



The Prosperity Project

Strategic Plan 2023-2026

The Prosperity Project acknowledges the traditional territories of all the Indigenous Peoples of Canada, including the First Nations, Inuit, and Métis people, on which we all live and work. We are grateful to them for their care and stewardship of the land and honoured by their willingness to share the land with us. We also acknowledge the effect of residential schools and colonialism on Indigenous families and communities and always consider how we can each, in our own way, try to move forward in a spirit of reconciliation and collaboration



Introduction

After decades of progress, gender equity continues to remain elusive. Moreover, in recent years, we have witnessed a re-emergence of patriarchal ideology and economic realities that are potentially devastating to women, particularly Black, Indigenous and women of colour. The Prosperity Project must ensure that we are positioned to act against socio-political threats to women's advancement. Thus, we have developed this plan to enhance our impact in the three years ahead. It does not propose the development of any new programs. Rather, it narrows the scope of our work to ensure we create the most impact possible given our resources.

Successful implementation of this plan will require the continued development of strategic partnerships with community organizations, governments at all levels, volunteers, and Canadian companies. By 2026, we expect to have developed increased participation in our programs, increased awareness of our work and mission, and increased resources through partnerships. We will also have established benchmarks for measuring the long-term impact of our programs on the lives and careers of women in Canada.

About The Prosperity Project

The Prosperity Project (TPP) was founded in April 2020 to mitigate the pandemic's impact on Canadian women who were being disproportionately affected.

Today, TPP is focused on identifying and addressing long-standing societal barriers that the pandemic exacerbated. These barriers stand in the way of women's economic security and Canada's improved prosperity.

The Prosperity Project has achieved meaningful results in awareness of the organization and the issues facing women, the breadth of support it has provided and the volunteer network it has created.

TPP Impact to Date:

\$16 Million: Volunteer Services to Charities

\$1.6 Million: Revenue



Over 40,000:

Women in 3 levels of leadership included in ARC data



151:

Participation among Canada's top 500 companies.

50,000: Volunteer Hours to Rosie Initiative



25,000: Volunteer Hours from Visionaries

Over 200 Million:

Impressions on traditional and social media.



Advocated for agreements totaling

\$27Billion

of federal funding for childcare and early learning



8,000: Canadians polled for CHP

6: Nationally-released reports published



238 matches in the Rosie 1:1 Mentoring Program, a total of **476** participants.

Protégées in the program self-identify as:

71% Racialized, LGBTQIA+, Single Parents and Women with Disabilities

29% No self-identified intersectional Identity



Vision

A prosperous Canada that champions the economic participation and success of all women.

Mission

To identify and remove the systemic barriers and biases that impede the advancement of women in the economy, limiting their - and Canada's - opportunity for increased prosperity.

Values

We value gender equity in Canadian society.

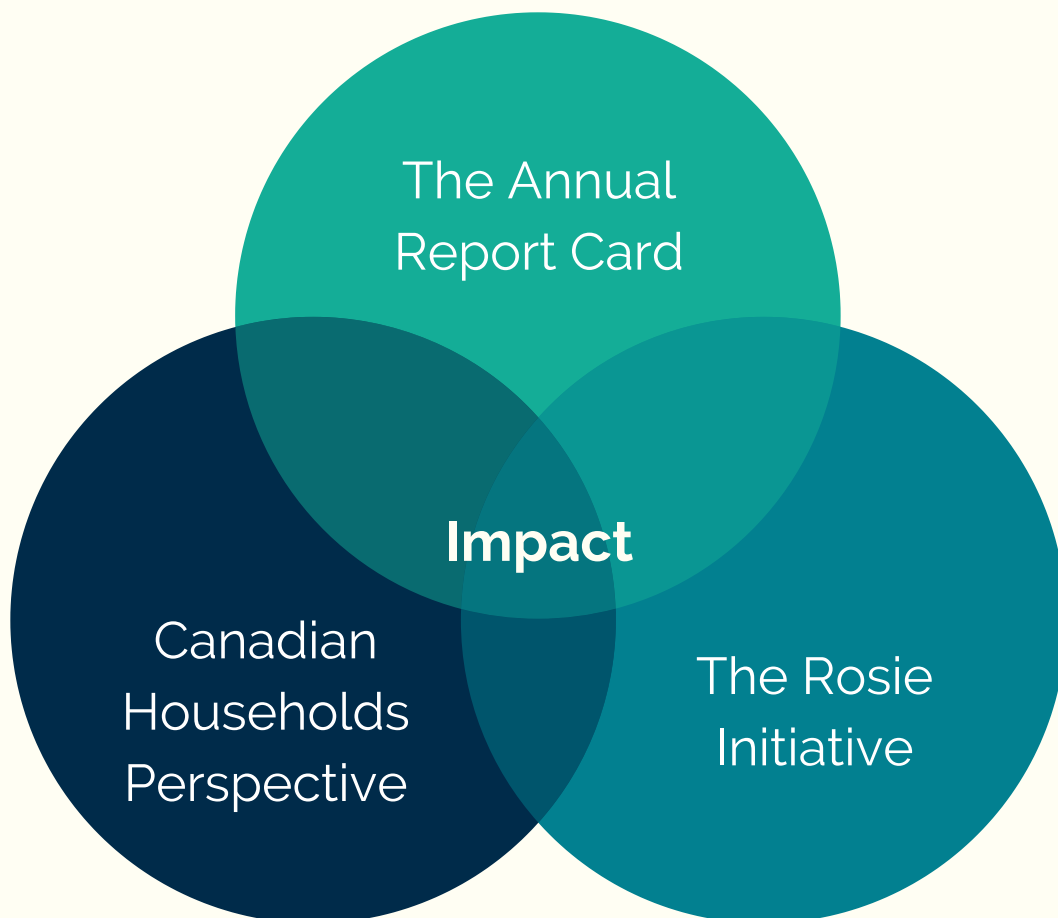
We value respect, honesty and openness.

