Canadian Centre for Nonprofit Digital Resilience

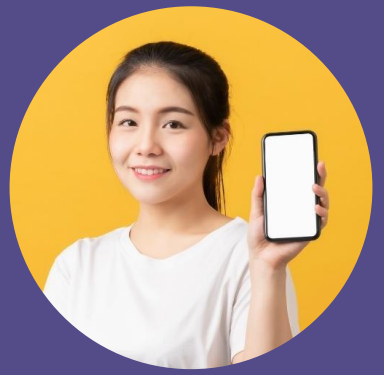
November 19, 2021

Incubated by

The Need

Our World Is Increasingly Digital

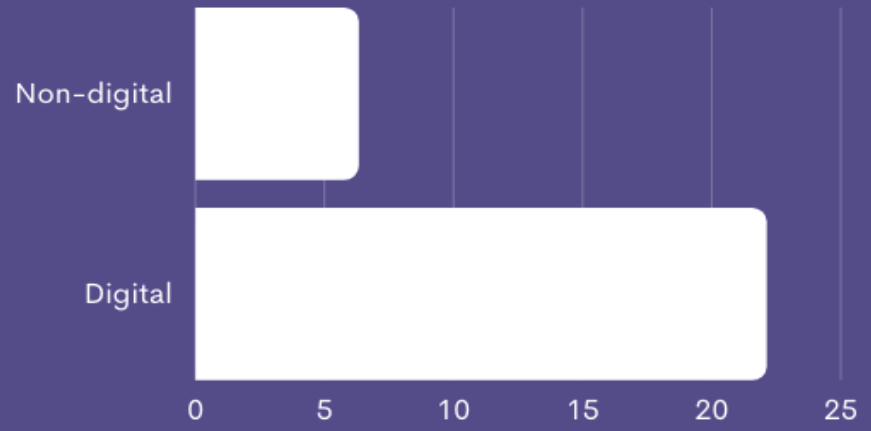
Most Canadians now have a mobile data plan [1]



48% 2016

82% 2019

Labour productivity in digital industries is growing 3.5x faster than non-digital [2]



1. CRTC data
2. 2002–2019 data

Improved reach and accessibility

Higher service quality

More engagement with donors and supporters

Better outcomes from better data

In nonprofits, skillful use of technology combined with strong digital leadership and capacity can **multiply impact**

Keeping Pace Is a Challenge for Nonprofits

CBC

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

Marina Glogovac, CEO, CanadaHelps
May 21, 2021

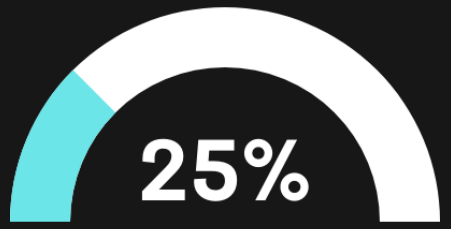
Canadians 55+ give twice as much as those 25–54

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

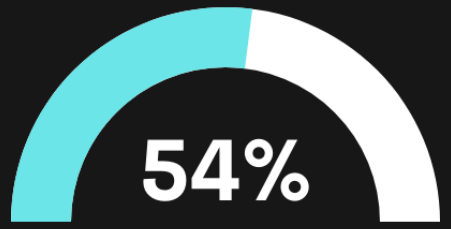
"Calgary startup becomes corporate 'unicorn' with deal worth $1.1B US"

Hannah Kost, Reporter
Dec. 7, 2020

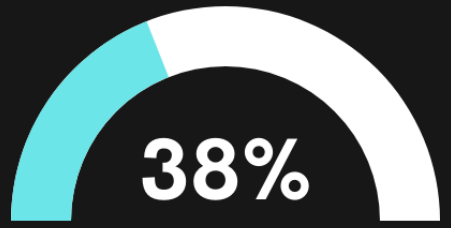
Nonprofits Are Not Adopting Digital Tech at Pace or Scale



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

CanadaHelps Digital Skills Survey, 2021

We Need to Futureproof the Nonprofit Workforce

Digital adoption across all sectors is driving substantial transformation of global labour markets. Workers of the future will need vastly different skillsets.

The nonprofit sector is not immune to these disruptions. Now is the time to future-proof our nonprofit labour force.

By 2030….

