Village :

- Dans la peau du personne LGBT / Fondation Jasmin-Roy (3)
- Maquillage / Les fées d'artifices
- Visite guidée (2)
- Jeu de société / jeu vidéo (Mtl Gaymers) (3)
- Cinéma (Massimadi, Courts-métrages émergents) (3)
- Karoké / Cocktail, Stud, Club Date (3)
- Conte Kama La Mackerel
- Edna-May, animation (2)
- Dibs Fitness (2)
- Queer Bodies Montréal (4)
- Lecture de textes / Fierté Littéraire, Violet Hour (2)
- Danse aérobique (2)
- Puppy demonstration
- Atelier de cirque / Cirque Hors Piste
- Classes Runway / Oldway (2)
- Salade de fruit
- Zumba / Attitude Fitness (2)
- Danse country
- Jeu de société
- Club Sexu - Discussion
- Fragile & Useless / Simon Portigal (2)
- Portrait queer
- Sauf les drones (3)
- Viktor Kei (2)
- Kikiball
- Silent Disco

AWARDS

Claude-Tourangeau Award

JORDAN ARSENEAULT

JADE ELEKTRA

The Claude Tourangeau Prize is awarded by Fierté Montréal each year to a person or an organization in order to highlight their exceptional contribution to the fight against serophobia. The award was established in honor of activist Claude Tourangeau, who dedicated his final years to the fight against HIV/AIDS and to supporting people affected by it. On August 2, 2022, Montreal Pride is proud to have presented this award to Jordan Arseneault and Jade Elektra during the Community in Colour soirée at Olympia Theater.

Jordan Arseneault, or Peaches LePoz under their drag name, is an HIV-positive activist, translator, and artist in the Montreal queer scene. A co-founding member of SeroSyndicat, the collective for the health and justice for HIV-positive people, since his diagnosis in 2006 Jordan has created performative, social, and political interventions centred on his primary concerns: sexuality, HIV, bodily alienation, and social justice. Jordan contributed to developing the Positive Lounge as part of the International AIDS Conference 2022, a safer space by and for people living with HIV.



Jade Elektra is a queer performing artist and HIV activist of African descent, originally from Florida and based in Toronto. Jade lives openly with HIV and, through activism and her art, she strives to have a positive impact on HIV-positive people, racialized people and LGBTQ+ communities in Toronto and around the world. Jade is one of the founders of the POZPLANET magazine and the POZ-TO awards, which fight against the stigma of HIV/AIDS by organizing social events, as well as writer and performer of several HIV-themed music hits such as «H-I-Vogue», «Undetectable», and «Love Hangover».

Bâtisseur Award

CELESTE TRIANON



The Bâtisseur Award recognizes the important contribution of individuals and organizations who have improved the visibility of the 2SLGBTQIA+ community in Montreal and Quebec or worked to defend collective rights. For this edition, this award was presented to Celeste Trianon on August 3, 2022, on the main stage of the Olympic Park Esplanade. Trianon is an 18-year-old trans woman and trans law activist at the Centre for Gender Advocacy. This young activist, who spearheaded the 2022 Trans March, has actively committed to challenging the first draft of the Quebec government's Bill 2 which significantly threatened the rights of trans, non-binary, and intersex people..

John-Banks Award ARMAND MONROE

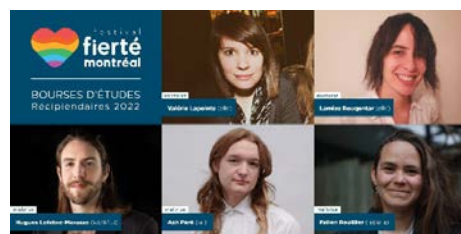


The John-Banks Award recognizes the exceptional contribution of an individual in creating and spreading the Pride movement. This year Armand Monroe was presented this award on August 3, 2022, on the main stage of the Olympic Park Esplanade. At a time when homosexuality was still considered a crime, La Monroe, as per their stage name, revolutionized gay bars by staging cabaret and drag shows designed by and for the gay community. For his 24th birthday on August 17, 1958, La Monroe successfully campaigned so that gay men could, for the very first time, be legally allowed to dance together. Some decades later it was an honor for Fierté Montréal to remember, recognize, and honor La Monroe who participated in bringing the community together and offering us safe places to celebrate and be ourselves.

SCHOLARSHIPS AND FELLOWSHIPS

The Fierté Montréal Scholarship Program supports 2SLGBTQIA+ graduate student excellence who's research focuses on 2SLGBTQIA+ realities in Quebec.

For the 2022 edition 64 student applications from academic institutions across Canada were received. Two \$4,500 grants were awarded to doctoral students as well as three \$3,000 grants were awarded to the following master's students:



- **Valérie Lapointe**, Canadian politics student, UNIVERSITY OF OTTAWA
 - o Le mouvement LGBTQ+ dans l'arène partisane canadienne : portrait et analyse de la relation mouvement-parti de 1960 à 2019 (The LGBTQ+ movement in the Canadian partisan arena: portrait and analysis of the movement-party relationship from 1960 to 2019)..
- **Lamiaie Bouqentar**, communications student, UNIVERSITY OF MONTREAL
 - o Rencontrer et tisser l'arabité queer migratoire en contexte montréalais (Gathering and Weaving Queer Migratory Arabity in Montreal).
- **Hugues Lefebvre-Morasse**, environmental design student, UQÀM
 - o Atlas du cruising gai au Québec : Cartographe et représenter les lieux de rencontres sexuelles anonymes dans les villes régionales de la province (Atlas of Gay Cruising in Quebec: Mapping and Representing Sites for Anonymous Sexual Encounters in the Province's Smaller Cities).
- **Ash Paré**, social work student, specialization in gender and women's studies, MCGILL UNIVERSITY
 - o Les facteurs qui influencent l'octroi de soins en santé mentale pour les personnes trans, non-binaires et de la pluralité des genres (Factors Influencing Mental Health Care Provision for Trans, Non-Binary and Gender Diverse people).
- **Fallon Rouillier**, history student, concentration in feminist studies, UQÀM
 - o Conserver et transmettre les mémoires : L'histoire des Archives Traces lesbiennes (1983-1993) (Conserving and transmitting memory The history of the Archives Traces lesbiennes (1983-1993)).

The evaluation committee was composed of David Carpentier (University of Ottawa/board of directors, Fierté Montréal), Tara Chanady (Université de Montréal), Gabrielle Richard (Université de Paris-Esét Créteil), Karl Boulanger (board of directors, Fierté Montréal), Oswaldo Gutiérrez Bayardi (Marketing and Communications Director, Fierté Montréal).

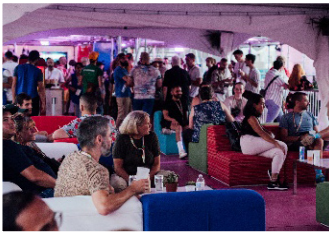


MARKETING, COMMUNICATIONS, AND COMMUNITY PARTNERSHIPS

In January 2022 a new leadership was recruited for our marketing and strategic alliances department to coordinate outreach and partnership development actions. The subsequent hires of a marketing and communications manager and an associate director for partnerships consolidated this new approach. The new recruits then joined forces with the content design and production team that had already been in place for several years, thus ensuring transmission of knowledge of organizational memory and communication actions.

In terms of partnerships, the majority of agreements expired in 2022 or had to be renewed on an annual cycle. The team has updated all the agreements and partnership development tools: contract template, nomenclature to name the statuses of the partners, price list that's been standardized and more reflective of new context; and revised pricing to participate in the Parade and Community Days. Finally, annual agreements are gradually but quickly migrating to multi-year agreements of a minimum of three years. The majority of Fierté Montréal's partners are now under agreements extending until 2024. In 2022, Fierté Montréal had four public partners; eight major partners; seven big partners; four travel partners; eight cultural partners; fourteen media partners, and eight ally partners.

NEW MAIN SITE, NEW OPPORTUNITIES



The Olympic Park Esplanade has numerous field activation opportunities while allowing for development of a Fierté Montréal specific event model. The year 2022 was a year for exploration, testing and deployment of new practices, such as commercial projects (bars and shops) as well as a revamping of the VIQ space offer and experience. In 2022, Fierté Montréal abandoned cash transactions, still in practice in 2019, in order to transition to point-of-sale terminals.

The IT infrastructure on the site has been strengthened in order to overcome any cellular network issues. The 2022 Festival was also an opportunity to work with private partners in planning the site's commercial development potential for the coming years. The bars' menus were improved; the current model, which for example includes the use of reusable cups, is environmentally friendly and now makes it possible to generate autonomous income.



The shop on the main site was one of the labs. Here again we launched an environmentally friendly shift was initiated. Partnering with Kotmo, a B-corp that develops environment-friendly promotional products, the organization created a sample range of five Festival Fierté Montréal-themed products: a hat, t-shirts, a drawstring backpack, stickers, and water bottles. All the products are designed following eco-responsibility criteria which made it possible to set up an eco-friendly shop while sending a loud and clear message to the festival community: having an environmentally conscious promotional products shop is indeed possible.

In parallel, it was an opportunity for festival-goers to learn more about good practices in terms of eco-friendly promotional products. This first experience helped identify room for improving the shop's potential as an even more impactful educational tool, while increasing revenues and supporting the development of local eco-responsible products.



Additionally, the introduction of electronic donations via TipTap kiosks was a success along the entire route. In total, 15 kiosks were deployed, both in off-site events and on the main Festival site. These terminals made it possible to do away with cash donations, improved efficiency, and reduced costs. This technology offers a range of opportunities that should be taken full advantage of the coming years.

Le Festival 2022 fut aussi une occasion de planifier avec les partenaires privés le développement commercial potentiel du site pour les années à venir. L'offre commerciale des bars a été améliorée; le modèle actuel, comprenant par exemple l'utilisation de verre réutilisable, est écoresponsable et permet désormais de générer des revenus autonomes.

COMMUNICATIONS TOOLS

The marketing and communications team created a visual campaign that highlighted the diversity of communities and their convergence with Montreal Pride through the use of dynamic coloured lines.

