

Canadian Centre for Nonprofit Digital Resilience

November 2, 2021

Incubated by



nten

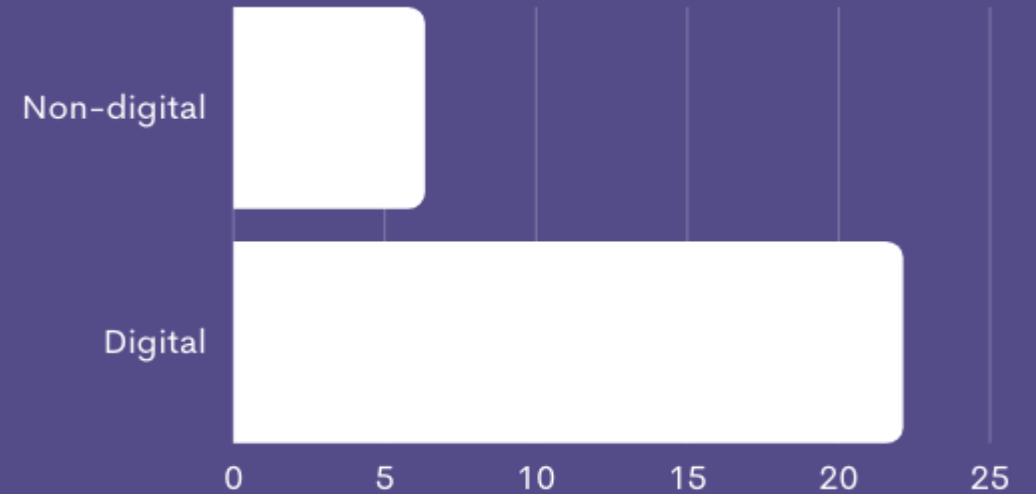


The Need



Our World Is Increasingly Digital

Labour productivity in digital industries is growing 3.5x faster than non-digital ¹



\$4 B

The 2021 federal budget contained funding to help SMEs adopt new digital technologies

1. 2002–2019 data.

The Nonprofit Sector's Business Model is at Risk



“Decline in donations requires decisive action by charities, governments to protect crucial services”

Marina Glogovac, CEO, CanadaHelps
May 21, 2021

Canadians 55+ give twice as much as those 25–54

Benevity makes software to manage corporate giving in competition with United Way

“Calgary startup becomes corporate ‘unicorn’ with deal worth \$1.1B US”

