



Pillar 2024-2025 Provisional Strategic Plan

VISION: A trusted leader that empowers, connects, and inspires community - forging a just and vibrant tomorrow for all.

MISSION: We are a force for positive change in our community. We strengthen individuals and organizations through inclusive advocacy, comprehensive capacity building, and by cultivating collaboration.

PURPOSE: Pillar Nonprofit Network is dedicated to enhancing the operational capabilities of the impact sector. We promote equity through shared knowledge and community collaboration. We act as a catalyst and advocate for transformational change.

Share Knowledge and Resources	Innovate and Adapt	Analyze and Advocate	Operate with Excellence and Sustainability
<p style="text-align: center;">GOAL</p> <p>We bring communities together to share ideas and collaborate, creating and spreading knowledge to drive positive change.</p>	<p style="text-align: center;">GOAL</p> <p>We help organizations learn new, effective strategies through programs that encourage innovation and resilience drawing inspiration from the best practices in the social impact sector.</p>	<p style="text-align: center;">GOAL</p> <p>We work together across sectors to collect and analyze data and advocate for systems change, with our approaches grounded in anti-racism, anti-oppression and equity principles.</p>	<p style="text-align: center;">GOAL</p> <p>We build funding and revenue streams and continually improve Human Resources policies and other procedural systems to ensure alignment with our vision, mission, and purpose.</p>
<p style="text-align: center;">DIRECTION</p> <ol style="list-style-type: none"> 1. Tap into the rich and diverse well of collective wisdom within the sector and promote and facilitate extensive cross-sector knowledge sharing and exchange. 2. Conduct ongoing sector analysis to ensure our programs and services are aligned with the sector's needs and aspirations. 	<p style="text-align: center;">DIRECTION</p> <ol style="list-style-type: none"> 1. Nurture a culture of innovation by modelling flexible strategies rooted in the evolving landscape of the social impact sector and the sector's best practices. 2. Integrate Social Enterprise and Social Finance initiatives into Pillar's fundamental framework, ensuring they are an integral part of our organizational DNA. 	<p style="text-align: center;">DIRECTION</p> <ol style="list-style-type: none"> 1. Nurture relationships with all stakeholders and across all sectors, especially in finance and business, and advocate for systems change especially in finance models and governance structures. 2. Strengthen relationships with all levels of government and amplify underrepresented voices in policy discussions. 	<p style="text-align: center;">DIRECTION</p> <ol style="list-style-type: none"> 1. Cultivate diverse pathways for long-term financial sustainability of the organization to ensure fulfilment of our mission. 2. Maintain and demonstrate our unwavering commitment to decent work while seeking to always do better.

PLEASE DO NOT MAKE CHANGES TO PAGES 1 & 2.

<p style="text-align: center;">INITIATIVES</p> <ul style="list-style-type: none"> ● Help build organizational strength in the sector ● Facilitate knowledge transfer and mobilization ● Define the Network's needs and create relevant programs and services ● Strengthen connections between organizations 	<p style="text-align: center;">INITIATIVES</p> <ul style="list-style-type: none"> ● Support economic and social recovery through programs that support investment in social impact organizations and projects ● Clarify Pillar's role in the Social Innovation ecosystem ● Create strategic partnerships with Social Finance and Social Enterprise support organizations 	<p style="text-align: center;">INITIATIVES</p> <ul style="list-style-type: none"> ● Be a respected voice to define and advance the goals of the sector ● Amplify other voices, especially those who are from equity deserving and equity denied communities ● Mobilize systems transformation within the impact sector ● Strengthen relationships working across sectors with government, business, nonprofit and other networks 	<p style="text-align: center;">INITIATIVES</p> <ul style="list-style-type: none"> ● Strengthen governance and leadership structures ● Implement a sustainable financial model for Pillar core programs and services ● Strengthen the Pillar brand ● Support staff wellbeing at Pillar ● Seek continuous progress and improvement
<p style="text-align: center;">TACTICS</p> <ul style="list-style-type: none"> ● Provide supportive programs and information, including Board Governance training, Strategic Planning, Youth Engagement Network Support, Social Enterprise Programming, and Social Finance information ● Develop Inclusion, Diversity, Equity and Access (IDEA), Anti Racism/Anti oppression, Accessibility, Policy and Governance learning tools ● Convene the Network to identify gaps and provide opportunities to share and mobilize knowledge and resources ● Intentionally build and maintain mutually respectful relationships through regular engagement and meaningful knowledge sharing 	<p style="text-align: center;">TACTICS</p> <ul style="list-style-type: none"> ● Share the successes and celebrate the resilience of the impact sector through impact storytelling outlets including e-newsletters, blogs, videos and social media platforms ● Offer programs that support investment in social impact organizations and projects ● Educate traditional regional investors on the reasoning and rationale behind social impact investments ● Clarify Pillar's areas of expertise and what services it offers 	<p style="text-align: center;">TACTICS</p> <ul style="list-style-type: none"> ● Convene the sector to focus collective Public Policy & Advocacy efforts ● Share the sector's collective wisdom with, and provide recommendations to all levels of government ● Create opportunities to collaborate, share knowledge, and lean on each other to support advocacy efforts ● Participate on community action and planning committees. ● Attend, support and have ongoing conversations with equity deserving communities at their events and initiatives. ● Amplify the voices of individuals and organizations from equity deserving and equity denied communities 	<p style="text-align: center;">TACTICS</p> <ul style="list-style-type: none"> ● Continue to review and update Pillar's governance structures and policies ● Implement annual business planning and budgeting that aligns with the strategic plan, vision, mission and purpose ● Identify, challenge and eliminate inequities embedded in policies and practices ● Build a comprehensive fundraising program to pursue additional revenue streams, including grants, individual giving, and corporate sponsorship. ● Continue to re-imagine Innovation Works under a self-sustaining business model ● Implement quarterly review to assess progress of provisional plan ● Develop and regularly review Standard Operating Procedures for individual programs to ensure program strength and efficiencies, succession planning, and program relevance