For the first time, Fierté Montréal's communication campaign included the colors of the progressive flag, highlighting queer communities of colour and trans communities. At the same time, the team

developed graphic standards to distinguish messaging coming from the organization and not from the Festival. As of 2022, communications from the organization are visually distinct. For example, the information campaign around the scholarship program used institutional visual branding, while the publications on festival programming used this year's visual campaign.

Despite the visual identity's occasional limitations in terms of accessibility and readability, it still made it possible to develop, for the first time, a brand image visual and usage standard for all partners and community organizations supported by Fierté Montréal. This graphic standardization made it possible to ensure consistency when organizations supported by Fierté Montréal programs used the logos to signal collaborations. Under the same visual branding, the team developed graphic products such as the flyer with the Festival's programming and the most relevant information for festival-goers, including the Order an Angelot initiative, and the intervention services available on the main site, as well as community activities and those associated with the Festival Fierté Montréal.

The communications priority was to create tools to improve the effectiveness of actions, such as setting up a communication calendar, setting up a communication dashboard documenting impact of social media posts and newsletter publications, as well as website statistics, a daily press review, as well as a partnership agreement commitment monitoring tool.

A 360° electronic communications strategy was privileged:

- Differentiation and adaptation of messages, tone and visuals according to the media outlet and social network;
- Redesign of newsletter structure and content;
- Creation of a LinkedIn account for sharing of professional and job market relevant content;
- Creation of a TikTok account, a popular network among a younger demographic;
- Creation of a Spotify profile to highlight the Festival artist's music;
- Making the most of the mobile application's advanced features;
- Rolling out a marketing campaign to promote the Rapture show, access to the VIQ space and the Meet and Greet;
- Launching community projects via Instagram stories;
- Systematic translation of contents into English.



The team was able to implement all these actions thanks to the support of the graphic design team and a content creation coordinator, in addition to the hiring of a community manager. The results and feedback were immediate: from January to September our platforms gained nearly 8,500 new followers.

As for the media partners, as post-pandemic signals were showing a modest uptick in tourism, the team decided to work with a large number of local partners in order to promote visibility and diversified advertising campaigns produced in both French and English. To wit, advertising placements were secured in the metro, on the air (Radio Energy, Rouge Radio, Virgin Radio, WKND 98.5), on television (CTV), in electronic cultural media (Culture Cible, Cult, Narcity), on outdoor signage (Postmedia) and in major media outlets (La Presse, Montreal Gazette, Ottawa Citizen, Toronto Sun).

With a view to supporting local businesses specialized in 2SLGBTQIA+ communities, Fierté Montréal has signed media agreements with Fugues, GayGlobe and TCFTv (community television). To reach out to tourists we entered agreements with France-based media outlets (Quebec LeMag, Petit Futé). Moreover, we purchased advertising to strengthen the local (Wild Advertising) and international (Gay City News in New York) visibility.

About thirty journalists gathered at the main site during the Festival to do interviews, capture images, and cover the event. The main site had a Media Space very close to the TD stage, with privileged access to the front of the stage. The space, furnished with armchairs, workstations and refreshments, offered media workers a quiet and private place to conduct interviews, take a break, or work.

REVAMPED MEDIA AND SOCIAL NETWORK PRESENCE

In 2022, Fierté Montréal increased its reach on social networks, adding LinkedIn, TikTok, and Spotify accounts to the existing ones on Facebook, Instagram, YouTube, and Twitter. Note that the Snapchat and Flickr accounts have fallen into disuse. The Twitch platform, widely used for live web streaming – especially video games – was not prioritized this year since the event programming took place in person and the conferences hosted on August 5 and 6 were broadcast on Facebook and YouTube.

The priority strategy in 2022 initially focused on message differentiation, adapting copy to target audiences, as well as the visuals accompanying publications. Moreover, Fierté Montréal's social networks have been used to amplify important messages for 2SLGBTQIA+ communities, as well as ensure visibility for our corporate and non-profit partners. In total, Fierté Montréal subscriber pool grew from 128,720 people to 137,150, an increase of 6.6%. The highest growth after the newly created LinkedIn account, was on Instagram, which saw a subscriber increase of 21.6% of. Facebook accounts for 74% of followers, where there are more than 101,000 subscribers. Fierté Montréal published 67 messages through its social networks, resulting in 6,769,000 views between January and August – 50% of which were on Facebook – from 1,272,790 unique users, 78% of which are on Facebook. Fierté Montréal generated more than 200,000 interactions on 600 messages posted on social media. The Facebook events reached more than 421,000 people.

The website was viewed more than 343,000 times from January to September, and almost 693,000 pages were viewed. On average, 44% of the traffic arrived directly, 7% via social networks, and 45% through search engines. In particular, most site visitors came from Canada and the United States.

Regarding the 20 newsletters sent from January to September, on average, the opening rate was 38.9%, well above the average of 20.5% for the entertainment and events industry, and the average of 25.1% for non-profit organizations. This year's public relations strategy focused on the progressive revealing of the Festival's programming, which was due in part to contractual constraints restricting broadcasting artist participation. Therefore, a first launch on March 24 was followed by 13 others stretching until July 23 – including publication of 5 press releases – which allowed Fierté Montréal to be mentioned in more than 500 articles from March to September.

A press conference was held on July 26 at the Fairmont Le Reine Élisabeth's C2 Space, gathering more than 25 media outlets, as well as more than 50 partners, artists, and local provincials, and national elected officials..

VISIBILITY REPORT

Thanks to the wide range of communication actions aimed at ensuring Festival visibility - including public relations, advertising, and promotion activities in traditional, digital and social media, as well as traffic at the main site and off-site activities - a total potential audience of almost 264,720,000 people at home and abroad learned of the Festival. As for public relations, and especially thanks to publishing 2 press releases on Cision's national news feed, a potential audience of almost 164,000,000 people were able to read about the Festival's activities in newspapers and media websites in Quebec, Canada, and the United States.

As far as promotional and advertising activities are concerned, an estimated 70,713,000 people have seen the publications on social networks, radio and TV advertisements, posters, the mobile application, outdoor signs, flyers, web advertisements, and Fierté Montréal's website.

And most importantly, people showed up at the Festival: 201,000 people attended the activities at the Olympic Park Esplanade, Place Émilie-Gamelin, Sainte-Catherine Street East, Place du Village, PHI Centre, Le Monastère, and elsewhere in the downtown core.





THE ORGANIZATION'S EVOLUTION

As an organization in constant evolution and in sync with its ecosystem, changes within Fierté Montréal came one after the other throughout the 2021-2022 financial year. Under the impetus of a new general management, solidly supported by a team strongly engaged around its mission, Fierté Montréal is expanding staff in order to ensure its sustainability, to amplify its reach, and to innovate in its actions.

GOVERNANCE

The Board of directors continued the governance transformation already begun following the consecutive departures of the founding directors in 2020. The arrival of a new experienced general management in September 2021 allowed for collaborative action between the latter and the board of directors.

In addition, three new directors brought fresh perspectives to the board in November 2021.

In addition to adopting new finance and human resource policies, the board of directors has its standing committees with clearly defined mandates (finance and audit; ethics and governance; human resources).

Given that the bylaw review required special attention, the board and staff leadership recruited Daniel Lapointe, a governance consultant, in spring of 2021 for additional support. By the end of the financial year a draft set of bylaws was available – the process had been hampered by the crisis management after the parade cancellation - *as well as a new Board Code of Ethics and Conduct.*



BOARD OF DIRECTORS

- Esther Léa Ledoux, President (until February 2022)
- Moe Hamandi, President (from February 2022)
- Alexandre Dumont Blais, Vice-President (until March 2022)
- Frédérique Drainville, Treasurer
- Ketty Cédât, Secretary
- Karl Boulanger, Administrator
- Jeansil Bruyère, Administrator (from November 2021)
- David Carpentier, Administrator (from November 2021)
- Stéphane Proulx, Administrator
- Naoufel Testaouni, Administrator (from November 2021)
- Simon Gamache, Managing Director, Ex officio Member

FINANCE AND AUDIT COMMITTEE

- Frédérique Drainville, President
- Karl Boulanger
- Stéphane Proulx
- Simon Gamache, Ex officio Member
- Moe Hamandi, Ex officio Member

ETHICS AND GOVERNANCE COMMITTEE

- David Carpentier, President
- Simon Gamache, Ex officio Member
- Moe Hamandi, Ex officio Member

HUMAN RESOURCES COMMITTEE

- Naoufel Testaouni, President
- Ketty Cédât
- Simon Gamache, Ex officio Member
- Moe Hamandi, Ex officio Member

HUMAN RESOURCES

With the arrival of a new general management in the fall of 2021 and after a two-year break from an in-person Festival, Fierté Montréal had to implement a number of administrative changes, both in terms of policies and internal restructuring. Expanding and rebuilding the teams internally has been a priority.

New implementations :

- Human resource policies :
 - Employee Personnel Manual
 - Workplace harassment and bullying policy
 - Policy on workplace substance use
 - Remote work policy
 - Salary scale
- A management committee
- A rigorous recruitment process

RECRUITMENT OF NEW EMPLOYEE STAFF MEMBERS

The labor shortage caused by the pandemic made recruitment a challenge. All in all, the applications received for the positions to be filled for the permanent team were of high quality, which facilitated the recruitment and hiring process.

The general management and the talent and culture manager had to define and create new roles in order to recruit profiles to implement the new organizational structure.

This process consisted of :

- Developing and creating job descriptions
- Analyzing the market in order to establish salaries
- Announcing the positions
- Conducting telephone pre-interviews
- Conducting interviews with the concerned managers
- Contacting references
- Checking criminal history and credit history for positions that required it
- Administering psychometric tests to candidates

It should be noted that seven new people have joined the permanent team following the arrival of the general management, in order to ensure a better distribution of labour and efficient work organization. The marketing and strategic alliances departments as well as programming were the ones with the newest recruits. The production, operations, and logistics department was restructured with the people with the most experience within Fierté Montréal, the goal being to ensure, in a context of organizational change, the operational success of the Festival, the Parade, and the Community Days.