Hannah Kost, Reporter
Dec. 7, 2020

Improved reach
and accessibility

Higher service
quality

More engagement
with donors and
supporters

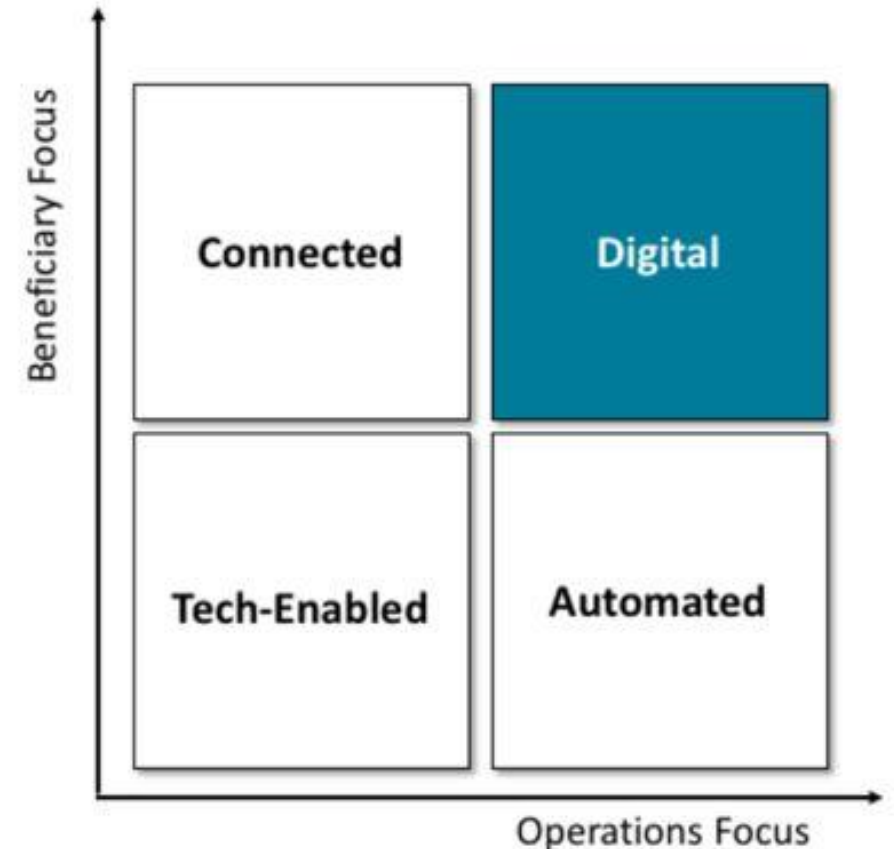
Better outcomes
from better data



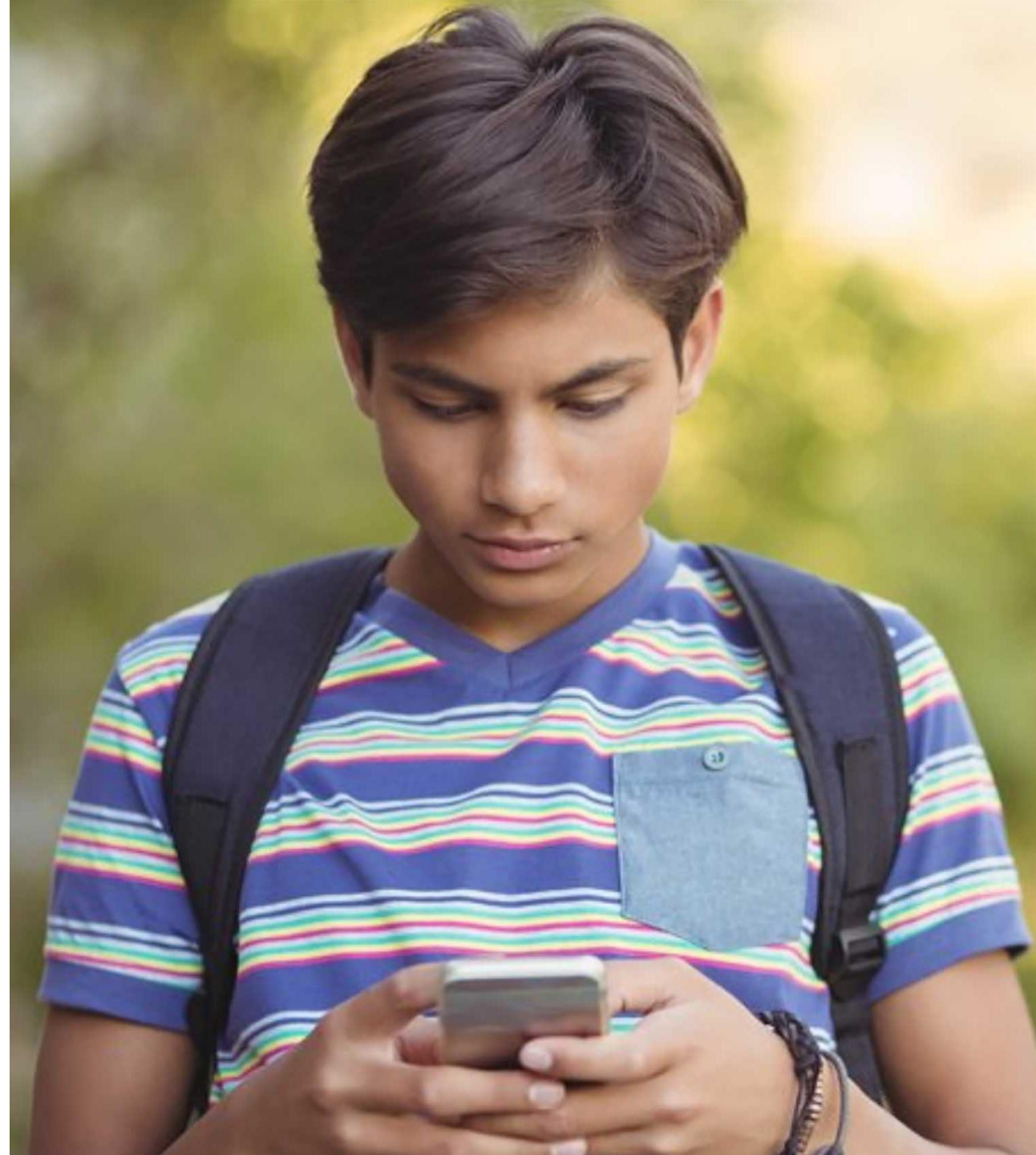
Skillful and effective use of technology with strong digital leadership and capacity can **multiply impact**