PLEASE DO NOT MAKE CHANGES TO PAGES 1 & 2.



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CLUSTER BREAKDOWN

STRATEGIC GOAL ALIGNMENT	TACTICS	RESPONSIBLE	REMARKS
Board of Directors			
Share Knowledge and Resources	<ul style="list-style-type: none"> Develop Inclusion, Diversity, Equity and Access (IDEA), Anti Racism/Anti oppression, Accessibility, Policy and Governance learning tools 	Governance Committee; ALL	
	<ul style="list-style-type: none"> Intentionally build and maintain mutually respectful relationships through regular engagement and meaningful knowledge sharing 	ALL	
Operate with Excellence and Sustainability	<ul style="list-style-type: none"> Strengthen governance and leadership structures 	Governance Committee; ALL	
	<ul style="list-style-type: none"> Continue to review and update Pillar’s governance structures and policies 	Governance Committee; ALL	
	<ul style="list-style-type: none"> Identify, challenge and eliminate inequities embedded in policies and practices 	Governance Committee; ALL	
	<ul style="list-style-type: none"> Implement a sustainable financial model for Pillar core programs and services 	Finance & Audit Committee; ALL	
	<ul style="list-style-type: none"> Strengthen the Pillar brand 	ALL	
	<ul style="list-style-type: none"> Support staff wellbeing at Pillar 	ALL	
Senior Leadership Team / Strategy & Administration			

Share Knowledge and Resources	<ul style="list-style-type: none"> Develop Inclusion, Diversity, Equity and Access (IDEA), Anti Racism/Anti oppression, Accessibility, Policy and Governance learning tools 	SLT & Joann	
	<ul style="list-style-type: none"> Intentionally build and maintain mutually respectful relationships through regular engagement and meaningful knowledge sharing 	ALL	
Innovate and Adapt	<ul style="list-style-type: none"> Offer programs that support investment in social impact organizations and projects 	SLT	
	<ul style="list-style-type: none"> Clarify Pillar's areas of expertise and what services it offers 	SLT	
	<ul style="list-style-type: none"> Create strategic partnerships with Social Finance and Social Enterprise support organizations / Educate traditional regional investors on the reasoning and rationale behind social impact investments 	SLT	
	<ul style="list-style-type: none"> Share the successes and celebrate the resilience of the impact sector through impact storytelling outlets including e-newsletters, blogs, videos and social media platforms 	Paul	
Analyze and Advocate	<ul style="list-style-type: none"> Convene the sector to focus collective Public Policy & Advocacy efforts 	Paul	
	<ul style="list-style-type: none"> Share the sector's collective wisdom with, and provide recommendations to all levels of government 	SLT & Paul	
	<ul style="list-style-type: none"> Create opportunities to collaborate, share knowledge, and lean on each other to support advocacy efforts 	ALL	
	<ul style="list-style-type: none"> Participate on community action and planning committees. 	SLT & Paul	
	<ul style="list-style-type: none"> Attend, support and have ongoing conversations with equity deserving communities at their events and initiatives. 	SLT & Paul	
	<ul style="list-style-type: none"> Amplify the voices of individuals and organizations from equity deserving and equity denied communities 	SLT & Paul	
Operate with Excellence and Sustainability	<ul style="list-style-type: none"> Strengthen governance and leadership structures 	SLT	
	<ul style="list-style-type: none"> Continue to review and update Pillar's governance structures and policies 	SLT & Joann	