ADMINISTRATIVE TEAM

- Simon Gamache, Managing Director
- Chris Ngabonziza, Programming Director
- Sylvie Taillon, Talent and Culture Director
- Eric Joly, Marketing and Strategic alliances Director
- Denis Leblanc, Finance Director
- Jean-François Perrier, Production and Logistics Director
- Samuel Desrosiers, Content Project Manager
- Oswaldo Gutiérrez Bayardi, Marketing and Communications Manager
- Valentin Pham, Operations and Logistics Manager
- Ingrid Foster, Marketing and Communications Project Manager, (temporary)
- Justine Frenette, Village Coordinator (temporary)

- Colette Houle, Logistics Assistant (temporary)
- Pierre Landry, Recruitment Coordinator, (temporary)
- Pascale McCoy, Graphic Designer
- Rébecca Roy-Brière, Community Manager (temporary)
- Judith Rudd, Graphic Designer (temporary)
- Higino Monteiro, Government Relations and Development Advisor
- Guillaume Perrier, Programs and Government Relations Manager
- Manual Shink, Project Manager, Community Programs (temporary)
- Gabrielle Sylvestre, Associate Director, Partnerships
- Roxanne Gadoua, Executive Assistant
- Justine Labrecque, Director, Partnerships and Government Affairs (until January 2022)
- Nancy Gonzalez Peña, Accounting Technician (until March 2022)
- Sophie Lalonde-Sauvé, Graphic Designer (until November 2021)

FINANCIAL MANAGEMENT

In the winter and spring of 2022, the board of directors adopted a body of policies to ensure rigorous management of the organization’s financial resources :

- Accounting standards and financial controls
- Purchasing and procurement policy
- Policy for fee and expenses reimbursement
- Disclosure of wrongdoing policy

The general director and the management committee began steps in the winter to establish project accounting and a new accounting charter, effective the following financial year (October 1, 2022).

STRATEGIC PLANNING

After a few months in office, the general director stressed to the board of directors the importance of starting a multi-annual strategic planning process. The latter allows for better definition of Fierté Montréal’s mission, to articulate a vision for the future, to define organizational values, and to determine strategic imperatives. It was decided that the planning would span three years and would focus on stabilization rather than development. Indeed, an organization that is emerging from a pandemic, which experienced an organizational crisis in 2020, which has seen the majority of its staffing shifted, which is restructuring, and which has relocated the site of its main activities has every interest in strengthening its foundations in order to sustain its operations.



The consulting firm Habo was selected to support Fierté Montréal. The work started in April 2022. Given observations made over the previous months, the 2SLGBTQIA+ community sector was consulted before reaching out to festival participants. This aligned well with Fierté Montréal’s goal of better meeting the needs and aspirations of community groups. The consultation, both via semi-directed interviews and a survey, contributed significantly to improving understanding of community issues

and their perception of Fierté Montréal. Working sessions were then organized with the steering committee, the board of directors and the administrative team.

The plan was that Habo's mandate would end in September 2022 and therefore the strategic plan would be adopted in October. However, the fallout from the parade cancellation having affected the organization for a few months, the work could not be completed according to the planned schedule.

It resumed in fall 2022 and finished in March 2023. The delay was an opportunity to survey the festival clientele..

ECO-RESPONSIBILITY

In 2022, Fierté Montréal established its first Green Committee with a mandate to develop a three-year eco-responsibility action plan, covering all Festival, Parade, and Community Day activities. This approach aimed first and foremost to get a snapshot of eco-responsible measures already in place, and to establish a plan for the development and implementation of additional measures.

This action plan is based on the six main eco-responsibility criteria issued by the Conseil québécois des événements écoresponsables (CQEER) :

- Management of residual materials
- Transportation
- Responsible sourcing
- FoodWater and energy management
- Social practices

From these criteria, a list of current and future measures was drawn up. Here are some examples among the measures present during the 2022 edition :

- Sorting bins
- Green brigade
- Reduction of promotional printed materials and the production and distribution of promotional items
- Report on residual materials
- Report on Festival greenhouse gas (GHG) emissions
- Vegetarian menus
- Locally sourced food (less than 100 km)
- Certified organic or fair-trade food
- Drinking water stations for filling reusable bottles

EVENT ECO-RESPONSIBILITY INDEX

By implementing these measures during the 2022 edition, the Festival Fierté Montréal significantly increased its City of Montreal eco-responsibility index, a self-declaration mandated by the Conseil québécois des événements écoresponsables and the Maison du développement durable in order to obtain the event eco-responsibility index. From 2021 to 2022, this eco-responsibility index of the Festival has increased by almost 15%. Future measures will allow the event to increase its eco-responsibility index.



EXPERTISE

Starting in 2022, with the help of the CQEER, Fierté Montréal made a first assessment estimating the volume of GHG emissions generated during the 2022 edition of its festival. The following emission sources were considered in this estimate :

- Attendee travel
- Staff travel
- International artist travel
- Fuel consumption
- Residual material management

PLAN D'ACTION EN ÉCORESPONSABILITÉ

2023-25



Consulté par
Fierté Montréal
2023-01-05

Additionally, Fierté Montréal prioritized obtaining the Gestion responsable d'événements certification (BNQ-9700-253) from the Bureau de normalisation du Québec in order to standardize its processes and keep its event eco-responsibility targets up to date as different actors, government or otherwise, change their measures.

Finally, Fierté Montréal seeks a tangible eco-responsible transition and will rely, over the next few years, on the support of expert consultants in order to improve and solidify its approaches. Several strategies will be implemented during the next editions of the festival, allowing a better analysis of the organization's current festival practices and to carry out rigorous assessments that will bring concrete improvements to be implemented to address current environmental issues.



SPECIFIC ISSUES

MAIN SITE RELOCATION

In 2017, Fierté Montréal relocated the festival's main site to Parc des Faubourgs, a municipal park at the exit of the Jacques-Cartier Bridge, i.e. on the immediate outskirts of the Village. This move was the result of a significant growth in activities that had made Place Émilie-Gamelin too cramped for festivalgoers.

The 2019 edition illustrated that the Parc des Faubourgs had become, after another three years of growth, too modest for certain major events. Fierté Montréal was now part of an array of major Montreal festivals. Maintaining the safety and well-being of festivalgoers and artists was a crucial issue. In addition, cohabitation with residents neighbouring the park had become a real concern. Not only did the limited reception capacity cause off-site queues for certain events that overflowed onto private property, but the time spanning site assembly, the festival, the dismantling, as well as the turning over of the entire site caused residents to lose access to their neighbourhood local park for more than a month. Fierté Montréal decided to search for a new site for its festival.

The pandemic delayed the relocation. However, the study of the needs and relocation options was started as early as 2020. It was quickly established that no site of adequate size was available in the immediate vicinity of the Village. The only place potentially suitable in terms of area was the parking lot west of the Radio-Canada Tower. However, this solution would have been only temporary since the site was about to be redeveloped. A large number and variety of locations were considered.



However, three sites proved to be suitable for Fierté Montréal's growth forecasts: Parc Jean-Drapeau, Place des Festivals in the Quartier des spectacles and the Olympic Park Esplanade.

The Parc Jean-Drapeau was eliminated because it is too out of the way, associated with paid festivals and rarely available given the schedule of other festivals on the site. As for the Place des Festivals, it had undeniable attractions such as its location in the heart of the city center, the equipment pooling opportunities with other festivals, as well as - in case of growth - the option of expanding the Festival site to the Promenade des artistes, the Parterre and the Esplanade Tranquille. However, there was concern that it would undermine the unique character of the Festival Fierté Montréal. The organization has developed over the years a resolutely queer experience which stands out when compared to other major festivals. The Quartier des spectacles was deemed an inappropriate site for the desired and expected experience of Fierté Montréal festival attendees, as well as the wider 2SLGBTQIA+ community and its allies.



The Olympic Park Esplanade ultimately, and for several reasons, proved to be the ideal relocation site for the Festival. First of all, the scale of the site will allow Fierté Montréal to envision its continued growth without fear of constant relocations that occasionally destabilize the organization's operations. The Esplanade is divided into several areas that can be opened or kept closed according to needs and demand. In addition, the Olympic Park Intervention Resources on the Olympic Park Esplanade is, currently and foreseeably (given ongoing development projects in the eastern sector), an iconic site that could eventually host major events such as a World Pride or international sporting events for 2SLGBTQIA+

communities - if Montreal Pride and its partners commonly decided to embark on such projects. This was demonstrated by the organization's ultimately unsuccessful bid to host World Pride 2023.

Also, transit between the Village, the city center and the Olympic Park were considered. When hosted at the Parc des Faubourgs, the walking time between Papineau metro (east end of the Village) and the site entrance was about 9 minutes. As for the Olympic Park Esplanade, the travel time between the Papineau Pie-IX stations is about 10 minutes, including wait time. The Olympic Park site entrance is located directly at the Pie-IX metro exit. Therefore, transit between the Village and the Festival is easy and fast thanks to the metro, a much faster option than any trip by car, taxi, bus or shuttle. Also, there's a limited possibility that a festivalgoer would decide to stay in Hochelaga, unless they live there, after the 11pm Festival close time; the chances that attendees who wish to continue celebrating will travel to the Village are higher than if, for example, the Festival had been relocated to the Quartier des spectacles. There are few entertainment or dining options in the immediate vicinity of the Olympic Park, which is not the case for the Quartier des Spectacles. Moreover, it should be noted that an ever-increasing portion of 2SLGBTQIA+ communities live, create, and work in Hochelaga-Maisonneuve. The Fierté Montreal team has been a daily witness to this fact as its head office has been in the neighbourhood since 2017.

