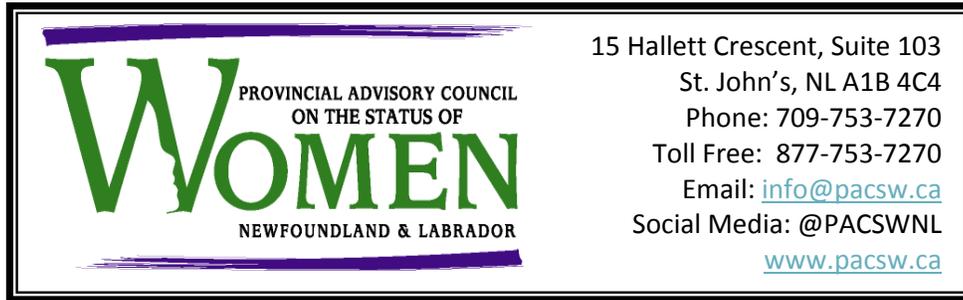


2017-2020

Business Plan



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Message from the President/CEO

April 1, 2017

On behalf of the members of the Provincial Advisory Council on the Status of Women Newfoundland and Labrador (the Advisory Council), I am pleased to present our Business Plan for 2017-2020.

The Advisory Council prepared the Business Plan in accordance with the *Transparency and Accountability Act* provisions for a Category 2 Government entity. As such, the Advisory Council is not only accountable for the preparation of this plan but also for the processes necessary to advance the equality of women in Newfoundland and Labrador. It reflects the development of our agency's three-year plan commencing 2017.

The progress and achievements of this plan will be provided in each Annual Report, including an explanation of any variances that might occur during the year.

In preparing this plan, careful consideration was given to the strategic directions of Government as communicated by the Minister Responsible for the Status of Women.

As President/CEO, my signature indicates the Advisory Council members developed this plan and that we are accountable for achieving the identified goals and objectives.

Linda Ross, President/CEO

Provincial Advisory Council on the Status of Women Newfoundland and Labrador

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1.0 Organizational Overview

The Provincial Advisory Council on the Status of Women was established in 1980 by the Provincial Government and received legislative standing with the introduction of the *Status of Women Advisory Council Act*. It was created to advise the Government of Newfoundland and Labrador on issues affecting the status of women as well as to raise awareness of women's issues within the general public.

The Advisory Council is an arms-length legislated agency which reports to the Minister Responsible for the Status of Women. The eleven-member, all female Advisory Council (see **Appendix A**) are appointed for three-year terms by the Lieutenant Governor in Council with eligibility for re-appointment once their term ends.

The President/CEO position is salaried and filled through an open competition. Council members, other than the President/CEO, are selected and appointed through an open nomination process. Selection criteria include representation from diverse women's population and sectors, demonstrated leadership in working to advance the status of women and the ability to work on women's equality issues from a community, regional or provincial perspective.

The Advisory Council staff work closely with the Women's Policy Office, a branch of Executive Council. The Advisory Council also works with women, women's groups, community agencies, industry, and other equality-seeking organizations that share an agenda to advance women's equality.

1.1 Mandate

The mandate of the Provincial Advisory Council on the Status of Women is derived from Section 3 of the *Status of Women Advisory Council Act*, which states that the Advisory Council shall:

- a) *Advise the minister on those matters relating to the status of women that the minister refers to the advisory council for consideration;*
- b) *Advise the minister on those matters relating to the status of women that the advisory council feels appropriate;*

- c) Bring before the Provincial Government and the public matters of interest and concern to women; and*
- d) Establish the general policies that will govern the organization, administration and operation of the advisory council.*

1.2 Vision

The vision of the Provincial Advisory Council on the Status of Women is equality, equity and inclusion for women in Newfoundland and Labrador.

1.4 Physical Location

Our accessible office space is located at 15 Hallett Crescent, Suite 103, St. John's, NL.

2.0 Lines of Business

Lines of business are defined as those discrete and coherent sets of services that represent what the Advisory Council provides to its external clients.

In keeping with the Advisory Council's legislated mandate, the following lines of business have been identified: (1) advising government on issues affecting the status of women (2) public awareness and engagement; and (3) administration and operation of the Advisory Council.

