

**Inside
Out**

**Prospective Board Members
and Committee Members
Information Package**

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Introduction

Film has the power to transform and inspire. And film festivals share the full spectrum of film experiences with audiences worldwide. Since 1991 the Inside Out Festival has revolutionized the representation of 2SLGBTQ+ communities in film and consequently created a profound impact on the world in which we live.

This work would be impossible without the daily, dedicated work of the entire Inside Out staff team who give life to the organization's mission and mandate and ensure that the world in which we live is reflected in the films that the Festival shares.

The Board of Directors and the Committees of the Board play a valuable role in setting the strategic plan of Inside Out and supporting the staff in its incredible work. This guide has been created for prospective Board members and Committee members. It seeks to provide you with context on the history, mission, vision, mandate, values, and work of Inside Out, Canada's largest 2SLGBTQ+ film festival.

Ultimately, this guide seeks to give you detailed context on the nature and contours of the role that you are being considered for so that you can make an informed decision about your involvement and understand the skills, profile, and experience of the Board members and Committee members we are seeking for Inside Out.

We know that your time is precious and your expertise invaluable. Just as we are considering your candidacy for the Board or a Committee, we want you to learn more about Inside Out to determine if this is the best place for you to spend your time as a volunteer. We look forward to learning more about you during this process and to answering any of your questions about our work and what we need from you. Let's dive in!

Inside Out: At a Glance

Inside Out is a not-for-profit registered charity that exists to challenge attitudes and changes lives through the promotion, production and exhibition of film made by and about 2SLGBTQ+ people of all ages, races and abilities.

For over three decades, Inside Out has brought Toronto's 2SLGBTQ+ communities together in celebration of the best queer film from Canada and around the world. Through our annual festival in Toronto, our filmmaker initiatives, our youth engagement and our year-round events and screenings, Inside Out is engaged every day in challenging attitudes and changing lives.

Toronto 2SLGBTQ+ Film Festival

In 1991, Inside Out celebrated its first film and video festival with a small community of people who yearned to see film and video created by and about 2SLGBTQ+ people. Currently the largest event of its kind in Canada, the Festival entertains film buffs of all stripes, showcasing the best and most diverse work of interest to 2SLGBTQ+ communities. Taking place over 11 days, the Festival draws crowds of 35,000 to screenings, artist talks, panel discussions, installations, and parties that highlight more than 180 films and videos from Canada and around the world. Since 2009, RBC Royal Bank has served as the Lead Sponsor of the Inside Out Festival.

Industry Development

Inside Out provides critical support to filmmakers that is unique in the international marketplace. Supporting 2SLGBTQ+ filmmakers at the emerging to mid-career stage of their careers contributes directly to the sustainability of the sector, and the sustainability of Inside Out as a film festival. Shortening the gap between projects for filmmakers - connecting them with resources and financing to complete works in progress and bring them to market more quickly - will result in an improved pipeline to production for 2SLGBTQ+ films.

Accessibility

We believe the experience of cinema should be accessible to everyone, regardless of ability, identity, location, or economic status. We believe that 2SLGBTQ+ people should face no barriers in accessing the content created by and for them. Inside Out will take an active role reducing those barriers for our audiences and artists, because we see this as our responsibility as a presenter of the arts and an advocate for 2SLGBTQ+ people. We want everyone to feel safe, welcomed, and included at Inside Out.

Innovation

Over our 30-year history, Inside Out has set goals for program size, attendance, revenue generation, improvements to organizational infrastructure, and establishment of partnerships. Working from a strong foundation built from the achievement of those goals, we are now in a position where we can strategize, imagine, and innovate. In order to expand our audience and provide greater support to our communities and industry, we must strive for innovation in all aspects of our programming and planning. By staying informed, active, and engaged in conversations and advocacy within our industry and communities, we will be able to turn innovation into successful program delivery.

Program Delivery

As our digital landscape grows, and technology connects our communities in new ways, physical spaces for 2SLGBTQ+ people are falling off the map. With fewer 2SLGBTQ+ spaces dedicated to social connection, and increased access to 2SLGBTQ+ content online, we face both new challenges and opportunities as an organization dedicated to connecting industry and communities. By embracing developing technology and methods of communication and presentation, we will expand far beyond our existing reach and create new opportunities for showcasing 2SLGBTQ+ work. Our goal is not to replace theatrical presentation, but to utilize technology to create new geographic networks for theatrical presentation. Our digital community and educational catalogue will give schools and community groups across Canada the opportunity to host their own screenings of 2SLGBTQ+ content and will increase Inside Out's audience in a way never

before possible.

2023-2025 Strategic Plan

You can read our 2023-2025 Inside Out Strategic Plan [here](#).