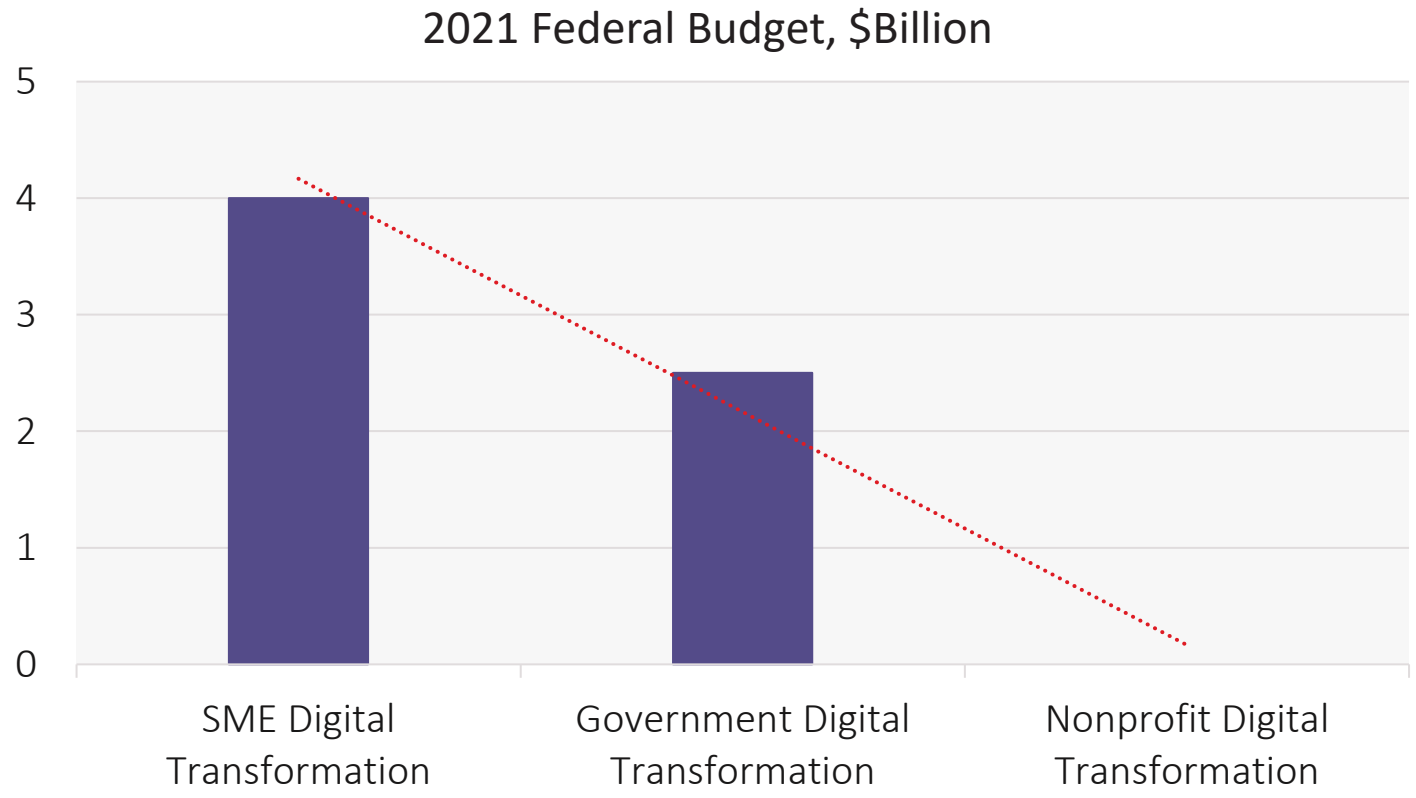
90% of jobs will require digital skills

50% of jobs will be changed by automation

5% of jobs will be eliminated

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



> Digital development in Canada is underfunded, piecemeal, ad hoc and unorganized despite stakeholders sharing many of the same goals
>
> CIRA, *Unconnected* Report

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 technology consultants
- 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

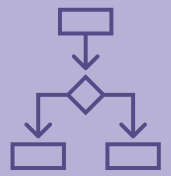
We need a sector approach

…and fast

The Opportunity: A Digitally Enabled Sector

The COVID-19 pandemic has opened a window of opportunity.

It has radically changed mindsets on technology's strategic importance and power to increase efficiency, expand access, improve social outcomes, and strengthen resilience.