We value diversity and apply an intersectional lens to everything we do.

We value our Founding Visionaries, Visionaries, volunteers and staff. They are the backbone of our organization and our programs.

Strategy

The Prosperity Project will focus on three national initiatives and programs. Each of these programs will inform the others, allowing us to advance our mission and build impact with limited resources. The Prosperity Project's annual research-based program, the Annual Report Card (ARC), will provide ongoing intersectional insight into the status of women who are employed by organizations based in Canada. The Canadian Households Perspective (CHP), through the semi-annual collection of polling data, will demonstrate how the different daily realities of women's lives relate to data collected in ARC. The direct impact program, Rosie, will address biases and barriers identified in our research programs by providing reactive mentorship opportunities and career advancement resources.





The Canadian Household Perspective (CHP)

The CHP, through quantitative research, looks at the factors impacting women's careers from an intersectional lens. Our aim is to create a critical shift in public opinion towards the valuable role that women play in the Canadian economy, and the important issues that need to be addressed for their full participation.

The Annual Report Card (ARC)

The Annual Report Card (ARC), an annually conducted survey of Canada's top 500 companies (by revenue), measures the disaggregated gender representation in leadership and the pipeline to leadership. More than just a benchmarking report, the ARC provides concrete recommendations for action and includes the opportunity to discuss findings for partners. The Prosperity Project has created a niche for itself in the sea of EDI surveys by looking at the pipeline to leadership level and intersectional data. With immigration becoming the biggest contributor to Canada's population growth and Indigenous people being the fastest demography, organizations need to think about how they are preparing for this "new" workforce.

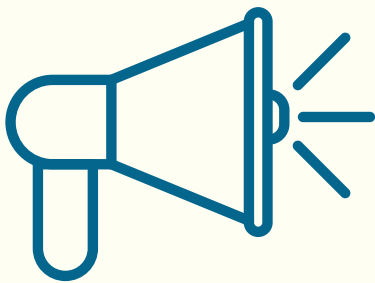
The Rosie Initiative

The Rosie Initiative seeks to empower women to pursue career advancement. It also encourages community-building among women working in fields in which they are traditionally underrepresented such as STEM and trades recognizing there are even fewer Black women, Indigenous women and women of colour in those fields. Through the Rosie 1:1 Mentoring Program and the Peer Group Program, women can guide and learn from each other as their careers develop.

The Rosie Initiative has direct community impact across Canada. It also supports companies in Canada that wish to implement programs that address the barriers exposed by the ARC and CHP.

1. Refine the Scope of Programs

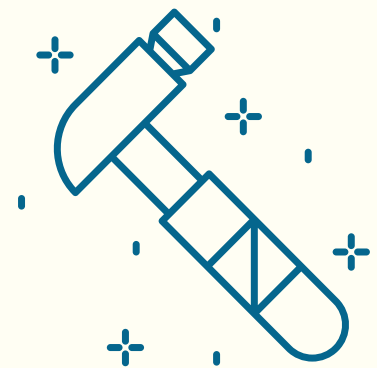
Opt out of the Matching Program: The Matching Program has played an important role during the pandemic when Canadian charities were struggling to meet demand given limited resources. In the years ahead, we believe that our efforts to address gender equity issues and women's advancement must focus on direct support for women in the workforce. During Q3 and Q4 2023 TPP will seek to find a partner for the Matching program, outsource it or wind down the program. We are determined to ensure the continued impact and legacy of this key initiative while we redirect our limited resources to our three signature programs.