What a Digitally Optimized Nonprofit Looks Like

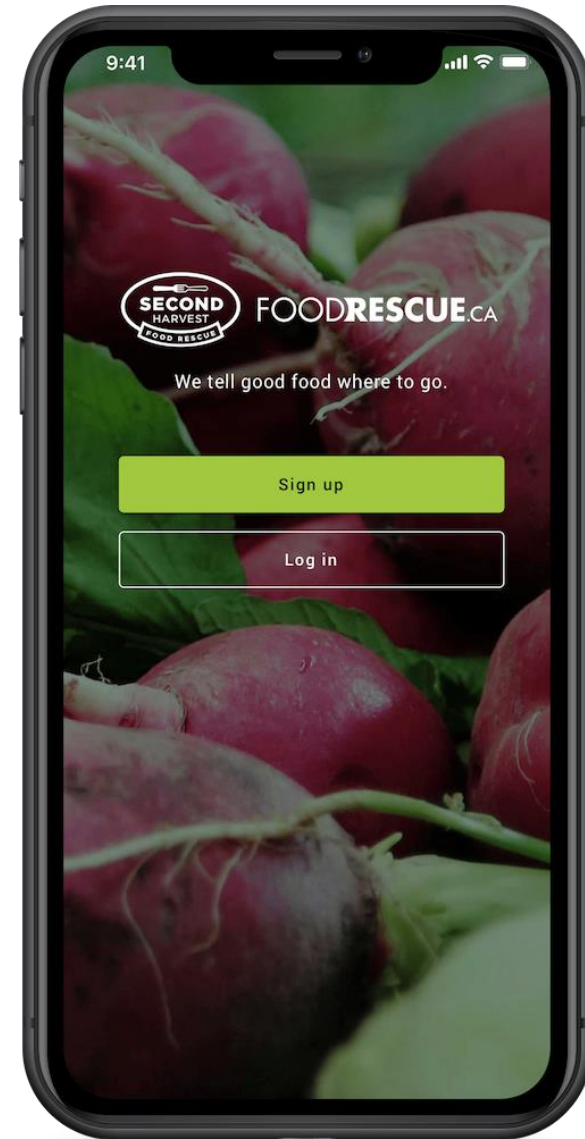
- It is inspired by powerful, readily accessible platform technologies
- It reimagines the relationships between the beneficiary and the nonprofit, placing the beneficiary at the center of the demand for services
- It delivers unique, integrated business capabilities with transparent, open data in order to do good better
- The largest change is a mindset shift: impact can only be realized by working in collaborative systems and innovating collectively as opposed to individually
- It seeks to build platforms for others to use and/or actively seek to find external innovation to accelerate their mission



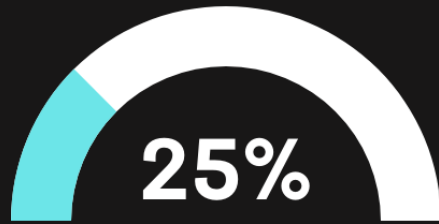
Kids Help Phone uses
artificial intelligence and
machine learning to triage
users by the severity of
their need



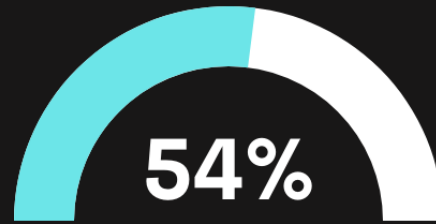
Second Harvest created an app enabling businesses to donate surplus food and agencies to claim donations they need **on the go**



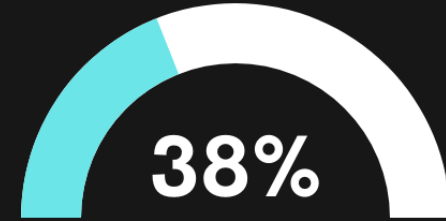
Nonprofits Are Not Adopting Digital Tech at Pace or Scale



Only a quarter of non-profits rate their knowledge of **general office software** as “very good”



