



ONTARIO NONPROFIT NETWORK

STRATEGIC THINKING - A FRAMEWORK FOR MOVING FORWARD

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HOW WE WORK - and what we work on - is grounded in our commitment to equity.

As settler-led nonprofit organizations, it's particularly important for us to name the active role we play in perpetuating colonization and white supremacy through historical and current policies and practices, and take action to challenge it. At ONN, we believe that as nonprofits, we must take this role seriously and actively work on meaningful ways to dismantle the systems that enable violence and oppression towards communities that have been historically, and are currently, under served.

As a provincial network, we are in a position of leadership with access to resources that may be unavailable to many other organizations. We will demonstrate accountability to our networks and members by living into our values and approaches meaningfully. Equity is centered and underpins all our work. We will continue to deepen our understanding of and commitment to equity and sharing our journey and learnings with the network.

TIMEFRAME

Timeframe of this strategic planning: 3 years
September 2023 - September 2026

OUR ULTIMATE VISION

We envision that communities are thriving because people are connected, well-resourced and effecting change for the public good.

We believe the nonprofit sector's fundamental role is to support the people in our communities (however we define community) by connecting and engaging with them, and providing them with opportunities and the support to effect change for the public good - from clean air to sports facilities, from artistic outlets to community gardens, and a safe place to live or worship.

As a sector we advocate for and contribute to building thriving communities.



OUR MISSION/CORE PURPOSE

ONN's mission is to connect, strengthen and advocate with and for the nonprofit sector in Ontario.



OUR CORE VALUES

We value reciprocity and collective action as we seek to catalyze solutions and make systemic change(s) that allow the nonprofit sector to support thriving communities.

Reciprocity: All our work is based on relationships. We invest our resources, our time and our energy in building mutually beneficial relationships with our people, our network, partners and stakeholders including governments.

Collective action: We are stronger when we work together. We share as much as we can. We convene and elevate the voices of our network.



OUR INTENDED IMPACTS

- **Connected networks**
 - Deeply connected networks reflect the sector's diversity
- **Shared solutions**
 - Shared solutions and resources are catalyzed or created that enable strong organizations
- **Collective advocacy**
 - Organizations are addressing issues collectively
- **Nonprofit driven public policy**
 - Public policy reflects the needs and aspirations of the nonprofit sector
- **Public champions**
 - Ontarians care about the nonprofit sector and are championing solutions that benefit the sector



Everything ONN does will fall within/connect to these intended impacts.

OUR STRATEGIC INITIATIVES

These projects connect across more than one of our intended impacts and are time-bound e.g. they can be activated/completed within the three year timeframe of this plan. Projects are also cross cutting (involve various people/teams at ONN) and require specific resources (people or money or time).

Strategic projects are above and beyond our ongoing/regular work but once completed, the results of these projects will inform the ongoing work of ONN. Some are new ideas/work and others are about strengthening our current work that require a particular focus.



1. **Map our network:** Initiate a network mapping process that contributes to how we understand our current network, who is involved and how, and track how our network evolves over the next three years, capturing learnings along the way.
2. **Activate advocacy:** strengthen nonprofits to be advocates, build/enhance advocacy tools and skills as part of election readiness
3. **Highlight the nonprofit difference:** Determine ONN's role in public facing communications, develop a strategy, and pilot/test activities
4. **Reimagine leadership:** Building on our Reimagining Governance work, explore what are the opportunities to reimagine leadership in the sector
5. **Strengthen our workforce:** Build HR Solutions for the sector through our labour force strategy development, HR "sandbox" model, and further develop the parental leave top up fund concept
6. **Explore social enterprise:** Identify and develop opportunities to build ONN's financial sustainability while serving our sector. We will explore earned revenue opportunities like nonprofit legal supports, advocacy services, etc.

THE BELIEFS THAT ANCHOR HOW WE WORK

1. We believe in the **power of networks** and take a network approach in all that we do.
2. We believe that **wisdom is in the network**, that ONN is but one node and plays a connecting role.
3. We believe that we have the responsibility to **model the way with humility**, doing our best to lead by example as well as sharing our lessons and learnings along the way.
4. We believe it is our responsibility to **shift power and resources** and be accountable to those who we serve and support.
5. We believe that we will achieve our mission and vision if we **centre the needs and aspirations of the diverse nonprofit sector** in all we do.
6. We believe **leading with curiosity** and really learning through listening to our network will lead to greater outcomes.
7. We believe **bringing courage** to our work to challenge systems is essential to achieving our outcomes.
8. We believe an **adaptive and emergent approach** will best serve our network so we can be responsive to their needs and aspirations as they arise.

WHAT WE DON'T DO

- We do not provide one-on-one training, consulting for individual organizations and individuals, and formal education courses or certifications. We recognize areas where others excel, and refer and partner with them to avoid duplication.
- We do answer questions and direct individual organizations to resources.
- We do not advocate for individual organizations and their needs/aspirations.
- We do not advocate for funding for specific organizations eg. more funding for certain services as we can't possibly pick and choose in our network.
- We will keep updating this list!