Software-as-a-service (SaaS)

Less vendor lock-in

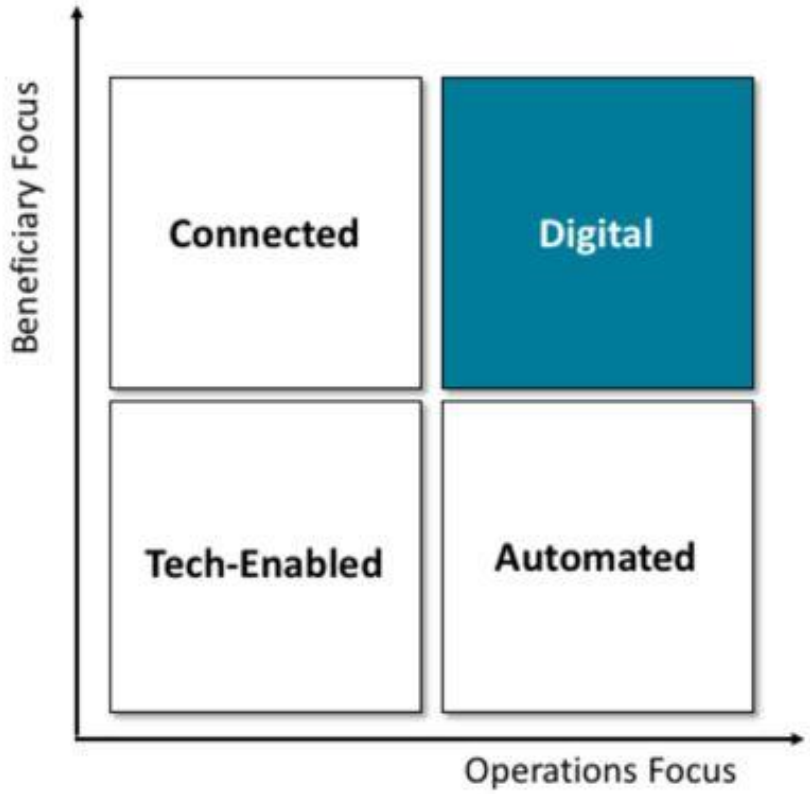
Technology Is Cheaper and More Accessible

No-code / low-code tools

More integration of applications and data

Cloud

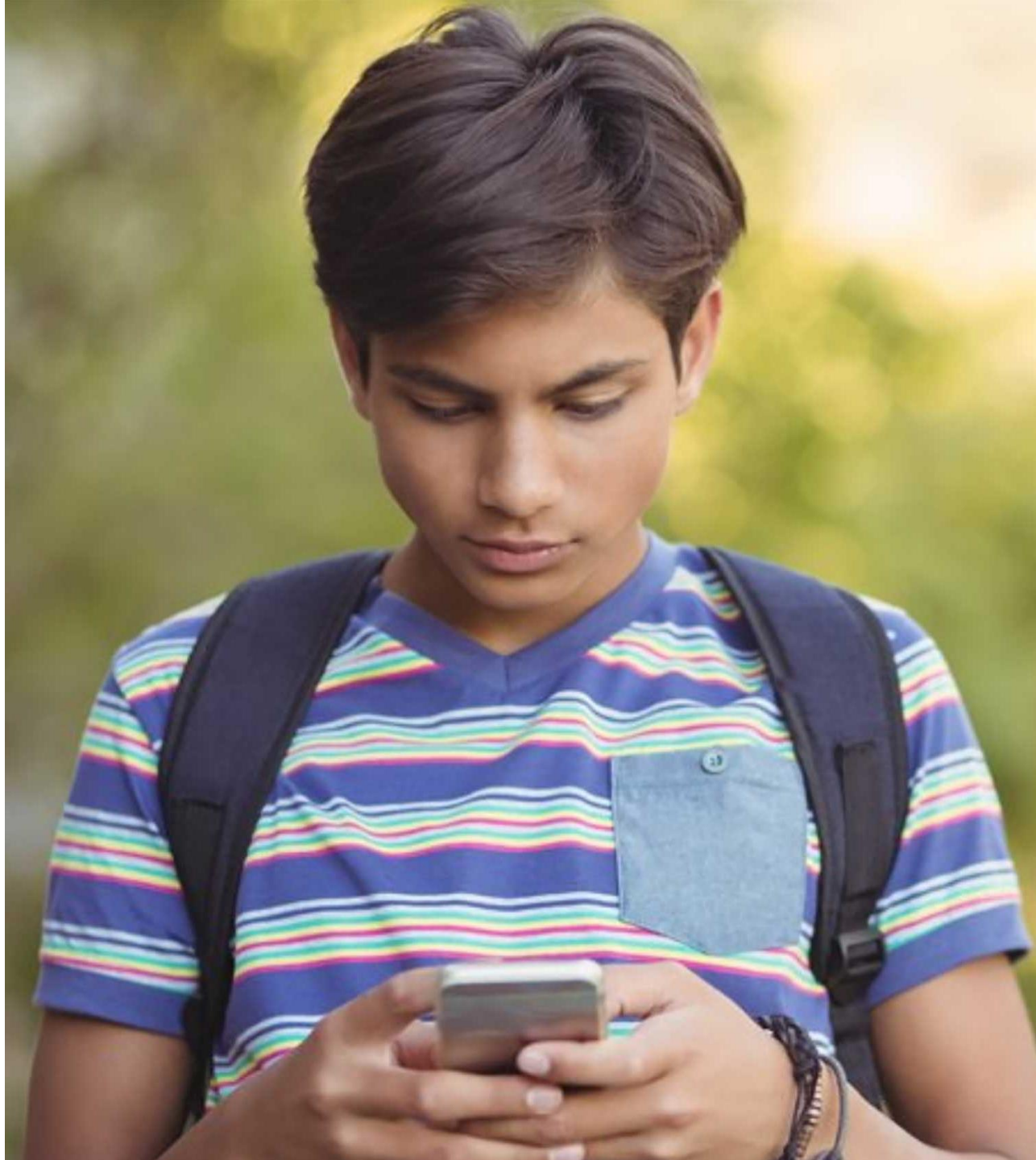
What a Digitally Optimized Nonprofit Looks Like