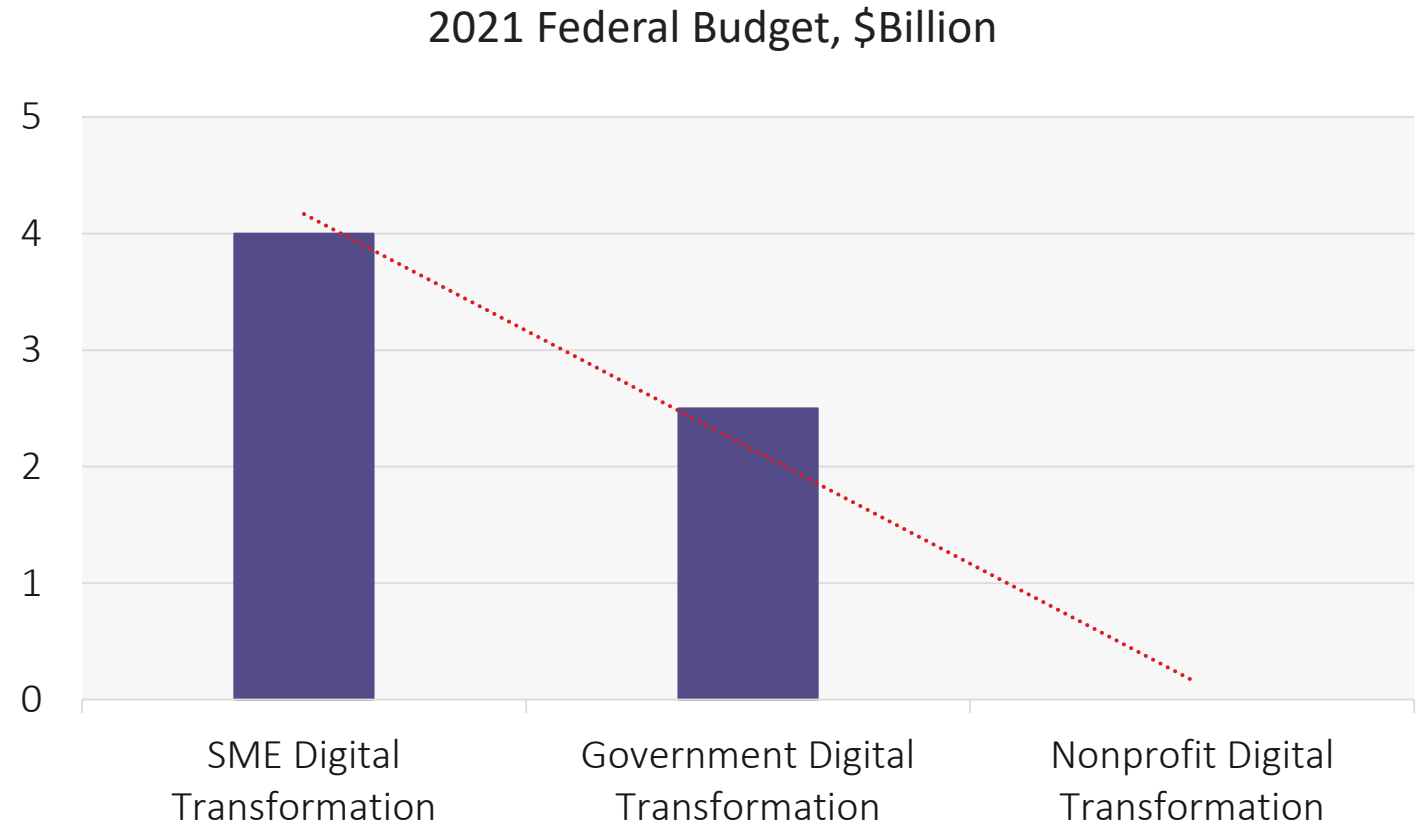
Most do not have **enough funding** to make greater use of software and digital tools



Less than half have already integrated use of computer technology, software, digital tools, and software empowered processes

Investment in Nonprofit Digital Resilience is Minimal

Governments rely on nonprofits to deliver critical social services, yet have not invested in this sector's digital infrastructure