Advocacy will be a central activity across all three initiatives. TPP initiatives will inform and enhance our advocacy efforts—which may vary per region — while helping us build a reputation as a trusted voice in Canadian gender-equity policy. We will focus our advocacy efforts on issues of the day that impact the career advancement and economic success of women. TPP will gain credibility through the dissemination of data produced through our research-based programs.

Update TPP programs to focus on overcoming systemic biases and barriers for women to succeed.

- Identifying and understanding barriers and biases from an intersectional perspective.
- Proposing solutions.
- Tracking progress.
- Protecting established rights from regressive policies
- Continuing to evaluate evolving characteristics of barriers through assessment of data collected in ARC and CHP.
- Ensure we are prepared for socio-political changes and consider what that means to be able to continue moving forward and accomplishing our goals.





2. Create and monitor impact goals for all programs.

- Based on feedback from stakeholders, TPP will now create and monitor specific impact goals for all programs.
- This will be reviewed quarterly by the ED and annually by the Board. They will be included in a new Annual Report starting in 2024.

3. Increase the organization's visibility and engagement on social media.

- Develop a new communication strategy
- Measure the growth in channel engagement and awareness and the impact on programs and funding.
- Establish TPP as a trusted commentator on women's rights as they relate to career advancement and our research. These may include but will not be limited to: domestic violence, access to healthcare, food security, cost of housing, etc.

4. Continue to strengthen and expand research-related programs.

- Discuss refinement of research methodology for the Annual Report Card to strengthen pertinence of results. Explore the possibility of transparent company-specific research.
- Partner with like-minded charities and organizations to conduct research on issues of the day.
- Engage in advocacy and make policy recommendations based on findings from research.
- Advocate for the collection of intersectional and disaggregated data.

5. Solidify and grow sponsor support and funding.

- Define Sponsor and Funding targets.
 - Submit proposals for government and foundation funding.
 - Ensure year-over-year support.
 - Build awareness of the organization as a whole with funders.
 - Launch new general sponsorship program.
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6. Better define the role of the Founding Visionaries and Visionaries.

- The Prosperity Project would not exist without the generous contributions of time and expertise by our Visionaries and Founding Visionaries.
- As The Prosperity Project implements an ambitious strategic plan, it is important to ensure that the role of Visionaries and Founding Visionaries in the future of the organization is clearly defined.
- Founding Visionaries and Visionaries act in an advisory capacity, as strategic advisors. They contribute input on the direction of The Prosperity Project when consulted, but they do not have the authority to make decisions for the organization.
- We will continue to pay tribute to our Founding Visionaries and Visionaries, highlighting particularly those who remain actively involved in The Prosperity Project.
- The term Contributing Visionary will be used for those who actively contribute to TPP
- Many of the Visionaries are women of influence and can play an important role in external advocacy on policy changes under consideration by both federal, provincial/territorial, and municipal governments.

7. Expand the diversity and breadth of Visionaries.

- Continue to build the group of Visionaries to include diverse women of influence and young women, including women who have been mentored in the Rosie program.

8. Develop Rules of Engagement.

- Develop guidelines that lay out specifically how TPP connects with others and how we expect others to connect with us.
- We form a social contract that is based on respect and acceptance.
- We encourage all women to speak their truths.
- Work to ensure that all our programs and sources of information meet or exceed accessibility standards.

Our 3-Year Plan



Address the following barriers to all women's success:

1. Entrenched societal and hiring/promotion biases.
2. Lack of access to affordable childcare
3. The lack of defined commitment to a diverse and gender-equal talent pipeline and leadership
4. Lack of access and awareness of resources, training opportunities and job opportunities
5. Limited access to role models

Our 3-Year Plan

1. Prevalence of entrenched societal and hiring/promotion biases.

In a recent report by the World Economic Forum, at the current rate of women's advancement, Canada remains nearly a century away from gender parity. Societal biases, hiring biases, and promotional biases are three barriers contributing to this slow movement toward economic equality.