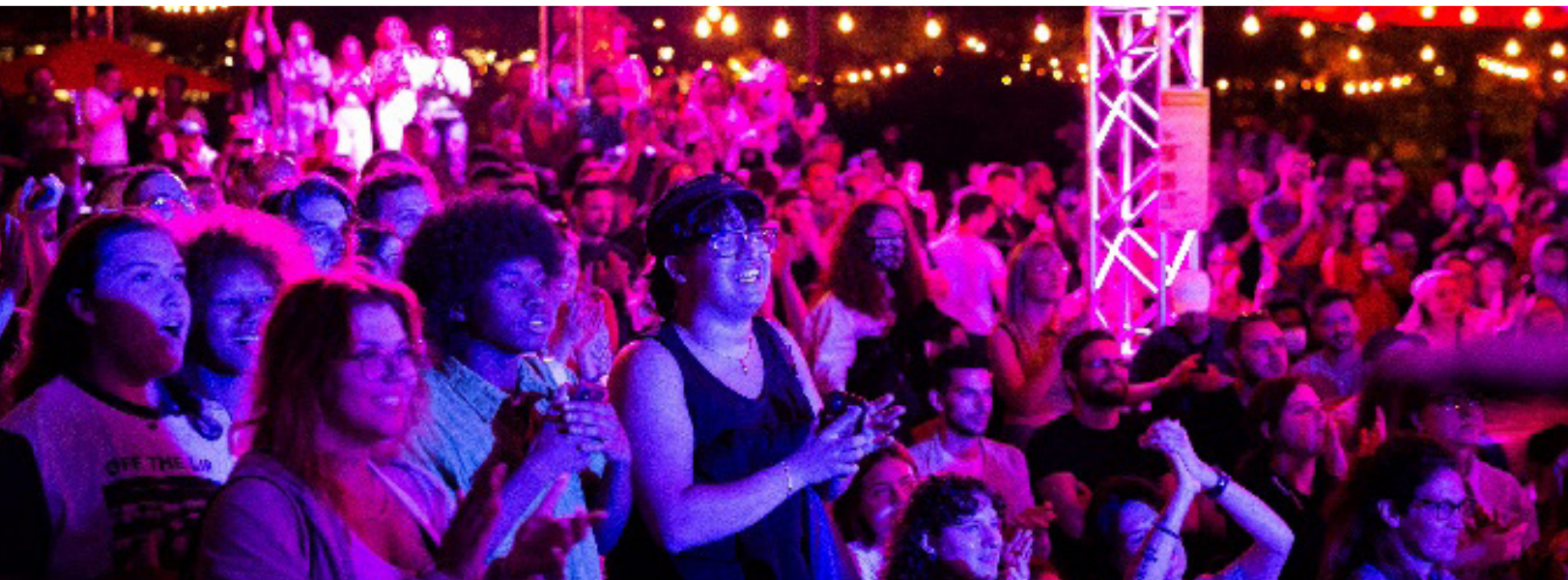
The Olympic Park Esplanade Park has great advantages in terms of eco-responsibility. First, urban access can be achieved by bike, BIXI, metro (universally accessible since 2023), bus (34, 85, 97, 125, 139, 185), SRB Pie-IX (direct access for Laval attendees). The Olympic Park's ample parking lots, including several Electric Circuit terminals, will also allow non-central attendees to get to the Festival without dealing with the vagaries of downtown traffic. Additionally, the built infrastructure can accommodate Festival production and administrative functions, eliminating the need to install energy-demanding trailers, marquees, and tents. Finally, Fierté Montréal no longer has to restore

park greenery at the end of the festivities, a significant and illogical expense for an organization with eco-responsible ambitions.

Fierté Montréal doesn't plan to use the Esplanade for more than five days a year until at least 2024.

The Olympic Park is reserved for large events (10,000 to 25,000 attendees). Indeed, the Festival starts first in the Village three to seven days before the Esplanade opens. In collaboration with, among others, the SDC du Village, the Partenariat du Quartier des spectacles (Place Émilie-Gamelin), the Hyatt Place Montreal and venues in the Village (Théâtre Olympia, Le National), programming unfolds day and night in the heart of the recent historic center of Montreal 2SLGBTQIA+ communities.

Community Days also continue to be hosted in the Village. Other artistic events take place elsewhere in the city center (e.g.: PHI Centre, Le Monastère).



PUBLIC HEALTH: COVID-19, SMALLPOX AND PREVENTION

Fierté Montréal being one of the only festivals to have presented elaborate editions of its programming throughout the COVID-19 pandemic, namely in 2020 and 2021, the organization was prepared to deploy contingency plans for the festival in the event of a resurgence of the virus.

A “COVID budget” as well as alternative plans with the artists were maintained throughout the planning of the festival. The contingency plan did not have to be implemented; however, Fierté Montréal encouraged symptomatic people to take the usual measures.

However, the public health issue that affected the organization the most was completely unexpected: monkeypox in Montreal at the end of spring, the most serious outbreak ever seen of this virus in North America. The virus mainly affected men who have sex with other men, although other people have been affected. This population, being representative of an important part of Fierté Montréal festival's clientele, but also of the delegations of the 24th International AIDS conference, the situation was taken seriously by Montreal public health authorities. No one wanted an outbreak at the Festival. In fact, the Direction régionale de santé publique de Montréal (DRSP) was so effective in its actions that Fierté Montréal wasn't affected in any way by the monkeypox virus.

Building on its learnings during the COVID-19 pandemic, the DRSP quickly deployed a targeted awareness-raising plan thanks to an exemplary collaboration with the organization RÉZO. Together,

the DRSP and RÉZO were able to reach and vaccinate target populations. Fierté Montréal collaborated with these partners to increase message reach. DRSP, RÉZO and Fierté Montréal hosted a joint press conference. An additional vaccination clinic was opened in the Village during Fierté, open not only to Montrealers but also to tourists. An awareness-raising video filmed with the drag queens from the Drag Superstar show was particularly effective on social networks.



As of October 2022, 23,835 people had been vaccinated, 402 people had been infected and the virus had almost disappeared from the territory of Montreal.

Beyond COVID-19 and monkeypox, the DRSP and Fierté Montréal collaborated on a simple awareness-raising strategy on other public health issues.

RECRUITING TEMPORARY STAFF AND VOLUNTEERS

The labor shortage spurred by the pandemic has been a real challenge for the recruitment of temporary paid and volunteer collaborators for the festival. Attendance has also been a challenge, as other festivals have noted.

A recruitment coordinator has joined the team to optimize staffing. Having coordinated recruitment in the past years, they were able to re-connect with the temporary employees contacted in the past.

Some of the people who worked for the festival in previous years returned for the 2022 edition, which was a relief since event-experienced staff is difficult to find. A pool of people available every year helps recruitment – but not necessarily attendance.

The recruitment of volunteers has been amazing, disappointing, and often unpredictable. While Fierté Montréal and the partner recruitment organization's measures showed that everything was going in the right direction until June, the scenario changed right at the beginning of the festival. Several people opted out and others simply did not show up at the scheduled time. This represented an important change compared to past behaviors. Organizing was no longer the same. Fierté Montréal is no more immune than other organizations to changes in human resource behaviors in a post-pandemic world. In the end, only half of the volunteers needed reported for duty.



PARTNERS

Fierté Montréal thanks the Government of Canada, the Government of Quebec and the City of Montreal for their ongoing support.

- Canada Economic Development for Quebec Regions
- Canadian Heritage
- Ministère du Tourisme, Québec
- Ministère des Affaires municipales et de l'Habitation, Secrétariat à la région métropolitaine, Québec
- Service de la culture, Ville de Montréal

Fierté Montréal would like to sincerely thank its loyal partners: TD Bank Group, partner since 2008, Casino de Montréal, Tourisme Montréal, Fido, Trojan, SAQ, Gilead, Air Canada, Bubly, STM, Bleu Royal, Mate Libre, Skip The Dishes, Maxi, Home Depot, the Société de développement et de mise en valeur du Parc Olympique, Le Monastère Cabaret de Cirque, Gallea, Phi Centre, LSM, Greencopper, BLG, Holt Renfrew Ogilvy, W Montreal Hotel, Hyatt Place, Fairmont The Queen Elizabeth, Renaissance Montreal Downtown.

Thanks to our media partners: Fugues, Rainbow Guide, CTV, Cult, Culture cible, Energie 94.3, La Presse, Montreal Gazette, Narcity, Petit futé, Québec le mag, Rouge 107.3, TCFTV, Virgin Radio 95.9, wknd 99.5FM.



**Communiqué de presse
Pour diffusion immédiate**

Annulation du défilé de la Fierté

Philippe Schnobb chapeautera l'analyse interne de Fierté Montréal

Montréal, le 10 août 2022 - Dans l'objectif d'assurer le succès des prochaines éditions du défilé de la Fierté et de rétablir la confiance du public envers l'organisme Fierté Montréal, l'analyse indépendante des circonstances ayant mené à l'annulation du défilé sera menée par Philippe Schnobb. La nomination a été entérinée jeudi soir par le conseil d'administration de Fierté Montréal.

L'expertise de M. Schnobb permettra de soutenir le conseil d'administration de Fierté Montréal, qui a déjà entamé des démarches de post-mortem interne. L'analyse sera menée avec l'entière collaboration du conseil d'administration et permettra de faire la lumière sur le fil des événements et les structures de gouvernance qui ont pu mener à l'annulation du défilé. Des recommandations seront formulées et soumises à l'organisation dans les prochains mois.

Membre de la communauté 2SLGBTQIA+, Philippe Schnobb est le président du comité de gouvernance de la Fondation Émergence, dont la mission vise à « éduquer, informer et sensibiliser la population aux réalités des personnes qui se reconnaissent dans la diversité sexuelle ainsi que la pluralité des identités et des expressions de genre ». Il a démontré ses capacités de gestionnaire à titre d'ancien président du conseil d'administration de la STM. Administrateur de société certifié, il a complété l'an dernier la certification en gouvernance du collège des administrateurs de société de l'Université Laval.

Conformément aux ententes contractuelles de la Ville de Montréal, le travail de M. Schnobb sera complémentaire aux vérifications d'usage du contrôleur général de la Ville de Montréal.