The Hard Truth

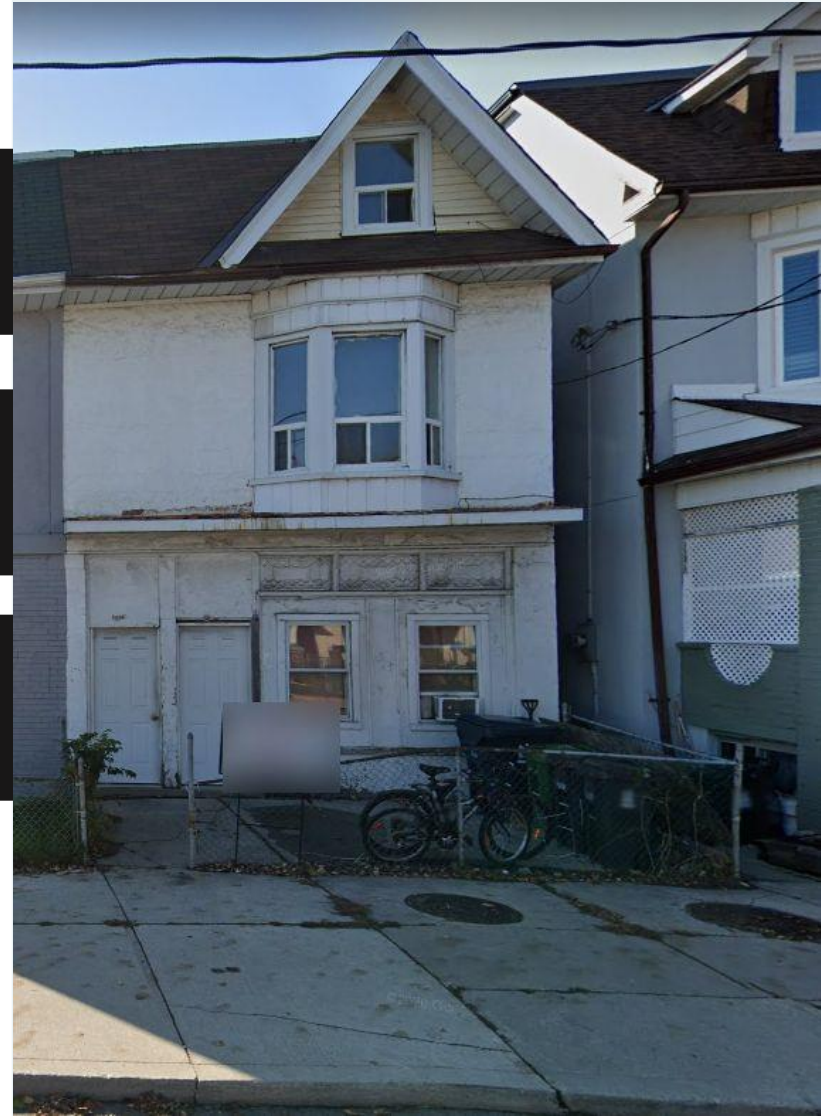
Standing still
means nonprofits
are falling further
behind

- Digital transformation lies well beyond the core competencies of most nonprofits, but they lack the resources to engage experts
- Funding is a significant obstacle, and small organizations lag even further behind
- There is a clear need for sector-wide solutions that address this gap, but there is only limited, uncoordinated support for nonprofit digital transformation in Canada
- These efforts are inadequate to the task at hand
- Without coordination, they will result in duplication and waste

Don't paint a door

when the roof is

falling in



We need a sector approach

...and fast

The Opportunity



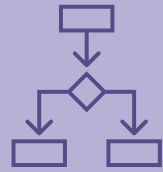
We Can Create a Truly Digitally-Enabled Sector

The COVID-19
Pandemic has
opened a window
of opportunity

- The sector transformed operating, service delivery, and funding models in response to the pandemic
- The crisis radically changed mindsets on technology's strategic importance and role in increasing efficiency, expanding access, improving social outcomes, and strengthening resilience
- Many organizations have made progress in their digital awareness, but these efforts are fragmented and disconnected



Less vendor
lock-in



Software-as-a-
service (SaaS)