The CHP report is a crucial fixture of TPP's work. It provides context for the data obtained and analysed through the ARC and allows us to propose policies that will increase recruitment and retention of diverse women in position of leadership and pipeline to leadership. We will continue to refine and focus the CHP to ensure that it best compliments TPP's other initiatives.

Year 1

- CHP research focus for household questions in fall 2023 to be driven by questions of social change, including childcare.
- CHP research can be supplemented by case study narratives, for example, on how men are moving into a shared responsibility role.
- Media relations – for example on “Have things really changed”, “What happens when there are two breadwinners”, “Meet the new Dad”, “Meet the domestic partners who are doing more”.
- Potential partnership with a like-minded organization.

Year 2/3

- Refocus topics based on research measurement of societal change.

2. Lack of access to affordable childcare.



Child care costs are down and demand is up—a positive step for Canada's prosperity as women look to rejoin the workforce.

The Federal government has created a plan in partnership with Provinces and Territories to bring down the cost of childcare, create additional spaces, and increase the pay of workers. However, evidence suggests that access to child-care spaces is at crisis level.

The Federal government must develop stronger and more stringent oversight mechanisms to ensure that Provinces and Territories meet the target number of spaces as outlined in their bilateral agreements. And P/Ts must accelerate the work to build or expand current childcare centres.

Similarly, there is a massive shortage of childhood educators-- daycare centres often running at half capacity, or even shutting down operations entirely for lack of staff.

Year 1

- Conduct environmental scan of organizations working on the issue with which TPP can partner.
- Conduct research on access to childcare via the Canadian Household Perspective.
- Host two Advisory Group meetings to determine TPP value add and identify areas for possible advocacy efforts.
- Develop province-focused advocacy strategies based on results of childcare research.

Year 2

- Develop and implement federal election strategy on childcare.
- Communication and marketing to make it known TPP works on this issue.
- Development of advocacy policy for other federal/provincial issues impacting women's ability to succeed.
- Host quarterly meetings of Advisory Group.

Year 3

- Continue strategy.
- Continued communication and marketing.
- Hold quarterly meeting of Advisory Group.

3. The lack of defined commitment to a diverse and gender-equal talent pipeline and leadership

The Prosperity Project believes intersectional data must be the centerpiece of efforts to build corporate and organizational commitment to gender parity. Our ARC report has demonstrated decreased numbers of women in the pipeline to leadership at major Canadian organizations, and even fewer Black women, Indigenous women, and women of colour. This is a troubling statistic as it foreshadows a backslide away from gender parity at the leadership level in years to come.

Over the next three years, we will continue to expand participation in the ARC, encourage greater transparency about ARC participation and results, and build a more robust data set. We will monitor important indicators of progress towards equity and will use intersectional data to address issues like hiring and executive biases, and inhospitable work environments by making recommendations to Canadian corporations, crown corporations, and organizations.

Year 1

- Continue to expand participation in ARC.
- Hold 3 ARC Advisory Group meetings to provide recommendations and feedback on ARC.
- Develop new revenue stream for companies that want data analysis but could not participate in ARC due to their size.

Year 2

- Continue to expand participation in ARC.
- Further develop new revenue stream for companies that want data analysis but could not participate in ARC due to their size.
- Determine openness to transparency of their data.
- Hold 3 ARC Advisory Group meetings to provide recommendations and feedback on ARC.

Year 3

- Continue to expand participation in ARC.
- Begin to consider expansion of ARC collection data beyond leadership to include stem and/or skilled trades roles.
- Further develop new revenue stream for companies that want data analysis but could not participate in ARC due to their size.
- Encourage openness to transparency of their data (could opt-in or opt-out)
- For those that opted-in, celebrate companies that have achieved parity at the board, pipeline and management.
- Hold 3 ARC Advisory Group meetings to provide recommendations and feedback on ARC.

4. Lack of access and awareness of resources, training opportunities and job opportunities

Canadian organizations, especially in trade sectors, are increasingly trying to recruit and retain women. As such, resources for women interested in career changes or career advancement are increasingly available. But a general lack of awareness about the existence of these resources creates a barrier to their impact. The Rosie Resource Portal is a 'one-stop-shop' providing inspiration, information on training programs, access to exclusive job postings, and connections to role models/mentors.

In addition to offering direct access to training and resources through the Rosie Initiative, we will work to build collaborative partnerships with other organizations providing supports beyond what we offer. We have existing relationships with charities supported through the Matching Initiative that we will leverage in providing some of these supports.

