



## ONN OPERATIONAL PLAN 2023-2026

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## Introduction

ONN is the independent nonprofit network for the 58,000 nonprofits and charities in Ontario, focused on policy, advocacy and services to strengthen the sector as a key pillar of our society and economy. We work to create a public policy environment that allows nonprofits to thrive. We engage our network of diverse nonprofit organizations to work together on issues affecting the sector and channel the voices of our network to government, funders, and other stakeholders.

### Vision:

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

### Mission:

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

### Values:

- **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.
- **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.

## Intended impacts

### 1. Connected networks

**Deeply connected networks reflect the sector's diversity**

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. There is a strong, supported group of regional networks that spans the province and acts as hubs for nonprofits in their geographies.</li> <li>2. Provincial associations and regional networks are connected, sharing information and collaborating with each other.</li> <li>3. Formal and informal networks across the province are learning from each other, ultimately influencing public policy to reflect the sector's needs and contributing to shared solutions.</li> <li>4. ONN has varied relationships with formal and informal networks, including ONN members rooted in reciprocity.</li> </ol>	<ol style="list-style-type: none"> <li>A. Host regular convenings and gatherings that engage both the broad network and more specific networks.</li> <li>B. Share and cross-pollinate learnings across networks and create varied mechanisms for networks to interact and share information.</li> <li>C. Strengthen the province's web of networks by understanding opportunities and gaps, being proactive about addressing them.</li> </ol>

## 2. Shared solutions

**Shared solutions and resources are catalyzed or created that enable strong organizations**

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. The nonprofit sector has access to timely and needed resources and tools that they individually cannot create or that can benefit from collective input.</li> <li>2. Solutions to sector wide issues or gaps are created that strengthen nonprofits and enable them to do their work.</li> </ol>	<ol style="list-style-type: none"> <li>A. Revisit, redevelop online resource centre to meet future needs and connect with knowledge mobilization.</li> <li>B. Develop and/or amplify tools, resources, templates, etc. that meet the sector's priorities and are timely.</li> <li>C. Develop 1-3 shared sector-wide solutions.</li> </ol>

## 3. Collective advocacy

**Organizations are addressing issues collectively**

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. Nonprofits of all sizes have the confidence, skills, and resources needed to engage in collective advocacy.</li> <li>2. Nonprofits are building sustainable collective power that exists beyond single campaigns/issues to advocate on issues that affect them all and/or on specific issues</li> </ol>	<ol style="list-style-type: none"> <li>A. Build collective advocacy capacity.</li> <li>B. Build nonprofit collective power by seeding/catalyzing/being the container for transformational relationships (deeper mutually beneficial alliances where there is alignment, trust, and purpose) on cross-cutting public policy issues translate wins and losses towards</li> </ol>

<p>impacting some.</p> <p>3. Non-governmental funders play a role in the sector's collective advocacy efforts.</p>	<p>more progress.</p> <p>C. Increase funder awareness of their role in collective advocacy and role as sector champions.</p>
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#### 4. Nonprofit driven public policy

**Public policy reflects the needs and aspirations of the nonprofit sector**

**Nonprofit sector has an enabling public policy environment to continue playing an essential role in building thriving communities**

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. ONN is an important stakeholder for and considered a trusted intermediary by the provincial government.</li> <li>2. Elected officials and public servants champion the nonprofit sector.</li> <li>3. ONN's policy priorities are part of governments' policy agendas.</li> </ol>	<ol style="list-style-type: none"> <li>A. Develop a policy agenda with a framework and focus areas that align with the broader strategic plan, and reflect the sector's priorities to guide ONN's public policy and advocacy work.</li> <li>B. Actively advocate by influencing policy and government/other decision-makers with proactive and reactive strategies.</li> <li>C. Use government relations as a tactic to advance policy files where ONN and the government align.</li> <li>D. Use various network engagement activities to inform all public policy and advocacy work.</li> <li>E. Engage in thought leadership on new and emerging issues/trends impacting the sector.</li> <li>F. Convene to build coalitions and networks as well as advance collective advocacy across various</li> </ol>

	<p>allies/partners/stakeholders on ONN policy priorities to further a common goal.</p> <p>G. Continuously prepare for elections at all levels of government and support the sector to ensure a nonprofit friendly government is elected.</p>
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## 5. Public champions