Key Contact Details

- [Official Website](#)
- [Instagram](#)
- [Facebook](#)
- [Twitter](#)
- [YouTube](#)

Mandate, Vision and Values

Inside Out is a not-for-profit registered charity that exists to challenge attitudes and change lives through the promotion, production and exhibition of film by and about 2SLGBTQ+ persons of all sexual and gender identities, ages, races and abilities.

Vision

Founded in 1991 as an 2SLGBTQ+ film festival in Toronto, Inside Out is now the largest event of its kind in Canada, spanning multiple cities with year-round programming. Inside Out seeks to be:

- an innovative leader in the production, exhibition and promotion of 2SLGBTQ+ film;
- an incubator and support for 2SLGBTQ+ filmmakers both emerging and established;
- a leading advocate for 2SLGBTQ+ issues using the medium of film; and
- an inclusive cultural gathering place for Canadian 2SLGBTQ+ communities.

Values

Inside Out strives to reflect the following values in its operations and programming:

- **Innovation:** Inside Out gives its audience new opportunities to engage with 2SLGBTQ+ stories through the medium of film. Inside Out is constantly improving its programming and efficiency of operations by adopting new technologies and systems.
- **Excellence:** Inside Out is committed to seeking out the best 2SLGBTQ+ stories from around the world and providing audiences with unique film-based experiences.
- **Community:** Inside Out plays a vital role in the social, educational, and cultural health of its communities by connecting them with their stories. Inside Out is dedicated to reflecting and expanding the dialogue within the 2SLGBTQ+ communities in collaboration with other organizations.
- **Inclusion:** Inside Out is accessible and inclusive: a safe and welcoming space for filmmakers and film fans from around the world. Inside Out respects, reflects and celebrates its communities' diversity and strives for inclusion of all persons at Inside Out.

Board Mandate

The Inside Out Board of Directors is the governing board for the non-profit charitable corporation that is composed of a maximum of 11 Board members elected by the members of the corporation under the authority of the corporation's bylaws. The Board's mandate is to supervise the management and affairs of Inside Out and in doing so, to promote the best interests of Inside Out while adhering to its stated organizational mission and vision. Specifically, the mandate of the Inside Out Board of Directors includes:

1. Approving and adopting a mission, a vision for the future and a strategic planning process for Inside Out. The Board shall be mindful at all times of the interests of Inside Out patrons, as well as its employees, volunteers and other stakeholders.
2. Overseeing Inside Out's strategic direction and ensuring the operational implementation of business plans by management, all while ensuring senior

management adheres to the mission and goals.

3. Review and consider the principal risks of Inside Out and its operations and ensuring that appropriate systems and controls are in place to manage these risks.
4. Evaluating the performance of Inside Out while ensuring adherence to the mission and goals.
5. Adopting policies governing corporate and ethical conduct, including compliance with applicable laws and regulations.
6. Selecting and evaluating the performance of the Executive Director, approving the selection of other senior management, and approving their compensation; providing advice and counsel to management and adopting and monitoring a senior management succession planning process.
7. Implementing processes for maintaining a Board of appropriate size, with suitable expertise, experience and internal processes to meet the best interests of the Inside Out and to evaluate the overall effectiveness of the Board and its Committees.
8. Receiving regular forecasts to the annual budget and approving Inside Out's annual financial statements, while verifying the integrity of internal financial, control and management information systems.
9. Review, analysis and approval of material transactions not within the ordinary course of business, including significant capital allocations and expenditures.

Directors: Job Description and Term

The Inside Out Board of Directors will focus primarily on strategic leadership and policy rather than administrative detail and operational matters. Through policy and governance, the Board of Directors will establish and respect the distinctions between Board and staff roles in a spirit of collegiality and partnership that supports the authority of the Executive Director and maintains appropriate lines of accountability. The Inside Out Board of Directors carries out its responsibilities through the following key governance and management functions:

- Safeguard the organization's mission, vision and goals while setting overall direction;

- Direct organizational operations through appropriate accountability structures;
- Ensure financial health of the organization, providing financial oversight and adequate resources to fulfill Inside Out's mission, vision and goals;
- Ensure sufficient and appropriate human resources; and
- Community representation and advocacy.