« Le défilé de la Fierté est un événement incontournable de Montréal qui contribue à célébrer et valoriser la diversité montréalaise. C'était essentiel pour nous de nous assurer que des mécanismes soient rapidement mis en place, afin de faire la lumière sur cette annulation et plus largement, d'assurer le succès des prochaines éditions du défilé. L'inclusion et la transparence sont des valeurs essentielles de notre administration, que nous partageons avec le conseil d'administration de Fierté Montréal. Je suis satisfaite de

pouvoir compter sur l'entière collaboration et la proactivité de cette organisation qui fait un travail exceptionnel pour la défense et la célébration des droits de la communauté 2SLGBTQIA+ », a déclaré la **maire de Montréal, Valérie Plante**.

« Le défilé de la Fierté fait partie de l'ADN de Montréal et de notre mission. C'est la raison principale de notre implication et le fruit des revendications de nos communautés 2SLGBTQIA+, dont la nécessité a été largement démontrée au cours des derniers jours. Nous reconnaissons l'impact de l'annulation de cet événement et saluons la réactivité de nos communautés ayant manifesté à leur manière ce que représente la fierté pour elleux.

Le conseil d'administration de Fierté Montreal est déterminé à rebâtir la confiance de la population et de toute la communauté. C'est pourquoi notre équipe poursuit son post-mortem et s'apprête à offrir sa pleine collaboration à M. Schnobb, dont nous reconnaissons l'expertise et la sensibilité », a déclaré le président du conseil d'administration de Fierté Montréal, **Moe Hamandi**.

« Je remercie l'administration municipale et Fierté Montréal de m'accorder leur confiance. J'entame cette mission avec diligence et sensibilité. J'ai à cœur le succès des prochaines éditions de cet événement essentiel pour la communauté et la ville de Montréal. L'analyse que j'effectuerai, en collaboration avec le conseil d'administration de Fierté Montréal, permettra de solidifier la gouvernance de cette organisation et de rétablir la confiance du public. Je souhaite que les recommandations issues de ces travaux contribuent au succès et à la pérennité de la mission de Fierté Montréal », a ajouté **Philippe Schnobb**.

La Ville de Montréal salue également le succès des autres activités de la programmation de la Fierté.

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Source

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News release
For immediate release

Cancellation of the Pride Parade

Philippe Schnobb releases his report on the cancellation of the Pride Parade

Montreal, October 5, 2022 – Designated last August to shed light on the cancellation of the Pride Parade, Philippe Schnobb [releases his report](#). After many hours of interviews with individuals involved, Mr. Schnobb clarifies the thread of events and makes recommendations for Montréal Pride to pursue the improvement of its governance and internal structure.

Mr. Schnobb's specific mandate was to investigate three key themes: understand the cancellation's thread of events; analyze governance and decision-making processes that led to this decision; assess the financial and reputational impact on Montréal Pride. His transparent and collaborative work aimed to better understand the situation to support the organization through its next editions, thus ensuring the sustainability of a major Montreal event: the Pride Parade.

Mr. Schnobb's report mentions several internal communication issues that would have led within a few minutes to the cancellation of the Pride Parade. Senior management was faced with a *fait accompli*: the Pride Parade would have been canceled without their formal consent. On that morning, a sense of urgency would also have contributed in precipitating the operational chain of command. Therefore, it is recommended that the organization commissions an external review of its emergency response plan and update it accordingly.

Regarding logistics and Pride Parade security recruitment, the report mentions a lack of resources a few weeks before the Pride Parade that generated a work overload, which could partially explain the situation. The report recommends more thorough logistics management and improvements to information sharing.

Finally, to strengthen trust with its partners and the public, it is recommended that Montréal Pride benefits from the support of a governance expert to reinforce its governing bodies while pursuing the strategic planning process that is already afoot.

"It was necessary for our administration to ensure that Pride Montreal has all the necessary tools to ensure the success of future editions of the Pride Parade. Philippe

Schnobb's work, carried out with rigor and sensitivity, will contribute to restoring the public's confidence in this essential Montreal organization. We salute the collaboration and proactivity of Fierté Montréal, which is already being supported in order to follow up on the recommendations made and improve its operating methods. Fierté Montréal and its parade play an essential role in the 2SLGBTQIA+ community and we are all mobilized to guarantee the quality of this flagship event”, said **Montreal Mayor Valérie Plante**.

“We welcome this report with openness and humility and wish to thank Mr. Schnobb for the respect and transparency he displayed throughout his mandate. Complemented with external resources, several reforms are already underway within the organization and these recommendations will improve and clarify our future actions”, said **Moe Hamandi, Board President of Montréal Pride**.

“We are determined to pursue our collective efforts to rebuild and consolidate relationships with our communities, the population, and our partners. My team and I are geared towards the consolidation of our work so that we can ensure the development and delivery of all Montréal Pride initiatives – particularly the highlight of the Festival, the Pride Parade”, said the **Executive Director of Montréal Pride, Simon Gamache**.

“I would like to extend my thanks to the municipal administration and Montréal Pride for trusting me with this analysis. I benefited from the complete collaboration of the Montréal Pride team; thanks to them, we now have a clear picture of the events surrounding the Pride Parade cancellation. I am confident the Montréal Pride’s administrative team and Board of Directors will welcome and act upon these recommendations. Their efforts will allow a strengthened governance and, most importantly, ensure that everyone can enjoy the major event that is the Pride Parade”, concluded **Philippe Schnobb**.

###

Source

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**Analysis of the circumstances surrounding the
cancellation of the Montréal Pride Parade on August 7,
2022**

Montreal, October 4, 2022

Moe Hamandi
President, Board of Directors, Montréal Pride

Naoufel Testaoui
Board Director; Chair, ad hoc Post-mortem Committee; Chair, Human Resources Committee,
Montréal Pride


Greetings,

On August 11, I was mandated by the Montréal Pride Board of Directors to analyze the circumstances surrounding the cancellation of the Montréal Pride Parade which was planned to take place on August 7, 2022.

This analysis is intended to contribute to the work of the Post-mortem Committee created by the Board of Directors.

I want to thank everyone I interviewed. Their testimonies allowed me to produce this analysis and I hope it will give you the tools you need to improve procedures and governance.

Kind regards,



Philippe Schnobb, ASC

CC: Ms Valérie Plante, Mayor of Montréal

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In case of doubt, the original French version has precedence.

Description of Mandate and Methodology

On August 11, the Montréal Pride Board of Directors mandated me to support the ad hoc Post-mortem Committee with an analysis of the situation.

The mandate covers the following points:

- The thread of events surrounding the Pride Parade cancellation and the communications related to this decision;
- The governance and the organization's ruling processes that may have led to this decision;
- The financial and reputational impact on the organization and its ability to achieve its strategic goals.

On August 12, a press release issued by the City of Montreal and Montréal Pride was published to announce my nomination.

On August 15, I began a series of interviews with Montréal Pride Executive Director and permanent and contractual employees. Subsequently, I conducted individual interviews with each Board Director. I also contacted institutional, private and community partners to examine the potential consequence of the cancellation on their support to the organization.

From August 15 to September 9, I conducted about sixty interviews, each lasting from fifteen minutes up to two hours. I analyzed all information collected during these interviews in order to write this report.

I was able to retrace the course of events after interviewing all people involved in decision-making, looking at phone records and exchanged text messages and emails. These elements allowed me to reconstruct the thread of events and cross-check each communication. Technology has its limitations: other than emails and text messages, I was unable to verify the precise content of phone conversations. Still, it is possible to draw conclusions by cross-referencing all exchanges.

I also had the opportunity to consult several internal documents to help me understand specific elements related to the Pride Parade and Festival overall organization.

To respect the privacy of those involved in key moments, I chose to remain vague in the description of people's tasks and functions. Nevertheless, I did share this information with the Montréal Pride Post-mortem Committee and the Executive Director to guide their work.

I would like to thank everyone who agreed to talk with me, particularly the staff of Montréal Pride who was very honest and whose collaboration was essential to the process.

Summary

In hindsight, one can easily say that things should have been done differently. My mandate is to understand the sequence of events, draw conclusions and make recommendations that will be useful not only for Montréal Pride but also for several organizations that could benefit from this analysis to examine the fragility of their operation.

I concluded that the Pride Parade was canceled because of a misunderstanding caused by a series of chaotic exchanges and communication issues, worsen by the reaction – either too fast or too slow – of certain key people in the operational chain. Most conversation were urgently made over the phone when it would have been wiser to form a crisis unit to make an informed decision.

The Executive Director (ED) and his team found themselves faced with a *fait accompli*: the Pride Parade had been canceled without their approval. At 8:53 a.m., the ED has no choice but to authorize the publication of the press release confirming the cancellation. It will be published on the Montréal Pride Facebook page at 9:13 a.m., while media have been announcing the cancellation since 8:41 a.m. (32 minutes), which is a long time given how fast news travel.

After over a hundred hours of interviews and analysis, I can affirm that the Pride Parade was not canceled voluntarily or maliciously. I conclude that some information were misunderstood, not validated and transmitted externally, thus leading to the cancellation of the Pride Parade without the decision being taken formally by anyone in a position of authority at Montréal Pride. In addition, the lack of supervision and the work overload of a key person within the organization may have led to a recruitment oversight – recruitment which was crucial to ensure security at closed street intersections. In the 2022 post-Covid-19 context, it is important to mention that personnel recruitment was an important challenge in the festival sector.

My interviews also highlighted that Montréal Pride's governance is not fully understandable to stakeholders. In addition, governance has been weakened by the departure of previous leaders who were founding members of the organization. I believe that the current moment represents an opportunity to evaluate the organization's governance, as well as making it more efficient, open, and transparent.

To achieve this, I believe that the Board of Directors should consider a refoundation of the organization to assure stakeholders that Montréal Pride can organize an annual festival which is one of the 10 most important events in Montreal's events calendar with a budget of \$6 million.

This refoundation should begin with a redefinition of the membership status. Throughout my analysis, I noticed that the annual general meeting of members is held by less than 20 people, which seems inadequate to ensure sound governance. Secondly, the Board of Directors must be professionalized. The skills required to sit on that Board should be listed to ensure that all members have the capacity to support the Executive Director in the attainment of the organization's mission.