In achieving its legislative mandate, the Advisory Council aims to consider and incorporate the perspectives of diverse populations of women, including but not limited to, Indigenous women, women with disabilities, visible minorities, and LGBTQ2 population.

2.1 Advising Government on Issues Affecting the Status of Women

The Advisory Council provides advice and recommendations as requested by the Minister and other government departments and agencies. On a continuous basis, the Advisory Council is asked for recommendations on changes to, or the

creation of, legislation, policies and practices affecting the status of women in Newfoundland and Labrador.

Using a gender-based analysis in our work, the Advisory Council is centred on improving Government policies, programs, practices, services, legislation and budget allocations as a means of advancing the equality of women in Newfoundland and Labrador. The Advisory Council also brings forward emerging issues and concerns to the Provincial Government based on what we hear and learn through our engagement work with women's groups, community organizations and concerns from individual women related to advancing the status of women.

This engagement through partnership allows the Advisory Council to provide advice to the Government of Newfoundland and Labrador advocating for systemic changes. Advice is generally provided through position papers, briefs, written recommendations and meeting with Government officials and departmental representatives.

2.2 Public Awareness and Engagement

The Advisory Council engages in public awareness and engagement on issues related to women's social, economic, cultural and legal equality and inclusion. Through a variety of mediums, the Advisory Council provides public awareness and engages with government and community at large. These mediums include but are not limited to, social media platforms, face-to-face discussions, attending events, media, presentations, and distribution of print and promotional material to the public.

When researching specific issues to advancing the status of women; the Advisory Council collaborates with, and actively seeks, information through networking and consultation with stakeholders throughout the province.

2.3 Administration and Operation of the Advisory Council

The Advisory Council's third line of business is focused on the administration and operation of the Provincial Advisory Council on the Status of Women Newfoundland and Labrador. This entails managing the day-to-day operations of the organization, which includes administration, finance and human resources.

In addition, this line of business includes the provision of ongoing support to the Advisory Council and the quarterly meetings of Council members.

3.0 Values

The values expressed in this plan are intended to reflect the standards of the Advisory Council and its staff.

CORE VALUES	ACTION STATEMENT
Commitment	Each individual applies feminist principles when asserting equality and challenging inequality, thereby affecting social and economic change.
Diversity	Each individual contributes to meeting the needs of diverse women's community in response to the changing social and economic climate.
Inclusiveness	Each individual works to ensure that all opinions and knowledge are considered so that the strength that exists in the collective voice of women is sustained and enriched by the diversity of women's perspectives.
Evolving	Each individual continues to educate herself about women's inequality as a means of fulfilling her responsibility as a feminist leader in an ever changing environment.
Respectful	Each individual contributes to the creation of a respectful environment that ensures women have a safe place to speak openly about inequalities.
Celebration	Each individual acknowledges both the challenges and the joys of working with and for women and celebrates our collective achievements.

4.0 Primary Clients and Related Expectations

For the purpose of this plan, primary clients are defined as any person, group or organization served by or utilizing the services arising from the Lines of Business of the Advisory Council.

The primary clients of the Advisory Council include: the Minister Responsible for the Status of Women, Women's Policy Office, other Provincial Government departments and agencies, equality-seeking women's and community organizations, women in the process of developing an understanding of feminism and equality, and individuals in the general public seeking information or advocacy on issues relating to the advancement of women.

The mandate and goals of the Advisory Council are achieved by working in partnership with the identified primary clients.

5.0 Strategic Issues

5.1 Issue One: Economic Security

Our strategic priorities are based on the Provincial Government's strategic directions as communicated by the Minister Responsible for the Status of Women as well as our view on current public issues affecting the status of women. As a result, the Advisory Council has identified economic security as a strategic issue. Poverty and economic instability are systemic barriers for many women throughout our province and efforts to address these issues are key components in advancing the status of women.

The Advisory Council recognizes the critical importance of continuing to increase opportunities for women entering the skilled trades and technologies. The resource sector has provided most of the employment opportunities for women in this regard, but it is essential that employment in other sectors be explored and expanded. In partnership with the Provincial Government, industry, community organizations and the private sector, the Advisory Council supports the

implementation of policies and strategies to encourage women to receive training, and to secure and retain employment in the skilled-trades/technologies.