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	<ul style="list-style-type: none"> • Implement a sustainable financial model for Pillar core programs and services 	SLT	
	<ul style="list-style-type: none"> • Implement annual business planning and budgeting that aligns with the strategic plan, vision, mission and purpose 	SLT	
	<ul style="list-style-type: none"> • Strengthen the Pillar brand 	SLT	
	<ul style="list-style-type: none"> • Identify, challenge and eliminate inequities embedded in policies and practices 	ALL	
	<ul style="list-style-type: none"> • Implement quarterly review to assess progress of provisional plan 	SLT	
	<ul style="list-style-type: none"> • Develop and regularly review Standard Operating Procedures for individual programs to ensure program strength and efficiencies, succession planning, and program relevance 	ALL	
	<ul style="list-style-type: none"> • Support staff wellbeing at Pillar 	SLT	
Notes from Strategy Discussions	<ul style="list-style-type: none"> • Identify who our allies are and build those relationships, there are a lot of orgs and associations that we don't know about (ie. Jeanette Dutot ED Network, Funders' Network, etc.) Find out more about the sectoral associations and build those relationships • Needs to be concrete with outcomes and be measurable and monetize these tactics • Have a whole of community response (using the Housing & Homelessness as a model - maybe not in scale, but in bringing people together) • When we ask community for input through Membership Surveys and more , we need to ask them what they need in terms of Sharing Knowledge and Resources, demographics of organizations • Understanding better who are target audience, what kind of knowledge/resources that we need to share - in the newsletters and mailings 		
Resource Development and Member Services			
Share Knowledge and Resources	<ul style="list-style-type: none"> • Convene the Network to identify gaps and provide opportunities to share and 	ALL	

	<ul style="list-style-type: none"> mobilize knowledge and resources 		
	<ul style="list-style-type: none"> Intentionally build and maintain mutually respectful relationships through regular engagement and meaningful knowledge sharing 	ALL	
Innovate and Adapt	<ul style="list-style-type: none"> Share the successes and celebrate the resilience of the impact sector through impact storytelling outlets including e-newsletters, blogs, videos and social media platforms 	Shelby	
Analyze and Advocate	<ul style="list-style-type: none"> Create opportunities to collaborate, share knowledge, and lean on each other to support advocacy efforts 	ALL	
	<ul style="list-style-type: none"> Attend, support and have ongoing conversations with equity deserving communities at their events and initiatives. 	ALL	
	<ul style="list-style-type: none"> Amplify the voices of individuals and organizations from equity deserving and equity denied communities 	ALL	
Operate with Excellence and Sustainability	<ul style="list-style-type: none"> Implement a sustainable financial model for Pillar core programs and services 	Melanie	
	<ul style="list-style-type: none"> Implement annual business planning and budgeting that aligns with the strategic plan, vision, mission and purpose 	Melanie	
	<ul style="list-style-type: none"> Identify, challenge and eliminate inequities embedded in policies and practices 	ALL	
	<ul style="list-style-type: none"> Build a comprehensive fundraising program to pursue additional revenue streams, including grants, individual giving, and corporate sponsorship. 	ALL	
	<ul style="list-style-type: none"> Develop and regularly review Standard Operating Procedures for individual programs to ensure program strength and efficiencies, succession planning, and program relevance 	ALL	
Notes from Strategy Discussions	<ul style="list-style-type: none"> Identify who our allies are and build those relationships, there are a lot of orgs and associations that we don't know about (ie. Jeanette Dutot ED Network, Funders' Network, etc.) Find out more about the sectoral associations and build those relationships Review and update our resources for the network - create a Learning Hub Needs to be concrete with outcomes and be measurable and monetize these tactics 		