I encourage the Board of Directors to consider a profound governance overhaul. The organization would greatly benefit from doing so.

Description of Montréal Pride and Context

Montréal Pride was created in 2007 when Divers/Cité – then the organizer of Pride activities – announced that there would be no Pride Parade that year. Divers/Cité wanted to create two distinct events: the Festival and the Pride Parade. Unable to agree on a new date with the municipal authorities, the 2007 Pride Parade was canceled.

When the Pride Parade was abandoned, a new group emerged to found LGBTQA Celebrations with the support of community groups and business owners in the Village. The new organization managed to organize a parade within a few weeks. Divers/Cité eventually ended its activities and LGBTQA Celebrations took over the organization of the annual festival, the Pride parade and community days as we know them today. Eventually, the organization will become Fierté Montréal / Montréal Pride. Divers/Cité will cease operations in 2014.

The organization's budget has increased significantly over the years, from \$140K in 2007 to over \$5M in 2022 post-COVID-19, peaking at \$6.4MM in 2019 when Montréal Pride was a candidate for World Pride 2023. The organization surely grew in importance, though its governance remained the same. In 2020, significant changes to its leadership caused uncertainty and the current Board of Directors is amid a governance reorganization.

Over the years, public and private funding have increased considerably. On average, external funding represents 85% of Montréal Pride's revenues. Here are the main budget data for the 2019 edition, the last “normal” edition before pandemic hit.

Revenues		6 403 500 \$	%
Governments	Federal	655 395 \$	10,2
	Provincial	1 719 136 \$	26,8
	Municipal	410 000 \$	6,4
Others	Loto-Québec	249 083 \$	3,9
	Tourisme Montréal	292 158 \$	4,6
Private sector		888 990 \$	13,9
Earned revenue		318 464 \$	5,0
Related activities		499 637 \$	7,8
In-kind products and services		1 370 637 \$	21,4
Expenses		6 339 343 \$	

Source: Montréal Pride. Financial statements as of September 30, 2019

The main expenses of Montréal Pride are attributed to the Festival. The 2022 budget includes expenses of \$150K for the Pride Parade and less than \$50K for Community Days. The Pride Parade represents less than 3% of spendings in the 2022 budget. Revenues from major sponsors (excluding registrations for Pride Parade and Community Days) are included in the general revenue and are not specifically attributed to the Pride Parade. In the annual activity report the financial statements do not distinguish between the three components.

The Montréal Pride Festival is considered one of the 10 most important events in Montreal major events' calendar. For example, a KPMG study established that Montréal Pride 2017 festival edition generated over \$10M in economic benefits. This is not surprising since a large part of the benefits (62%) come from the many participants from outside Quebec – comparable to the Jazz Festival (60%), Grand Prix (66%) or Osheaga (78%) – according to an analysis made by La Presse based on various studies carried out by members of the Regroupement des événements majeurs internationaux (RÉMI).

The Pride Parade itself attracts tens of thousands of spectators, 100 thousand according to the organizers' estimates. This influx of local parade participants surely represents a substantial economic contribution, appreciated by business owners both downtown and in the Village.

This year, the Pride Parade would have brought together 12,000 participants registered in 137 contingents covering a 2.7km circuit on René-Lévesque Boulevard. As usual, it was planned that spectators gathered along the street could join in the cortège at the closing of the parade.

On Sunday morning, the first participants were expected to arrive on site around 8:30 a.m. to decorate their floats before the start of the Pride Parade at 1 p.m.

Volunteers and Montréal Pride staff were scheduled to arrive on site, at different time and rendez-vous point, starting at 7 a.m.

The Pride Parade requires hiring 317 volunteers. Of them, 200 are assigned to security and are responsible for closing the streets at intersections, using metal fences as barricades. The other 117 are assigned to various tasks, including carrying the giant rainbow flag or the arch of balloons that opens the parade.

Event Timeline as Known by the Public

On the morning of August 7, thousands of people were up early to get ready for the Pride Parade, a comeback after being canceled in 2020 due to the pandemic and transformed into a community march in 2021 to meet public health requirements.

The organizers expect 12K participants and around 300 people to secure the Pride Parade. As usual, security is about to be deployed on the 2.7km route to supervise the 100K people who usually attend the event along René-Lévesque Boulevard.

Volunteers and personnel gather at the Sheraton Centre on René-Lévesque Boulevard to collect their equipment. Dignitaries are invited to the same place.

There are concerns: it is a very hot day, the weather forecast mentions that the humidity index will reach 40° under a blazing sun, with the potential for violent thunderstorms during the Pride Parade.

Suddenly, a virtual thunderstorm shakes the city: a journalist on Radio-Canada's radio show "Dessine-moi un été", announces that the Pride Parade is canceled:

Host: 8:41 a.m., there's a breaking news?

Journalist: Yes, [...] our colleagues in the newsroom just had this announcement confirmed: the Pride Parade has been cancelled.

Host: Do we know why?

Journalist: What we learn: lack of security personnel, lack of volunteers, 100,000 people were expected, 12,000 participants, we will try to get more information by the end of the show...

In the minutes that follow, cellphones vibrate from all media alerts. TVA, La Presse, Radio-Canada, and other media announce the cancellation of the Pride Parade.

Montréal Pride confirms the news on its Facebook page at 9:13 a.m.

This is shocking to all people getting ready for the Pride Parade and for the organization itself. Astonishment transforms into anger, then acceptance. Hypotheses are made: the Service de Police de la Ville de Montréal (SPVM) would have forced the cancellation after police officers were excluded from the parade; others say that Montréal Pride would have received threats. But as soon as the announcement is official, the community wants answers: if there was a lack of personnel to ensure security, why didn't they call us?

The Mayor of Montreal, who was at an unrelated press briefing, expresses her frustration and requires an independent investigation to shed light on the circumstances that led to the cancellation.

Here are the results of this independent analysis.

Global Analysis

A factual analysis reveals that all that matters happened from 7:46 a.m. to 8:03 a.m.

On Sunday morning, the organization is aware of volunteer recruitment challenges, yet not critical. Two hundred persons are needed to ensure security, i.e., 104 volunteers and 96 greeters and information agents. The organization can count on 48 volunteers recruited by an external organization, Centre ABC, and 41 volunteers provided by itself, Montréal Pride. With the expected 96 greeters and information agents, there would be 185 volunteers out of the 200 needed, which is not ideal, though not jeopardizing to the operation of the Pride Parade.

At 7:46 a.m., it is observed that the 96 greeters and information agents expected will not show up because they have not been recruited.

At 8:03 a.m., a conversation between two key people constitutes a turning point: a confusion induces one of them to announce the cancellation of the Pride Parade due to a lack of staff. This misunderstanding generates a series of actions that will result in the demobilization of security agents and police officers. The ED is not yet aware of the situation.

At 8:04 a.m., the Executive Director is informed of the situation and gives instructions to remain on standby.

The **8:03 a.m.** conversation at the origin of this misunderstanding is transmitted to the SPVM at **8:12 a.m.**, which will lead to the demobilization of the police force supervising the parade around **8:40 a.m.**

Up until now, the information had spread within the organization. At **8:41 a.m.**, the announcement on the radio that the Pride Parade was canceled aggravates the crisis. This public announcement was made without due validation with Montréal Pride, though it is not the reason why the Pride Parade was canceled. However, it added confusion to the unfolding situation and played a role in the ED or his team's inability to take a step back.

At that time, was it still possible to stop the course of events by issuing a press release saying that the Pride Parade would indeed happen, despite what was relayed on air, even if it meant reducing its size similar to the 2021 parade?

In fact, the ED arrived on site at **8:43 a.m.** From the first call he received at **8:04 a.m.**, he had been handling the crisis on the phone from his home and in a taxi. Throughout this period, his instructions remain the same: "We remain on 'standby'". However, while approaching the site, he did not know that the SPVM had been informed of the Pride Parade's cancellation, he did not know that the police and volunteers had been demobilized and he did not know that the cancellation announcement had been broadcast on the radio.

He runs to the Sheraton Centre and runs into people who tell him that the parade is canceled. On site, he finds out that normal car traffic has resumed on René-Lévesque Boulevard and that there is no one in the Pride Parade staff room. Earlier he had called the Board President and a Board Director without success.

At **8:53 a.m.**, he gives the authorization to confirm the news – which was already out.

Looking back, it could be said that the ED canceled the Pride Parade without consulting the Board of Directors. In theory, he is accountable for the actions or inactions of his subordinates.

He told me that he found himself faced with a *fait accompli*. At that moment, he had no specific information on the missing resources. People assigned to the Parade were telling him that there were not enough people to provide security for the Pride Parade while there were no resources to be found at the Sheraton Centre – which should have been bustling with activity at that time.

August 7 Decision-Making: Observations and Recommendations

The cancellation of the Pride Parade is the result of chaotic exchanges over the phone, by text messages, and with a sense of urgency.

Montréal Pride has an emergency response plan with corresponding protocols for several types of events that may occur on the Festival site. The chain of commands appears well described. The Board President does not appear in the decision chain.

RECOMMENDATION 1

Request an external analysis of the emergency response plan and update it by adding the Board President to the decision chain. Organize a training session to ensure understanding of the plan.

There is no emergency response plan for the Pride Parade. The existence of such a plan would have enabled all stakeholders to refer to it and ensure that all decisions had been validated by the right person in the decision chain before communicating them externally.

RECOMMENDATION 2

Provide the organization with an emergency response plan for all Pride Parade-related activities. Organize a training session to ensure understanding of the plan.

The failure to recruit 96 people to manage traffic around the Pride Parade was known on Sunday morning. The nature of the activities and the status of these people created confusion – which will be described in the next chapter. The omission could have been detected if a list of required personnel and components had existed and had been reviewed by senior management, ensuring that nothing was missing.

RECOMMENDATION 3

Structure parade activities with a clear list of requirements that will be regularly reviewed by senior management to ensure that all requirements are fulfilled.