While skilled trades have contributed to the economic advancement of many women, countless others not working in this area are facing economic insecurity. Enhancing other employment opportunities is critical to improving women’s economic security such as strengthening and supporting women owned businesses. Implementing policies and strategies to ensure women are equitably compensated is fundamental to economic advancement. The Advisory Council seeks to promote the economic advancement of women, and explore and support opportunities for women’s participation in business and other sectors by establishing a round table of stakeholder representatives.

Advancing women in leadership is another key component in addressing women’s economic security. Women continue to be under-represented in senior leadership and decision-making positions within governments and corporations. They also represent the minority on agencies, boards and commissions. Strategies and policies that support women’s participation are critical to increasing gender parity. The Advisory Council will provide advice to the Government of Newfoundland and Labrador that will contribute to women’s increased participation in leadership roles.

Goal 1:	By March 31, 2020, the Advisory Council will have publicly highlighted issues related to the economic security of women and provided advice to the Government of Newfoundland and Labrador on advancing the economic security of women.
Measure:	Publicly highlighted issues related to the economic security of women and provided advice to the Provincial Government on issues impacting the economic security of women.
Indicators:	<ul style="list-style-type: none"> • Provided advice to the Provincial Government regarding impacts on women; • Participated in and engaged with organizations regarding policies, programs and initiatives to support women’s economic advancement; • Developed and delivered public awareness initiatives on issues impacting the women’s economic security.

Objective 1:	By March 31, 2018, the Advisory Council will have engaged with individuals and organizations on advancing women’s economic security.
Measure:	Engagement with individuals and organizations.
Indicator:	<ul style="list-style-type: none"> • Discussed with individuals and organizations, issues impacting women’s participation and employment in the emerging resource sector. • Shared information and research with respect to supports, barriers and opportunities for women’s economic advancement in business leadership and other sectors. • Developed and delivered public awareness initiatives related to issues impacting women’s economic security.
Objective 2:	By March 31, 2019, the Advisory Council will have supported the advancement of women’s economic security.
Objective 3:	By March 31, 2020, the Advisory Council will have undertaken initiatives to advance women’s economic security.

5.2 Issue Two: Social Security

Additionally, maintaining the priorities outlined in the strategic directions as communicated by the Minister Responsible for the Status of Women, the Advisory Council has identified the strategic issue of social security for women as a priority in the province of Newfoundland and Labrador. Violence continues to be a systemic barrier to women’s equality. Social security is the cornerstone to living in positive and safe communities. As such critical elements that help reduce violence and contribute to equality include: Justice services, health, housing and supports especially for senior and women with disabilities, complex needs, safety and inclusion of indigenous and multicultural women, leadership at all levels from community to political participation, family, healthy relationships and youth development are all critical social security elements that help reduce violence and contribute to women’s equality.

The Advisory Council will continue to work in tandem with a host of community groups and government departments to bring forward social issues for women in the province. Throughout this three-year cycle, the Advisory Council will develop advice based on the analysis of women’s diverse needs in the province. Advice

will address the social security needs of women that contribute to ending violence and advancing equality.

Goal 1:	By March 31, 2020, the Advisory Council will have publicly highlighted issues related to the social security of women and provide advice to the Government of Newfoundland and Labrador on advancing the women’s social security.
Measure:	Provided public awareness and advice to the Provincial Government on issues impacting women’s social security.
Indicators:	<ul style="list-style-type: none"> • Provided advice to the Provincial Government regarding impacts on women; • Participated in and engaged with organizations regarding policies, programs and initiatives on issues impacting women’s social security; • Developed and delivered public awareness initiatives on issues impacting women’s social security.
Objective 1:	By March 31, 2018, the Advisory Council will have engaged with individuals and organizations on advancing the social well-being of women and girls.
Measure:	Engagement of individuals and organizations.
Indicator:	<ul style="list-style-type: none"> • Discussed with individuals and organizations issues impacting women and girls social well-being. • Shared information and research on issues impacting women and girls social well-being. • Developed and delivered awareness initiatives related to issues impacting women and girls social well-being.
Objective 2:	By March 31, 2019, the Advisory Council will have supported the advancement of women and girls social well-being.
Objective 3:	By March 31, 2020, the Advisory Council will have undertaken initiatives to advance women and girls social well-being.