No-code /
low-code tools

Technology Is Cheaper and More Accessible

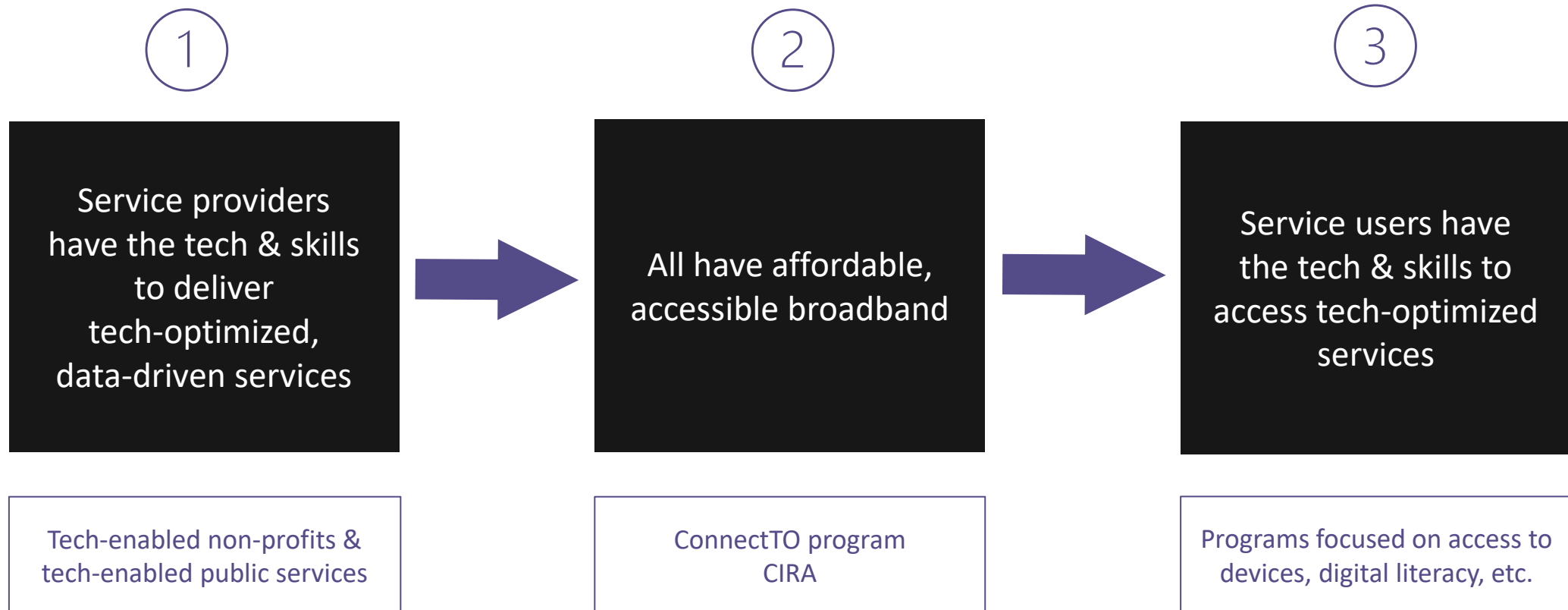


More integration of
applications and data



Cloud

We Can Address the Full Digital Inclusion Value Chain



Centre for Nonprofit Digital Resilience



Mandate

VISION

We envision a fully digitally-enabled nonprofit sector, where the diversity of Canada's nonprofit organizations use data and technology effectively to advance their mission and multiply their impact.

MISSION

The Canadian Centre for Nonprofit Digital Resilience equips Canada's nonprofit sector with the talent, tools, and processes needed to manage disruption and thrive in a digital and data-driven world.

The Centre mobilizes funding, assembles and scales sector infrastructure, stewards networks and communities of practice, and builds sector knowledge and motivation.