In order to fulfill the Board of Directors' mandate, each director is expected to:

1. Act directly and through Committees operating under such mandates as the Board may approve from time to time;
2. Become and remain familiar with Inside Out's operations, its financial condition, objectives, strategies, plans and identity in order to provide well-reasoned, reflective advice and counsel to management and to fellow directors. Each director is required to always be an active member of at least one Board Committee (Finance, Fundraising, Governance & Nominating, Human Resources or Marketing);
3. Be entitled to expect that management will assume responsibility for the day-to-day operation of Inside Out while requiring management to do so within the context of strategies approved by the Board. Management will report on a regular basis regarding Inside Out's financial results while submitting for approval all initiatives that may reasonably be expected to materially affect Inside Out's operations or financial position, as well as all matters that are prescribed by law;
4. Assess and approve Inside Out's annual budget and strategic plans provided by management;
5. Utilize common sense, practical wisdom, expertise and business experience;
6. Devote the necessary time attending Board meetings (a minimum of eight each year) and Committee meetings;
7. Act honestly and in good faith;
8. Make independent and informed judgments concerning Inside Out;
9. Have knowledge and skills in one or more areas of Board governance (e.g. finance, policy, programming, revenue generation, marketing, personnel and advocacy);

10. To be familiar with and attend, support and/or work where necessary year-round Inside Out events and to act as an Inside Out ambassador to other members in the community. To make Inside Out a priority in their personal philanthropy and to give an annual personal leadership gift. To actively secure the support of others for the organization by introducing, cultivating and soliciting new supporters in collaboration with staff;
11. Review and approve all Board meeting minutes;
12. Attend and participate in Board meetings, as well as Committee meetings as requested. At all times the Board will respect and encourage each Board member's right to voice their views, issues, opinions and concerns, conducting business in accordance with principles of fair play and proper process;
13. Play an active role in bringing forward appropriate nominations for new Board Directors;
14. Make appropriate inquiry when circumstances dictate;
15. Exercise powers in the best interests of Inside Out and not in their own interest or those of another person or organization;
16. Participate in the selection of the Executive Director and Board Chair of Inside Out when necessary;
17. Maintain in confidence and use only for the purposes of Inside Out any confidential information of Inside Out;
18. Review the principal risks of Inside Out's operations and monitor implementation of appropriate systems to manage these risks;
19. Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
20. Represent and promote Inside Out to patrons, volunteers, other stakeholders and the general public, unless in specific areas as expressly mandated by the Board or a Committee of the Board. In doing so, the Board should enhance the organization's public image, develop community awareness and links and represent the organization to funding entities, agencies and government in collaboration with staff;

21. Report any perceived conflict of interest to the Board Chair;
22. Regularly evaluate their collective and individual performance against the Board and Director Mandates and establish and carry out plans to enhance their own performances and that of the Board.

Term

Directors are elected by the membership at the Annual General Meeting; usually one half of the Directors annually. Directors serve for a two year term, unless otherwise specified during their election. A Director may retire automatically at the end of the elected term, or by resigning with notice in writing, or according to the Inside Out's by-laws. There is a four year maximum for Board members unless they are appointed to an officer position, then they may sit for an additional two year term (for a maximum total of six years). Eleven meetings are scheduled during the year.

Board Requirements: Composition

The requirements for the composition of the Board fall along three major dimensions: diversity (representational), engagement (past/current commitment to Inside/Out), and skills of Board members (expertise). More specifically, these requirements can be articulated as follows:

Diversity:

- Nominations will be made in compliance with the Board by-laws regarding representation of gender and race as stated in Article 4.04: “No more than seven of the members of the Board will be representative of one Gender Identity. The Executive Director will be included in this ratio as the presence of the Executive Director is required at all Board meetings. At least five of eleven Directors will be Indigenous, Black, and/or People of Colour to ensure that the Board represents the racial diversity of the Community.”
- The nominations process will strive to ensure diversity of ages of Board members.
- The nominations process will strive for representation of transgender persons

Engagement:

In assessing potential candidates for nomination to the Board, the Governance

Committee will consider current or past involvement in the organization within the following roles:

- volunteer on an Inside Out Committee;
- member of the organization;
- year-round or Festival volunteer; and/or
- primary contact with existing community partner, funder or sponsor.

Skills:

The composition of the Board will strive to ensure that that the following skills, experience and expertise are represented among members and any gaps in skills among the current Board are considered when nominating new Board members:

- Artistic/film;
- Finance;
- Fundraising;
- Government/public relations;
- Human resources management;
- Legal/governance;
- 2SLGBTQ+ community development/Access & Equity/Anti-Oppression; and
- Marketing/communications.

Committees

Committees play a central, invaluable role in ensuring that Inside Out brings its mission to life through inclusive programming year round. Committee members are vital and Inside Out relies on their experience, expertise and service.

Unless otherwise indicated the terms of all Committee members are 2 years with no maximum number of consecutive terms. The terms of Committee membership will be renewed, for those applicable members, by the Chair (Co-Chairs) every year at the first Committee meeting that takes place after Inside Out's Annual General Meeting. If a member starts his/her/their membership at a time other than at a first meeting, then their term will end at the second first meeting to occur after their start date.