Appendix A:

Advisory Council Member Biographies

Linda Ross has held the position of President/CEO of the Provincial Advisory Council on the Status of Women, Newfoundland and Labrador since May 2009. She has over 30 years of experience in policy development and program planning and delivery in the field of community development, women's economic and social equality, HIV/AIDS and public health, both in Canada and internationally. Previous to joining the Advisory Council, Ms. Ross spent 24 years in various positions working with Oxfam Canada. Ms. Ross has served on a number of Boards of Directors. She has been a member of the Board of Directors of the Women in Resource Development Corporation since 2009 and held the position of chair for 1.5 years. She is presently the Chair of the Coalition of Provincial and Territorial Advisory Councils on the Status of Women and sits on the Board of Directors for the College of Family Physicians of Canada. Ms. Ross holds an Honours Baccalaureate in Science from the University of Waterloo. Ms. Ross holds certificates in Change Management and Performance Development from the Professional Development Institute and Management for National Voluntary Sector Leaders from the Faculty of Management at McGill University.

Carolyn Lavers is Vice-President of the Advisory Council and recently retired Economic Development Officer with the provincial Department of Innovation, Business and Rural Development in Port au Choix where she resides. She is a small business entrepreneur and worked with the former Women's Enterprise Bureau. Carolyn has served on several local business development boards and other community agencies. She is currently the mayor of Port au Choix. She is also deeply concerned about issues related to violence, rural child care solutions, women's employment and women in leadership. She brings great dedication and insight. Carolyn has been a member of the Advisory Council since 2006.

Melita Collier is a Career Development Specialist with the Department of Advanced Education and Skills for the Coast of Bays region. She has been committed to women's issues and advancements for many years and in numerous ways. Her involvement in the Coast of Bays International Women's Day Committee is one of the ways she expresses her passion for ensuring healthy, safe and supportive workplace practices for which diversity and inclusiveness is

valued. Melita works with some marginalized and under-represented groups, and highly recommends non-traditional career options and the skilled trades as a viable career choice for females. She obtained a Bachelor of Administrative Studies in 1997 from York University in Toronto and returned to Newfoundland and Labrador in 2003. Melita joined the Advisory Council in 2011.

Lorraine Hearn's professional background is in the fields of Nursing and Addiction Studies and Intervention. In 1998, she graduated from McMaster University in Ontario with two Diplomas; one in Addictions Studies and the other in Addictions Care Worker. In 1998-1999, she earned, Associate Counselor Status in Addictions through the Canadian Certification Board for Alcohol and Drug Counselors. She began volunteering with the Committee Against Violence in 1992 and over the years, held various executive positions. She has extensive background in delivering community presentations, workshops and training in all areas of violence as well as advocating for women and victims of violence. Lorraine is the former Executive Director with Violence Prevention South & Central Inc. (Violence Prevention Initiative) where she provided leadership in violence prevention initiatives as well as provided education, awareness and training on violence issues. In retirement, she continues to volunteer with Status of Women in the central west region of the province. Lorraine joined the Advisory Council in 2011.

Sandy Kershaw lives in Happy Valley-Goose Bay and is the former Executive Director of Mokami Status of Women Council. In her role she was responsible for overseeing the Women's Centre, Thrifty Fashions, and the Supportive Living project. Graduating from Memorial University with a Bachelor of Education degree, Sandy taught children of all ages before she transitioned her skills into the business world. Sandy worked on the military base for seven years before joining the Voisey's Bay Nickel Company as Aboriginal Affairs Coordinator. Most recently, Sandy worked with Nunatsiavut Government and MUN, overseeing a social work degree program that would eventually see eighteen Inuit women earn the professional designation of Social Worker. Currently the Business Transformation Partner/Aboriginal Liaison with Serco Canada Inc. in Goose Bay, Sandy's work focuses on change and business process management, and Aboriginal

recruitment, retention, and skills development. Sandy is an Inuit woman who has continued her education through various management and university programs. Sandy is a voracious reader who is working toward attaining a Master's Degree in Post-Secondary Studies.