Working Principles

HOW WE WORK

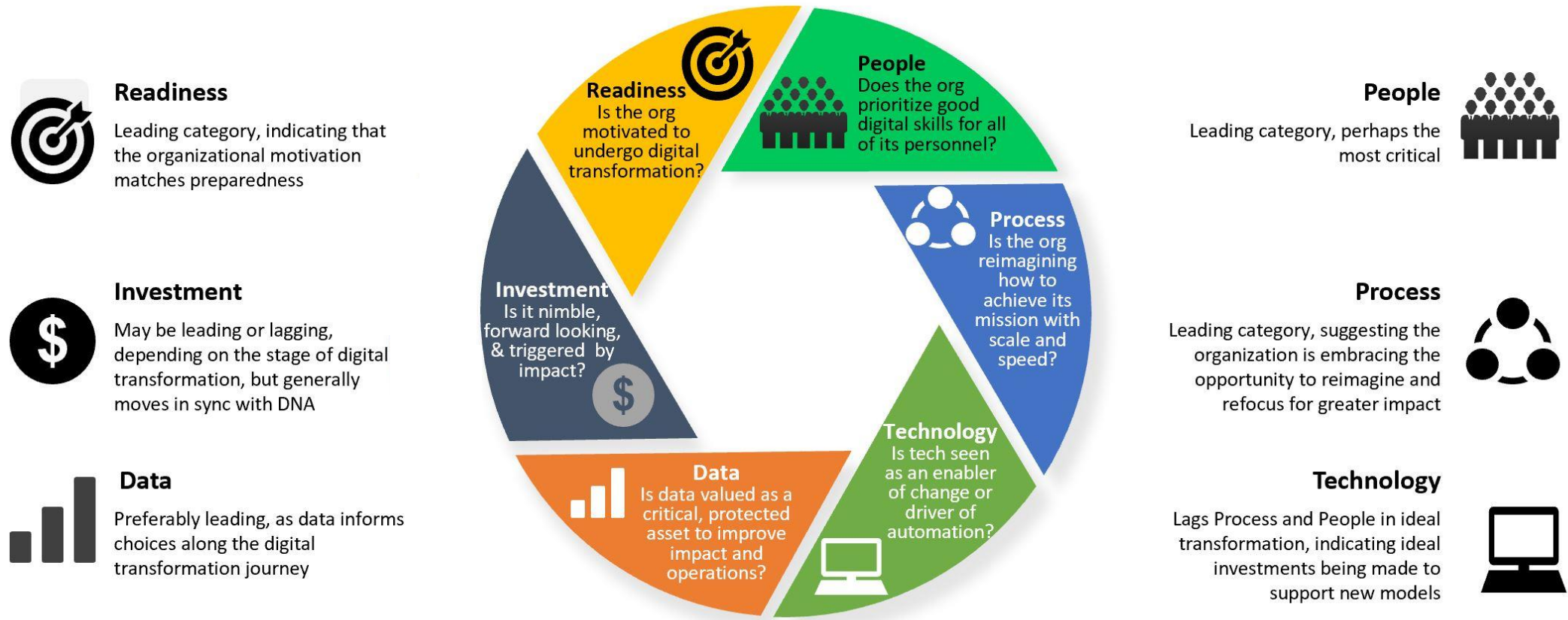
1. Partner within and across sectors
2. Foreground mindset shifts and change management
3. Adapt, scale, and increase equitable access to existing supports
4. Keep it simple, agile and light-touch
5. Remain accountable to the community

HOW WE APPROACH TECHNOLOGY

1. Engage with technology as a means to an end
2. Promote tech equity ¹
3. Remain vendor and technology agnostic
4. Ensure strong digital and data ethics, including promoting Indigenous data sovereignty
5. Ensure reusability and shareability of the products of technology investment
6. Make security, privacy, and accessibility mandatory considerations in tech development and implementation

1. See NTEN's excellent [Equity Guide for Nonprofit Technology](#)

Enablers of Digital Transformation: Organizational



Enablers of Digital Transformation: Sectoral

Build Motivation

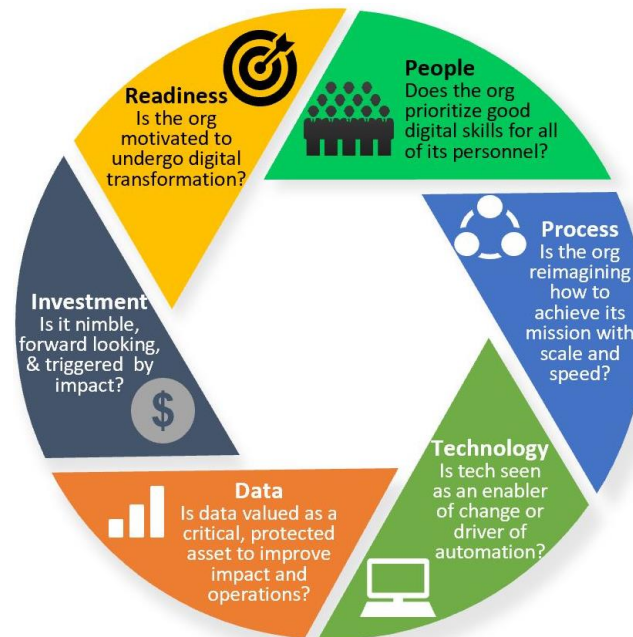
- Research, knowledge mobilization
- Thought leadership
- Digital assessment tools
- Prototypes, proofs of concept
- Convenings
- Awards