COMMITTEE	OBJECTIVES	KEY TASKS	GENERAL TIME COMMITMENT
Finance Committee	Provide financial oversight for the organization and support the work of the Executive Director in budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accounting policies and procedures.	Review auditor and financial reporting; Develop and approve an annual operating budget with staff; Monitor adherence to the budget; Periodically review the accounts and funds; Set long-range financial goals along with funding strategies to achieve them; Develop policies and procedures to improve financial systems; Present all financial goals and proposals to the Board of Directors for approval.	Meets for 1 hour every other month. Committee work generally requires an additional 1 hour per month. Additional meetings may be required during audit and budget timeframes (March/April and September/October, respectively).
Fundraising Committee	Create and maintain a culture of philanthropy for the organization by encouraging charitable giving; advise and support the Development team; support long-term and annual fundraising goals; and evaluate results of fundraising activities.	The Chair will work with the Executive Director to review annual planning and reporting; Review and optimize the membership/donation program; Increase individual gifts; Support the development and implementation of a donor cultivation and stewardship plan; Develop key messages for the organization in consultation with the Marketing Committee; Plan and execute independent fundraising activities; Provide support and expertise to staC as needed for fundraising events.	Meets for 2 hours each quarter. Additional time commitments required leading up to and during the festival as well as around Inside Out events and fundraising campaigns.
Human	Ensure the Inside	Creation and	Meets for

Resources Committee	<p>Out Board is meeting its obligation to review Inside Out staff initiatives. Work with the Executive Director to create policies, practices and procedures for the management of human resources.</p> <p>The Human Resources Committee also ensures that Inside Out is compliant with all applicable legislation and advises the Board on the management of people and policy.</p>	<p>maintenance of HR policy and procedures manual for employees, contractors and volunteers; Ensure that all HR policies, practices and procedures are in compliance with applicable provincial and local employment laws; Participation in the hiring and evaluation of senior staff as required by the Executive Director; Assisting with, and providing support in, the recruitment of Board members and senior volunteers as required by the Governance Committee; Providing assistance and direction in the mediation of staff and/or volunteer conflicts as required; Conduct investigations as required in issues of workplace harassment, discrimination, conflict of interest, misconduct, or inappropriate behavior in partnership with the Executive Director or Chair of the Board; Working on initiatives to strengthen and develop people's skills and work/volunteer experiences at Inside Out; Risk mitigation.</p>	<p>approximately 1-1/2 hours every other month.</p> <p>Committee work outside of scheduled meeting times varies based on current initiatives undertaken by the committee members.</p>
Marketing Committee	<p>Advises and supports the Marketing and Outreach Manager</p>	<p>Develop key messages for Inside Out, the Festival and year-round activities; Liaises with the Development team and</p>	<p>Meets for 2 hours or less each month. Committee work may require an</p>

	<p>in their work to build the Inside Out brand through the development and execution of activities that maintain and grow audiences for the Festivals and year-round programs as they relate to:</p> <ul style="list-style-type: none"> advertising buys; communication strategies and policies; social media; internal and external communications; branding and identity; youth and educational programming; community outreach and partnerships; and any additional initiatives, as outlined in the strategic plan. 	<p>provides marketing input into their activities;</p> <ul style="list-style-type: none"> Develops accessibility initiatives as the organization's key priority; Develops campaigns that leverage film-specific programming to reach appropriate target markets; Supports the development of the organization's and Festival's visual identity; Sources new in-kind sponsorship opportunities with an emphasis on media sponsorships; Develops campaigns that engage and grow audiences year-round and at both Festivals; Reviews the planning and execution of social media, website, e-communications, and print strategies, and other communication policies. 	<p>additional 2- 4 hours per month, pending additional time commitments required leading up to and during the festival and around Inside Out events.</p>
Strategic Planning Committee	<p>Develop and oversee the execution of a strategic plan for Inside Out.</p>	<p>6 months before the strategic plan expires, start planning the strategic planning meeting which includes the staff and the Board to blue sky the following term for the strategic plan; Committee members collaborate with the Executive Director to write up the new strategic plan for the next 3-year period; Once the plan is drafted, present the plan</p>	<p>In the last 6 months of the current strategic plan, the Committee will meet 4-5 times to begin reviewing the current strategic plan and to start developing the framework for the new strategic plan; The Committee members will attend and help oversee the blue sky session for the development and</p>

		<p>for approval to the Board; The Chair of the Strategic Planning Committee meets with the Executive Director quarterly to get an update on progress towards meeting the targets for the strategic plan and updates will be reported to the Board by the Chair.</p>	<p>writing of the new strategic plan. This might require the Committee to meet 2 to 4 times in the Immediate aftermath of the blue sky session; Once the strategic plan is approved by the Board, the Committee members will meet with the Executive Director quarterly to monitor progress of implementing strategic plan goals.</p>
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