Description of Previous Events: Logistics

Finding out on Sunday morning that 96 people are missing to ensure security is at the root of the cancellation.

These individuals are titled “greeters and information agents”. Their task is unappealing: they are positioned along the Pride Parade route to move the metal fences that block the road. They are therefore located in places where they see absolutely nothing of the Pride Parade.

I was able to consult the Pride Parade’s planning document, which was a detailed document that indicates, among other things, the workforce required for each street corner along the route. This comprehensive document also demonstrates the rigorousness with which the planning work was done. It stated that 200 people are needed to move the metal fences at street intersections.

TOTAL	BARRICADES	AGENTS ACCUEIL	BÉNÉVOLES
	335	96	104

Source: Montréal Pride Logistics Department

In order to reach the 200 individuals required, the document states that the 96 greeters and information agents must be accompanied by 104 volunteers recruited by an organization called Centre d'action communautaire Saint-Laurent ABC. This organization has a contract with Montréal Pride which guarantees the presence of 100 to 125 volunteers. In July, a few days before the Pride Parade, ABC notifies Montréal Pride that they will only be able to provide 48 volunteers.

Noting that the ABC Centre could only provide half of the expected volunteers, Montréal Pride recruiters were asked to find more volunteers: 41 volunteers were then added to the list. It gets a bit confusing and that's exactly what happened during the organisation of the Pride Parade. We lost count and we also feared that the expected volunteers would not show up given the weather on this Sunday morning.

As mentioned previously, the 48 ABC volunteers and the 41 volunteers provided by Montréal Pride, plus the 96 greeters and information agents, bring the number of people expected to 185 out of the 200 required. A situation which is not ideal, but not catastrophic either.

On Sunday morning, the now known fact that 96 greeters and information agents have not been recruited – and the importance of their role to ensure security – is thus a cause for concern.

I tried to understand how they could have "forgotten" to hire 96 people. It should be noted that the person responsible for hiring paid staff never received a request to hire 96 greeters and information agents and therefore is not the person at fault here.

I consulted the Pride Parade budget prepared by the logistics team. The budget includes nearly \$12K for the recruitment of volunteers by the ABC organization and the hiring of 16 paid greeters and information agents with very specific functions. There is no mention of 96 greeters and information agents to hire to provide security at the barricades along the Pride Parade.

The greeters and information agents required do not appear in the budget and would therefore have been volunteers, but no request was sent to the person responsible of volunteer recruitment.

Personnel required for the 2022 Pride Parade (budget planning)	STAFF MEMBER
Zone Supervisor + training and meetings	1
Zone Heads – 10:30 a.m. to 5 p.m. according to placement (including mandatory meeting)	10
Section Supervisor – 7 a.m. to 5 p.m.	1
Section Heads – 8 a.m. to 5 p.m. (including mandatory meeting and trainings)	30
Production Team	15
ABC Centre – (\$12K fee for recruitment of 125 volunteers at 7 a.m.)	125
Greeters and information agents – Bike Squad (8)	8
Greeters and information agents – Emergency Corridor (6)	6
Greeters and information agents – Restroom (2)	2
Yellow Rope Supervisor	1
Safety Supervisor	1
Vehicle placement Supervisor	1
Pacing Supervisor	1
Dismantling Zone Supervisor	1

Source: Montréal Pride Logistics Department

This recruitment demand wasn't made and there was no mechanism in place that could have detected this omission. It was assumed that the 96 greeters and information agents were paid. The fact that two types of positions have the same name – while some are paid, and others are voluntary – adds to the confusion.

Moreover, to understand this control failure, it should be noted that the Pride Parade Coordinator hired in May 2022 was fired at the end of June, 7 weeks prior to the event. The logistics team and the Executive Director suggested to fill the role with a new person, but the person in charge of the Pride Parade decided to take on themselves the additional workload.

Also, two weeks prior to the Pride Parade, the person responsible for recruiting and supervising the volunteers went on sick leave and never returned. The additional workload was shared between colleagues – already overloaded – a few days before the Festival. Even if helpful, supervising volunteers requires frequent, direct and personalized attention.

The absence of the Volunteers' Coordinator combined with the team's work overload led to email follow-ups instead of calls, which is far less effective to ensure the presence of volunteers at the event. In addition, this person must provide volunteers with schedules and assignments, so they

show up at the right place and time. This is an important function that cannot be fulfilled without rigorous follow-ups.

The person in charge of supervising volunteers at the ABC Centre told me that it was difficult for her to obtain the necessary information she was supposed to give to the recruited people.

The work overload of a key person who assumed several functions probably explains the omission of planning for the recruitment of 96 people and the difficulty of guaranteeing the presence of volunteers.

The confusion around the status of these people and the absence of a budget item also explains why no one noticed the omission. The confusion was such that the ED first told La Presse in an interview that the missing staff had not been hired, though corrected the next morning that the people had been hired but were assigned elsewhere. The ED reported the information given to him, but there was still confusion when I met with the team.

From June 6 until June 16, the ED held daily follow-up meetings with the team. From June 20, meetings were held weekly. I consulted the summaries of these meetings: the recruitment of volunteers never comes up as a problem. Apart from those meetings, the various teams work side by side in a single office, which facilitates constant communication.

My meetings with the staff also highlighted that several people were lacking experience and the departure of two key people a few weeks before the event added to the concern.

The ED explained that he was aware of this situation but that the Logistics Director repeatedly assured him – at team meetings and regular one-on-one meetings – that everything was under control.

Several seasonal employees hired in May by the logistics team told me that they should have been hired in March given the magnitude of recruitment and provision tasks involved.

Logistics: Observations and Recommendations

The lack of experience and the departure of two key people in the logistics department contributed to amplify the sense of urgency in the weeks prior to the event, which could explain why certain requirements may have been overlooked.

RECOMMENDATION 4

Specify the requirements and share the performance indicators with the management team who can ensure that nothing is forgotten.

Greeters and information agents and the volunteers appear crucial in the running of the Pride Parade. It would be judicious to provide for hired staff rather than rely on the presence of volunteers. The attendance rate of paid staff is higher.

RECOMMENDATION 5

From now on, all personnel required to supervise the security of the Pride Parade should be paid.

The Festival's budget does not differentiate its activities. Thus, it is unclear for a reader from outside the organization what cost is attributed to which activity in the audited financial statements.

RECOMMENDATION 6

It is recommended to establish project-based budgeting for categories of expenses and income to ensure transparency in the financial statements published annually.

Montréal Pride's activity reports and financial statements are not published on their website; I found them on the City of Montreal's website. Transparency is an essential value in a healthy governance, even more so when it is necessary to regain partners' trust. Montréal Pride does not have to comply with the Access to Information Act. Yet, since 85% of its revenues come from governmental, progovernmental or private sources, it calls for public transparency. Throughout my process, I had to recall the importance of transparency to ensure the independence of my work.

RECOMMENDATION 7

It is recommended that the Ethics and Governance Committee establishes a proactive disclosure plan.

Cancellation's Subsequent Events: Crisis Management

At **9:13 a.m.**, Montréal Pride confirms the cancellation of the Pride Parade on its Facebook page.

The crisis does not end here.

On social media, all sorts of rumors are circulating: it could be a revenge from the SPVM caused by Montréal Pride's refusal of their contingent at the Pride Parade; others wonder if any threats were received. Mob justice calls for the Executive Director's dismissal and the Board of Directors' resignation.

On social media, the press release accentuates the crisis: it stated that the decision was made jointly with the SPVM – but the SPVM was only conforming to the instructions they received from the organization staff member.

Several organizations offered help when the news of lack of staff broke. Hydro-Québec was even ready to deploy its Parade contingent to key points to ensure security.

Unfortunately, this collective support comes too late to save the Pride Parade: on site, everything is dismantled. It would have been impossible to call back the participants after they were told to go or stay home. The team did consider organizing a community march the next week, but the idea was quickly abandoned.

The ED begins a long series of media interviews. The press officer manages interview requests remotely, judging it would not be efficient to drive an hour to be on site. The ED is mostly alone at the Sheraton Centre and gives interviews one after the other.

The Board President contacts the ED at 9:21 a.m. and asks him why they were not consulted. The ED reminds them that he tried to call them at 8:24 a.m. without any success.

The entire Board of Directors arrives at the Sheraton Centre at 12:23 p.m., summons the ED and prohibits him from giving other interviews. The Board of Directors has already obtained the support of a crisis management consultant. The Marketing Director and the press officer ask permission to address the Board of Directors; they explain that it is essential to keep the same spokesperson in a crisis management and that the exclusion of the ED would send a bad signal that could weaken the organization. The Board of Directors allows the ED to give the remaining scheduled interviews, but the instruction is given not to accept new requests.

The Board of Directors tries to find out what happened and passes two resolutions: first, the creation of an investigation committee and, second, public relations will be managed by the Board President and the ED must obtain the approval of the Board President for all public relations matters. The firing of the ED is considered.

Taking a step back is wise given that the situation is very unclear. What follows is a demonstration that the thread of events is complex. It took me over 60 hours of interviews to complete this analysis.

In the following days, the Mayor of Montreal asked for an independent analysis regarding the thread of events. On Thursday, August 11, the Board of Directors asked me to assist its Post-mortem Committee. This report is my contribution to their work, which is now to respond to the recommendations accordingly.

Crisis Management: Observations and Recommendations

In the heat of events, the Board of Directors' reaction is quite understandable. The reputation of the organization was tarnished, and the Board Directors felt that their personal reputation was on the line as well. However, in a crisis, you must keep focus in order to make the right decisions. It would have been unwise to fire the ED on the spot.

RECOMMENDATION 8

The Board of Directors has already initiated a process to improve governance, which includes training. It is essential that crisis management be included in the training program.

RECOMMENDATION 9

This training must also include a section on the roles and responsibilities of the Board Directors, Officers and Executive Director.

Sustainability and Governance of Montréal Pride

The third part of my mandate is to determine whether the cancellation of the Pride Parade will have an impact on the sustainability of the organization.