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	<ul style="list-style-type: none"> When we ask community for input through Membership Surveys and more , we need to ask them what they need in terms of Sharing Knowledge and Resources, demographics of organizations 		
Network and Engagement			
Share Knowledge and Resources	<ul style="list-style-type: none"> Provide supportive programs and information, including Board Governance training, Strategic Planning, Youth Engagement Network Associate, Social Enterprise Programming, and Social Finance information 	Maria Luisa / Youth Engagement Network Associate	
	<ul style="list-style-type: none"> Convene the Network to identify gaps and provide opportunities to share and mobilize knowledge and resources 	Maria Luisa / Dan / Linda	
	<ul style="list-style-type: none"> Intentionally build and maintain mutually respectful relationships through regular engagement and meaningful knowledge sharing 	ALL	
Innovate and Adapt	<ul style="list-style-type: none"> Share the successes and celebrate the resilience of the impact sector through impact storytelling outlets including e-newsletters, blogs, videos and social media platforms 	Cicil Sandra	
Analyze and Advocate	<ul style="list-style-type: none"> . 	ALL	
	<ul style="list-style-type: none"> Attend, support and have ongoing conversations with equity deserving communities at their events and initiatives. 	ALL	
	<ul style="list-style-type: none"> Amplify the voices of individuals and organizations from equity deserving and equity denied communities 	ALL	
Operate with Excellence and Sustainability	<ul style="list-style-type: none"> Identify, challenge and eliminate inequities embedded in policies and practices 	ALL	
	<ul style="list-style-type: none"> Continue to re-imagine Innovation Works under a self-sustaining business model 	Maria Luisa / Dan	
	<ul style="list-style-type: none"> Develop and regularly review Standard Operating Procedures for individual programs to ensure program strength and efficiencies, succession planning, and program relevance 	ALL	

Notes from Strategy Discussions	<ul style="list-style-type: none"> ● Review and update our resources for the network - create a Learning Hub ● When we ask community for input through Membership Surveys and more , we need to ask them what they need in terms of Sharing Knowledge and Resources, demographics of organizations ● Learning Hub - What are the next steps and how does L&D play a role in terms of activating the IW as a learning hub (did not show up in tactics) ● Understanding better who are target audience, what kind of knowledge/resources that we need to share - in the newsletters and mailings ● Explicitly name building youth engagement learning tools ● Building the new website - how it helps in sharing knowledge and resources (Can we have a page to share resource? Articles and News?) ● Connecting co-tenants to each other with overlapping interests ● Broaden the understanding of social finance could fit under knowledge centre platform ● Not clear transparency across org. What is a Land D reimagining as a resource hub? <ul style="list-style-type: none"> ○ Broaden the understanding of social finance could fit under knowledge centre platform ○ We can make them available at a lower cost to our network. It can also mean less work as knowledge could be recorded modules. ○ SDG work if continued can also be linked through this hub. ○ All modular developed should reflect EDI, SDGs,and Governance lenses. ○ Deeper training at a higher cost ○ Cultivating a productive sector means everybody has to have access to the materials. ● 		
Equity, Impact & Governance			
Share Knowledge and Resources	<ul style="list-style-type: none"> ● Provide supportive programs and information, including Board Governance training, Strategic Planning, Youth Engagement Network Support, Social Enterprise Programming, and Social Finance information 	ALL	
	<ul style="list-style-type: none"> ● Develop Inclusion, Diversity, Equity and Access (IDEA), Anti Racism/Anti oppression, Accessibility, Policy and Governance learning tools 	Mariam / Blair	
	<ul style="list-style-type: none"> ● Intentionally build and maintain mutually respectful relationships through regular 	ALL	



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	engagement and meaningful knowledge sharing		
Innovate and Adapt	<ul style="list-style-type: none"> Offer programs that support investment in social impact organizations and projects 	Mariam / Filsan	
	<ul style="list-style-type: none"> Create strategic partnerships with Social Finance and Social Enterprise support organizations 	Mariam / Filsan	
	<ul style="list-style-type: none"> Create strategic partnerships with Social Finance and Social Enterprise support organizations / Educate traditional regional investors on the reasoning and rationale behind social impact investments 	Mariam / Filsan	
	<ul style="list-style-type: none"> Share the successes and celebrate the resilience of the impact sector through impact storytelling outlets including e-newsletters, blogs, videos and social media platforms 	Veronica / Filsan	
Analyze and Advocate	<ul style="list-style-type: none"> Create opportunities to collaborate, share knowledge, and lean on each other to support advocacy efforts 	ALL	
	<ul style="list-style-type: none"> Attend, support and have ongoing conversations with equity deserving communities at their events and initiatives. 	ALL	
	<ul style="list-style-type: none"> Amplify the voices of individuals and organizations from equity deserving and equity denied communities 	ALL	
Operate with Excellence and Sustainability	<ul style="list-style-type: none"> Identify, challenge and eliminate inequities embedded in policies and practices 	ALL	
	<ul style="list-style-type: none"> Develop and regularly review Standard Operating Procedures for individual programs to ensure program strength and efficiencies, succession planning, and program relevance 	ALL	
Notes from Strategy Discussions	<ul style="list-style-type: none"> Broaden the understanding of social finance could fit under knowledge centre platform 		