



Terms of Reference

1. About Toronto to Zero

Toronto to Zero is a city-wide initiative that is a part of the Fast-Track Cities international network. Our goal is to meet and surpass the new UNAIDS 95-95-95 targets across the HIV Care Cascade by 2030.

A. Our Common Agenda

Our common agenda is to prevent local transmissions; and ensure that all people living with HIV in Ontario receive the care they need without stigma or barriers. To accomplish this, our work will address the disproportionate effects experienced by equity-deserving populations: communities who because of sexual orientation, race, indigeneity and/or substance use experience stigma and discrimination, and structural barriers accessing health and other services.

B. Toronto to Zero Terms of Reference

The purpose of this Terms of Reference document is to outline the structure, roles, responsibilities and agreements that will best support collective implementation of the Toronto to Zero Plan. The document will provide information on the principles that will guide the work, and the governance and engagement framework previously developed.

2. Toronto to Zero Guiding Principles

To accomplish the goals and intentions of TtZ, activities must embed, and be accountable to, all the following principles.

A. Addressing Anti-Indigenous and Anti-Black Racism

- i) Utilizing anti-oppressive and anti-racist frameworks to inform, develop, implement and evaluate initiatives that prioritize Indigenous and African/Caribbean/Black Communities across the HIV Care Cascade.

B. Health equity and social justice

- i) Grounding TtZ work within understanding and actions that address stigma, discrimination and structural or systemic barriers related to the determinants of health.

C. GIPA/MEPA

- i) Recognizing the strength, resilience, and leadership of people living with and at risk of HIV through engaging these communities in the development, implementation, and evaluation of all TtZ initiatives.

D. Transformative

- i) Centering the assumption and drive towards a collaborative project that is transformative of the systems and structures required for creating optimum health and well-being.

E. Incorporating **population-specific approaches** to all Toronto to Zero initiatives

- i) Leveraging and fostering population-specific service collaborations to set initiatives that improve the health and health outcomes of particular populations most impacted by HIV.

F. Forum Neutrality

- i) Welcoming different perspectives; the process itself has no bias.

G. Transparency

- i) Information is shared and accessible to stakeholders in a timely manner.

H. Creating a culture of **collective accountability**

- i) Sharing a common purpose and commitment among team members to fulfill their responsibilities and contribute to the team's overall success by taking ownership of individual tasks, adhering to deadlines, and recognizing the impact of one's actions on the team's goals.

I. Consensus-Based

- i) Striving to make decisions through consensus rather than majority rule.

3. Community Associate Engagement

A. Community Engagement Context

Community engagement is the foundation for the TtZ Governance & Engagement framework. Our relationships and structures must recognize and reflect how Community Associates with lived experience directly and actively contribute to TtZ's leadership and work.

Meaningful and sustainable community engagement is more than a principle. It requires intentional, specific organizational support, action and policy.

The TtZ Governance & Engagement framework identifies a number of engagement points, thereby providing Community Associates with multiple opportunities to engage

with TtZ in a manner that is self-determined and best meets their individual interests, capacity and availability.

The OHTN, providing backbone support for TtZ, will have a coordination, leadership and accountability role in effectively implementing these guidelines and as such, practices will follow relevant OHTN policies and procedures.

B. Community Associate

- ii) A specific role developed to transform relationships, broaden impact and strengthen individual capacity to meaningfully contribute within initiative groups that require a range of roles. The inception of this role requires a thoughtful structure that is accountable for ensuring people with lived experience have a recognized role, a strong voice as well as opportunities for self-determination and responsibility and are recognized for their contribution.
- ii) **The Community Associate utilizes personal identity, lived experience, and community focus to provide situational knowledge to a broader team that may have less or different lived experience and community insight. Community Associates' knowledge is equally valued and critical to broader planning discussions.**

C. Community Associate Roles & Responsibilities - APPENDIX A

D. TtZ Initiative Community Engagement Commitments & Supports – APPENDIX B

E. Community Associate Capacity Building & Personal Development - APPENDIX C

4. Toronto to Zero Collective Accountability

Working within the guiding principle of collective accountability requires that throughout all meetings and engagement, TtZ participants will strive to:

- A. Create a **balance of engaging discussions while also ensuring that action items are delivered**, and next steps are outlined.
- B. **Identify and mitigate power imbalances** and develop recommendations equitably.
- C. Promote diversity and community by **utilizing an asset-based framework** to facilitate meetings, develop action items, and implement initiatives.
- D. **Attend meetings regularly**, communicating in advance when unable to attend meetings and engage in one-on-one discussions with the appropriate individual if absences, effective sharing of regrets and/or extra support or changes to a role are required.

- E. Ensure meetings are a place where people can feel comfortable sharing as part of a group, and where **constructive conversations are encouraged**, appreciating that it is healthy to have a good exchange of ideas and perspectives while supporting differing opinions to be explored, understood, and respected. Key commitments to support this include:
- ii) Listening actively and carefully to each other and learning from what they say but don't interrupt if someone is speaking.
 - ii) Respecting and exploring differences of opinion with curiosity and openness – seeking to understand before trying to be understood.
 - ii) Recognizing that sharing individual knowledge creates a synergy where collective knowledge becomes greater than the sum of its parts.
 - ii) Speaking from the I, not for the group or community.
- F. Meet **consensus-based decision** principle where consensus cannot be initially achieved by:
- ii) Deciding on the best mechanism to come to a decision such as continuing discussion, utilizing a decision-making tool such as DACI (Driver, Attributor, Contributor, Informed), conducting further investigation, tabling the issue, or bringing the issue to another group (i.e. Ambassador Table, Coordinating Committee, or Backbone Infrastructure) to support decision process.
 - ii) In lieu of stated quorum requirements, taking collective accountability, responsibility and commitment for attendance and meaningful participation including opportunities to discuss, share insight and provide input in advance for situations involving expected absences (e.g. Co-Chair check-ins).
- G. Adhere to **confidentiality** requirements including:
- ii) Utilizing discretion related to information shared during TtZ meetings with a responsibility to:
 - ◆ take away and share themes rather than specifics,
 - ◆ consult with the appropriate person (e.g. Chair or Backbone Infrastructure staff) should an occasion arise in which they are unsure of their confidentiality obligations.
 - ii) Honouring confidentiality requirements when information regarding individuals or organizations that is of a personal and/or private nature requires confidentiality (e.g. unpublished data) is specifically named in advance of or during TtZ meetings.
 - ii) Maintaining strict confidentiality of lived experience identities (e.g. living with HIV) unless explicitly stated otherwise by the individual.