I had discussions with major public, private and community partners.

All the partners I spoke to reiterated their support to the organization, conditional to the conclusions of my analysis.

However, I discovered throughout my discussions with partners that the functioning of Montréal Pride's governance is not clear to most, thus creating discomfort.

My mandate aims to shed light on the Pride Parade's cancellation context of August 7. However, I believe that it is relevant to include an analysis of the governance since this aspect came up several times throughout my discussions.

The Board of Directors has already initiated a process to review the organization's bylaw. I encourage them to reflect further on the matter, and I believe that the crisis caused by the cancellation of the Pride Parade is an opportunity for Montréal Pride to regain the trust of partners and the public.

I believe that this approach must lead to a refoundation of the organization.

The Board of Directors is elected by the General Assembly of its members. I was surprised to find out that the General Assembly of Montréal Pride has less than 20 members electing 7 Board Directors responsible for the governance of one of the ten most important events in Montreal's event calendar. This membership includes current Directors and inactive members. The refoundation should begin with a revision of the organization's bylaw to broaden the membership and to ensure greater partners' representativity within the decision-making body. Such operation is delicate. A fair balance must be found as to not interfere with the organization's ability to pursue its mission according to the expectations of the public, private and community partners – expectations that are at times divergent.

The governance review should also include a well-defined board matrix to ensure alignment of the organization's mission. Community involvement is very noble, but relevant expertise is needed when one becomes a Board Director of such an important event.

Montréal Pride should also benefit from its ongoing strategic planning to clarify its mission and vision.

One might wonder about the statements found on the organization's website, whether the commonly recognized principles of sound governance are applied.

On the website, the vision – which should describe what Montréal Pride wants to become in the short term – is poorly formulated and looks more like a mission statement:

Vision

“The Montréal Pride Festival celebrates the power and beauty of diversity by allowing 2SLGBTQI+ communities to shine with people here and abroad.”

The mission statement – which should describe what the organization is – is rather a long list of actions that should derive from the vision. Moreover, it is surprising that the organization of a Festival ranks sixth on a list of eight priorities.

- *Demystify and raise awareness on the realities of 2SLGBTQI+ communities of Montreal and in Quebec to the general public;*
- *Work to advance 2SLGBTQI+ human rights here and abroad;*
- *Highlight, promote and take part in the work of 2SLGBTQI+ groups in Montreal who fight against discrimination related to sexual orientation, gender identity and serophobia;*
- *Offer the 2SLGBTQI+ communities in Montreal and Quebec a showcase for cultural expression. More than 70% of the artists are Montrealers;*
- *Remember and celebrate the social and legal achievements of the 2SLGBTQI+ communities in Montreal and Quebec through festive, social, political, community and advocacy components;*
- *Organize the largest 2SLGBTQI+ national gathering each year;*
- *Hold festive, cultural, social, political, philanthropic, advocacy and community events throughout the year;*
- *The Montréal Pride festival strives to promote Montreal here and abroad.*

Montréal Pride is currently assisted by consultants specialized in strategic planning. I was able to consult the diagnosis presented in June to the Board of Directors and the Executive Director. The diagnosis is very lucid and should be updated to consider the impact of the cancellation – which has exacerbated some observations.

Governance: Observations and Recommendations

Montréal Pride's reputation has been tarnished and the current crisis is a good opportunity to strengthen relations with partners. I believe the current revision of the bylaw and regulations is an opportunity to proceed to the refoundation of the organization, starting with the expansion of the Assembly of Members who elect the Board of Directors.

RECOMMENDATION 10

It would be relevant to benefit from the current revision of the bylaw and regulations of Montréal Pride to proceed to the refoundation of the organization and broaden the membership to stakeholders.

With a \$6 million budget allocated to the organization of a festival and a parade that attracts tens of thousands of local participants and tourists, Montréal Pride must have qualified people on its Board of Directors. Without presuming the competence of the current Directors, it is essential to provide relevant skills and socio-demographic profiles so that the Board of Directors can support the Executive Director in the attainment of the strategic plan. Diversity is a noble goal, and it must be part of the criteria for professionalizing the Board of Directors, without being the supreme criteria.

RECOMMENDATION 11

It would be relevant to benefit from the current support of a governance specialist to clearly define the skills required to ensure the proficiency of the Board of Directors.

Montréal Pride has mandated external consultants to support the Executive Director and the Board of Directors in designing a strategic plan. This approach is essential, and the diagnosis should include the August 7 events' impact on the organization. As part of this process, it will be essential to define a risk registry so that the Board of Directors can take their responsibilities towards the organization's sustainability.

RECOMMENDATION 12

Montréal Pride's ongoing strategic planning process must continue and include the Pride Parade cancellation's impact on stakeholder relations. This process should include the creation of a risk registry.

Throughout my discussions, many people referred to the important amount of VIQ passes distributed. The VIQ ("Very Important Queer") space is a sought-after location that offers a clear view of the site, as well as access to catering and bar service, including some freebies. The distribution of VIQ passes is poorly regulated. The mechanism for distributing VIQ passes should be reviewed. In theory, this space aims to thank partners, network, and find new partners for Montréal Pride – not to boast about distributing them.

RECOMMENDATION 13

The Ethics and Governance Committee should assess the distribution of VIQ passes. It would be appropriate to clearly define the purpose of this space and establish the conditions required to obtain a VIQ pass. The annual report should contain relevant information about the space costs, including the value of perks.

Conclusion

My analysis of the thread of events, based on the summary of phone conversations and text message exchanges, does not allow me to blame a single person for the cancellation of the Pride Parade.

On August 7, 2022, the Pride Parade was canceled due to a series of confused, too fast exchanges that will lead to specific actions, making the cancellation inevitable. It is a regrettable misunderstanding.

Who switched the light off? Impossible to know – it is off.

As for the past events that led to a recruitment oversight, I believe that the departure of key people, the work overload and the lack of supervision contributed to the omission not being detected.

Upon its arrival in September 2021, the new Executive Director of Montréal Pride took the initiative to meet numerous community partners to build bridges with the community.

These connections with the community and partners could have been put to good use in the week prior to the Pride Parade, when it was noted that the recruitment of volunteers was lacking. If they would have communicated with partners to ask for help, they might have made up for the absence of greeters and information agents noted on Sunday morning.

This analysis aims to understand what happened to prevent it from happening again.

I make no recommendations on human resources. I believe that the Post-mortem Committee, the Board of Directors and the Executive Director have the necessary information to make informed decisions in this regard, if that is their will.

Additionally, changes that previously occurred in Montréal Pride's governance came up several times during my interviews. The departure of two founding members – who occupied the positions of Board President and Board Vice-President, and jointly assumed the daily leadership of the organization – created an instability that the Board of Directors and the current Executive Director are trying to overcome. It is important to stop making comparisons between new and old. I have been impressed by how bright the people I met over the past few weeks are. The team should unite by meeting current challenges rather than dwelling on the past.

Management will have to show great leadership to ensure the success of the 2023 edition and the Board of Directors will have to have the courage to proceed to the refoundation of the organization.

I hope that my analysis and my conclusions will be useful to Montréal Pride and to any other organization that may have hints of flaws in its organizational structure.

Philippe Schnobb, ASC

Recommendations Summary

RECOMMENDATION 1

Request an external analysis of the emergency response plan and update it by adding the Board President to the decision chain. Organize a training session to ensure understanding of the plan.

RECOMMENDATION 2

Provide the organization with an emergency response plan for all Pride Parade-related activities. Organize a training session to ensure understanding of the plan.

RECOMMENDATION 3

Structure parade activities with a clear list of requirements that will be regularly reviewed by senior management to ensure that all requirements are fulfilled.

RECOMMENDATION 4

Specify the requirements and share the performance indicators with the management team who can ensure that nothing is forgotten.

RECOMMENDATION 5

From now on, all personnel required to supervise the security of the Pride Parade should be paid.

RECOMMENDATION 6

It is recommended to establish project-based budgeting for categories of expenses and income to ensure transparency in the financial statements published annually.

RECOMMENDATION 7

It is recommended that the Ethics and Governance Committee establishes a proactive disclosure plan.

RECOMMENDATION 8

The Board of Directors has already initiated a process to improve governance, which includes training. It is essential that crisis management be included in the training program.

RECOMMENDATION 9

This training must also include a section on the roles and responsibilities of the Board Directors, Officers and Executive Director.

RECOMMENDATION 10

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Réponses aux recommandations du Rapport Schnobb

Plan d'action

Priorité 1: Consolider la structure opérationnelle du défilé

Objectif général 1.1: Mettre à la jour le plan des mesures d'urgence de l'organisme (RECOMMANDATIONS 1 + 2)

Objectif général 1.2: Déterminer les ressources nécessaires à l'organisation du défilé (RECOMMANDATIONS 3 + 4 + 5)

Priorité 2: Augmenter la transparence de Fierté Montréal

Objectif général 2.1: Mettre en place la comptabilité par projet (RECOMMANDATION 6)

Objectif général 2.2: Établir un plan de divulgation de l'information de l'organisme (RECOMMANDATION 7)

Priorité 3: Poursuivre la consolidation de la gouvernance de Fierté Montréal

Objectif général 3.1: Déterminer et compléter un plan de formation en gouvernance (RECOMMANDATIONS 8 + 9)

Objectif général 3.2: Compléter la refonte des règlements généraux (RECOMMANDATION 10)

Objectif général 3.3: Renouveler la composition du conseil d'administration (RECOMMANDATION 11)

Priorité 4: Adopter la planification stratégique de Fierté Montréal

Objectif général 4.1: Compléter les travaux de planification stratégique entamés au printemps 2022 (RECOMMANDATION 12)

Objectif général 4.2: Établir un plan d'action triennal pour l'organisme

Objectif général 4.3: Définir un registre des risques (RECOMMANDATION 12)

Priorité 5: Redéfinir l'offre de l'espace VIQ

Objectif général 5.1: Analyser et circonscrire l'offre VIQ (RECOMMANDATION 13)



Janvier 2023