Mobilize Investment

- Public policy advocacy
- Donor/funder communities of practice
- Donor standards, accreditation
- Pooled investment models

Improve Sector Data Practices

- Common data standards, models
- Data platforms, exchanges, trusts, collaboratives etc.
- Standards for responsible data governance and practices



Cultivate Digital Skills, Leadership & Culture

- Training courses, platforms
- Communities of practice
- Nonprofit tech career navigation
- Fellowships, internships, mentorship
- Talent and board matching
- Standards, accreditation

Demonstrate Effective Processes

- Digital strategy development tools
- Roadmaps

Foster Better Use of Technology

- Shared platforms, infrastructure
- Managed services
- Vendor selection/management tools
- Subsector-based cohort investments
- Roadmaps, toolkits, navigation
- Standards, accreditation

We also need a way to resource, streamline, and help organizations navigate these sector level interventions

We don't just need roads, sewers, and hospitals. **We need a city planner.**

Canadian Centre for Nonprofit Digital Resilience: Sector-Building Activities



Mobilize and deploy funding from government and donors

READINESS

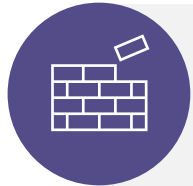
INVESTMENT

DATA

PEOPLE

PROCESS

TECHNOLOGY



Assemble and scale sector infrastructure, including standards, tools, and platforms

READINESS

INVESTMENT

DATA

PEOPLE

PROCESS

TECHNOLOGY



Steward networks and communities of practice (executives, boards, staff, funders)

READINESS

INVESTMENT

DATA

PEOPLE

PROCESS

TECHNOLOGY



Increase sector knowledge and motivation

READINESS

INVESTMENT

DATA

PEOPLE

PROCESS

TECHNOLOGY

Canadian Centre for Nonprofit Digital Resilience: Supporting Those Who Need It Most



About the Founders



The CIO Strategy Council is Canada’s national forum that brings together the country’s most forward-thinking chief information officers and executive technology leaders to collectively mobilize on common digital priorities. Cutting across major sectors of the Canadian economy – public, private, and not for profit – the Council harnesses the collective expertise and action of Canada’s CIOs to accelerate Canada’s digital transformation. The CIO Strategy Council is accredited by the Standards Council of Canada and develops standards that support the data-driven economy. ciostrategyCouncil.com



Nten is a US-based 501(c)(3) that supports organizations around the world by convening the nonprofit community, offering professional credentials and training, and facilitating community skill and resource sharing.



The Tamarack Institute develops and supports collaborative strategies that engage citizens and institutions to solve major community issues across Canada and beyond. Our belief is that when we are effective in strengthening community capacity to engage citizens, lead collaboratively, deepen community and end poverty, our work contributes to the building of peace and a more equitable society. tamarackcommunity.ca

Development Process



+ Individual discussions with **55 organizations** from April to present

Thank You

The following sector organizations fed into the development of this concept:

Big Brothers Big Sisters
Canada/MENTOR Canada (National)

Calgary Homeless Foundation (Calgary)

CcedNet (National)

Community Foundations of Canada
(National)

The Common Approach to Impact
Measurement

Cups Calgary (Calgary)

Furniture Bank (Ontario)

Futurpreneur (National)

Idspire (National)

Imagine Canada (National)

Immigrant Services Calgary (Calgary)

Kids Help Phone (National)

Missing Children Society of Canada
(National)

NetHope (Global)

NTEN (North America)

Ontario 211 (Ontario)

Ontario Nonprofit Network (Ontario)

Ontario Trillium Foundation (Ontario)

Pathways to Education (National)

Rideau Hall Foundation (National)

Right to Play (Global)

Second Harvest (National)

SHAD Canada (National)

Skills for Change (Ontario)

Social Innovation Canada (National)

Sonor Foundation (National)

Technology Association of
Grantmakers (North America)

TechSoup Canada (National)

TechSoup Global (Global)

United Way Centraide Canada
(National)

West Neighbourhood House (Toronto)

WoodGreen (Toronto)

Youthful Cities (National)

Companies and individuals:

Ajah

Avanade

Fundmetric

Future of Good

IBM

Okta

Technology Helps

Aine McGlynn

Helen Knight

Brock Warner