Yamuna Kutty is the Vice-President of the Multicultural Women's Organization of Newfoundland and Labrador. She has also served on the St. John's Status of Women Council, the National Action Committee on the Status of Women, and the National Organization of Immigrant and Visible Minority Women of Canada. Yamuna is involved with numerous projects and initiatives and is an advocate for violence awareness and prevention for women and girls. She brings critical perspectives about the lives of immigrant and refugee women, along with a warm and caring heart. She has an extremely busy volunteer schedule. Yamuna is originally from India, and has lived in St. John's for the past 50 years.

Vanessa McCarthy is a lawyer in private practice with Rebecca Redmond MacLean Law Office PLC Inc. in Gander. She completed both her Bachelor of Arts and LLB degrees with the University of New Brunswick in Fredericton, where she was involved in numerous organizations committed to equality and women's rights. For many years, Vanessa worked and volunteered with the Fredericton Sexual Assault Crisis Centre and later with the Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre. She has extensive experience screening and training volunteers for sexual assault crisis line work, as well as in presenting to volunteer and community groups on sexual assault, empowerment and healthy relationships. Vanessa is originally from Grand Falls-Windsor.

Carmichael Polonio works as a civil engineer at NL Hydro in St. John's. She migrated from Belize to Newfoundland and Labrador to attend Memorial University in 2006. She was involved in numerous youth and advocacy groups as a teenager, with her areas of focus being youth rights, youth political participation, sexual and reproductive health, and indigenous cultural retention. She sat on the Board of the Directors for the Social Investment Fund for two years before moving to Canada as the youth representative. During her time at MUN, she volunteered with the International Student Centre. Currently in her spare time,

she is part of the St. John's Local Immigration Partnership, Multicultural Women's Organization of NL, and the Basilica church choir. Her areas of interest and advocacy are for increased participation of women in technical fields and seamless integration for the immigrants of Newfoundland and Labrador into local society.

Kelly Power is the former Director of the Carpenter Millwrights College in Paradise. She has actively promoted skilled trades to women and encouraged partnerships with organizations to attract women to the construction industry. Kelly is very passionate about ensuring the success of female apprentices and works closely with them to help mediate barriers in training and employment. Kelly also serves on various committees including the Advisory Panel for the Office to Advance Women Apprentices; Chair of the National Training and Advisory Committee for the Carpenters Union; and Staff Liaison for the Women's Committee of the UBC Local 579 & 1009. Kelly is originally from Hermitage and currently lives with her family in Conception Bay South. Kelly joined the Advisory Council as a member in 2009.

Marina Simon is from Cape St. George and is a retired teacher, who received her Bachelor of Arts (BA) and Bachelor of Education (BED) degrees from Memorial University. Marina is bilingual in French and English. She was a Principal and teacher for 36 years, substituted for 10 years post-retirement, and taught Adult Education for six years. Actively involved in her community, Marina has served two terms as the Mayor of Cape St. George. She was a founding member of Les Terre-Neuviens Français (French Association), French Federation, and Cape St. George chapters of The Women's Institute and the Catholic Women's Church Group. She has been a member of many organizational committees including three years with the Provincial Association, four years as member of Sir Roddrick Hospital Board and two terms as member with the Provincial Committee for the Aging. Marina has also been a long-time volunteer with the Christmas Seals Campaign as well as volunteering her time with Seniors Water Aerobics Program, Income Tax Volunteer Program and other local fundraising projects.

Hilda Whelan is the mayor of Whitbourne. She was involved in fighting for women's rights in a case involving surviving spouses and the Workplace Health, Safety & Compensation Commission. Hilda solely represented and fought for all widows involved in the case for fifteen years, winning an important victory for women's equality. She is a strong advocate, concerned about a wide variety of issues affecting women including violence and access to child care. Hilda brings the realities of rural women to the work of the Advisory Council. She is determined to continue to make a difference. Hilda and her family live in Whitbourne. Hilda has been a member of the Advisory Council since 2006.