**Ontarians care about the nonprofit sector and are championing solutions that benefit the sector**

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. Increased public awareness of ONN policy files which we think depend on greater public support to be advanced.</li> <li>2. Roster of individuals focused on championing ONN's work and the vital work of the sector.</li> </ol>	<ol style="list-style-type: none"> <li>A. Create resources for nonprofit champions for a public audience.</li> <li>B. Create a formal model for ONN champions and identify ONN champions.</li> <li>C. Develop a comms plans and resources for vital policy files and initiatives to be used by public champions and staff.</li> </ol>

## Strategic initiatives

### 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. Contributes to intended impact #1 and #3

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. ONN has an accurate and updated map of the current nonprofit network in Ontario.</li> <li>2. Analysis of strengths and gaps/opportunities in the network to inform network engagement priorities.</li> <li>3. Strategic network engagement to support ONN's election goals and nonprofit difference campaign.</li> </ol>	<ol style="list-style-type: none"> <li>A. Implement accessible and easily navigable mapping software to help ONN keep on track.</li> <li>B. Conduct regular cross-team check-ins to continually assess gaps/opportunities.</li> <li>C. Integrate mapping with strategies outlined in the "Connected networks" intended impact (positive feedback loop).</li> </ol>

### 2. Activate advocacy

Strengthen nonprofits to be advocates, build/enhance advocacy tools and skills as part of election readiness

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
<ol style="list-style-type: none"> <li>1. Provincial election advocacy is a key priority for Ontario nonprofits in the lead up to the election.</li> </ol>	<ol style="list-style-type: none"> <li>A. Lead thought leadership on the value of the provincial election for nonprofits.</li> <li>B. Build nonprofit capacity to engage in</li> </ol>

<p>2. Nonprofits are engaging in election advocacy in a variety of ways.</p>	<p>election advocacy in digestible ways. C. ONN to be the “election hub/source” for the provincial election for nonprofits.</p>
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### 3. Highlight the nonprofit difference

Determine ONN’s role in public facing communications, develop a strategy, and pilot/test activities

<b>OUTCOMES</b>  What we are working towards What we will achieve	<b>STRATEGIES</b>  How we will get there
<p>1. Public is aware of, and invested in, the value of the nonprofit sector.</p>	<p>A. Create and launch, with the support of a marketing agency, a public awareness campaign that educates the general public on the “nonprofit difference”.</p> <p>B. Conduct public opinion poll(s) to measure public awareness.</p>

### 4. Reimagine leadership

Building on our Reimagining Governance work, explore what are the opportunities to reimagine leadership in the sector

<b>OUTCOMES</b>  What we are working towards What we will achieve	<b>STRATEGIES</b>  How we will get there
<p>1. ONN has a snapshot of the landscape of leadership in the sector/network (e.g. What are</p>	<p>A. Play a network weaving role; find strategic ways to strengthen, amplify, connect the dots.</p> <p>B. Find opportunities to advance,</p>



<p>people talking about? What is already there? Where are the hotspots of opportunity or collective action?).</p> <p>2. Prompt new narratives and relationships with leadership in the sector through thought-leadership and disruptive conversations about leadership.</p>	<p>support, and nurture the movement towards reimagining leadership.</p>
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## 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**

<b>OUTCOMES</b>  <b>What we are working towards</b> <b>What we will achieve</b>	<b>STRATEGIES</b>  <b>How we will get there</b>
<ol style="list-style-type: none"> <li>1. Nonprofits are developing and implementing collective solutions to the sector’s labour force issues.</li> <li>2. The nonprofit sector has sector-to-sector relationships with key players in the broader labour force ecosystem (unions, post-secondary, workforce development boards).</li> </ol>	<ol style="list-style-type: none"> <li>A. Use the sandbox model to unearth collective systemic solutions to sector-wide labour force issues.</li> <li>B. Drive collective systemic solutions coming out of “sandboxes” on.</li> <li>C. Support new and/or growing sector-led HR solutions across regions and subsectors.</li> <li>D. Build strategic, reciprocal partnerships with shared interests, with: (1) Post-secondary institutions, (2) Workforce development boards, and (3) Regional/municipal economic development boards/corporations in Ontario.</li> </ol>

## 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.

<b>OUTCOMES</b> What we are working towards What we will achieve	<b>STRATEGIES</b> How we will get there
1. Identify opportunities that align with ONN's mission and resources. 2. Launch Nonprofit Law Ontario fee-for-service model.	A. Develop criteria for social enterprise opportunities. B. Pilot Nonprofit Law Ontario project.