Year 1:

- Analysis of the existing portal to assess possible improvements
- Develop budget proposal for cost of new improved portal. Determine if external resources are required.
- Scan of charities that may be approached to partner with The Prosperity Project by offering direct training support

Year 2:

- Revamp the Rosie portal to make it more user friendly, add more relevant training opportunities per sector, provide information on benefit of mentorship and link to Rosie 1:1.
- Seek partnerships with organizations providing training and other resources to women
- Provide inspiring news/stories about women leaders.
- Push notifications for potential mentors and protegees.
- Build a marketing and communications strategy to build awareness and engagement with the portal. Create specific engagement goals.
- Expand and promote the job board to sponsors, visionaries, mentors, participating corporations, and government.

Year 3:

- Job Board promoted as unique way to advance women into management, leadership, and strategic positions.
- Job postings included as benefit to partners/sponsors. New revenue stream from companies that are not partners for paid postings.
- Provide added-value enhancement to the portal including free webinars, connecting women with career transition experts (presentation training, resume writing, interview prep, etc.).
- Continued communication and marketing to increase number of people using the site.

5. Limited access to role models

Research continues to demonstrate that women, particularly Black women, Indigenous women and women of colour, are under-represented in skilled trades and STEM fields, and in leadership positions. A lack of role models for women seeking leadership or women in traditionally male-dominated fields creates a significant barrier for advancement. This has been regularly reported by women through our CHP report. Most women polled by CHP noted that they would be more inclined to seek leadership roles if there was a mentor or role model to emulate in their workplace.

This, coupled with entrenched societal and hiring biases may prevent women's success or discourage them from seeking more senior roles. The Rosie Initiative will play an important role in addressing this barrier to success by providing:

- Person-to-person free mentoring
- Skill building
- Confidence building
- Creation of personal networks

Year 1

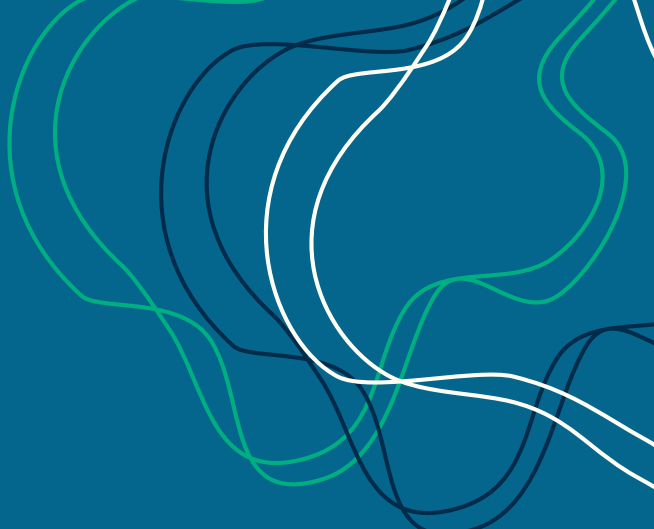
- Create methodology and systems for follow up measurement.
- Set goals for the number of people who access the Rosie portal for three years.
- Expand the numbers of proteges and mentors per year (develop specific goals)
- Ensure proper follow up at 6, 12 and 18 months to better understand and evaluate the relationship between mentoring and pipeline movement.
- Evaluate the growth experienced in personal development and person networks.

Year 2

- Continue to improve the Rosie 1:1 and Peer Group program based on feedback and evaluations received from the protégées.
- Track data from 6-, 12-, and 18-month evaluations to determine correlation between mentorship and women's success.

Year 3

- Continue to improve the Rosie 1:1 and Peer Group program based on feedback and evaluations received from the protégées.
- Track data from 6-, 12-, and 18-month evaluations to strengthen correlation between mentorship and women's success.
- Explore how Rosie could become a continuation program for graduates of organizations that encourage girls to pursue careers in fields in which women are traditionally under-represented.



The goals and plans for growth outlined in this strategic plan are **ambitious** but **attainable**.

What makes them **ambitious**? By the end of 2026, we expect The Prosperity Project to be a household name in gender equity. We will be known for providing key intersectional data, respected advocacy, and impactful programs.

What makes them **attainable**? The Prosperity Project has always benefited from the support of partners, visionaries, and community stakeholders. These extraordinary individuals and organizations willingly lend their time and voices to enhancing our efforts and realizing our vision. As we move ahead, we will build and strengthen these partnerships to create a unified approach towards the elimination of systemic barriers that threaten the success of all women and the prosperity of Canada. We look forward to working with our community in the years ahead and are ever grateful for the generosity of our supporters.