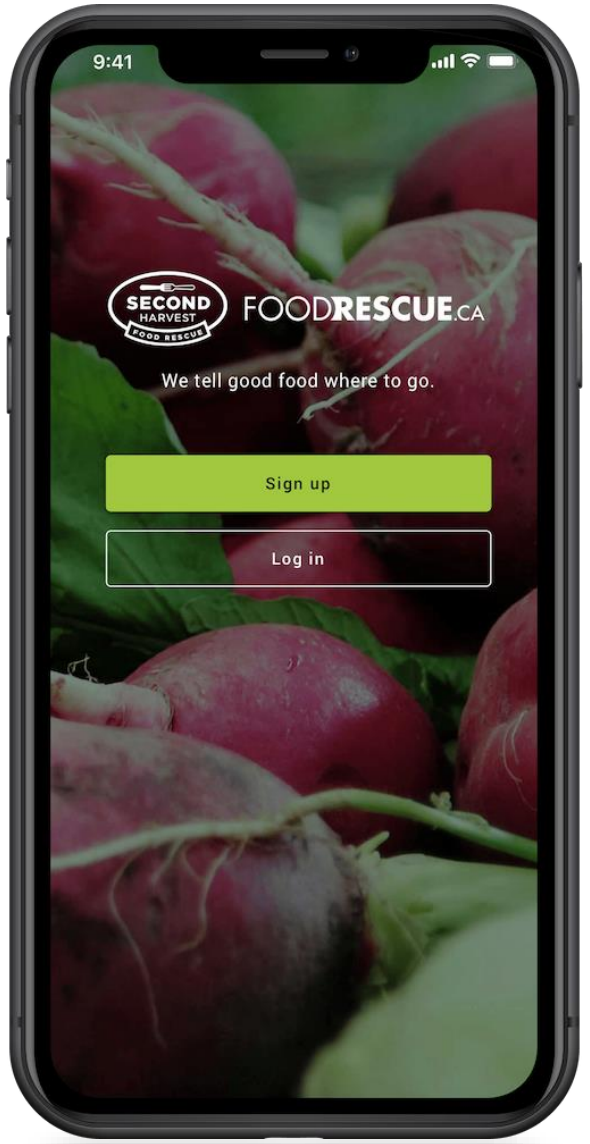
- It is inspired by powerful, readily accessible platform technologies
- It reimagines the relationships between the beneficiary and the nonprofit, placing the beneficiary at the center of the demand for services
- It delivers unique, integrated business capabilities with transparent, open data in order 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 its mission

Source: NetHope's Centre for the Digital Nonprofit

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**



Momentum is Building

2020

- Technovate, a consortium of funders and corporations, comes together to address the growing digital divide in the nonprofit sector in Canada. It undertakes extensive consultations and devises a strategy focused on skills, connectivity, tools, and infrastructure.
- CanadaHelps publishes *Are Canada's Charities Ready for Digital Transformation?* Report
- CIRA publishes the *Unconnected* Report

2021

- Future of Good hosts the "Dismantling Digital Barriers" Summit

2022

- Goodcasting will host the "Automate. Integrate. Elevate. Digital Transformation and Accounting Automation" Summit and Trade Show

Canadian Centre for Nonprofit Digital Resilience

We're for a **digitally-enabled nonprofit sector,** where Canada's nonprofits **use data and tech** to advance their mission and multiply their impact

Canadian Centre for Nonprofit Digital Resilience: A Cross-Sector Collaboration

Founders	CIO Strategy Council, NTEN, Tamarack Institute, others (TBC)
Advisors	Individuals representing the full diversity of the sector and its supporters
Supporters	Organizations aligned with the mandate, including nonprofits, vendors, and funders

Current supporters include local, national, and global organizations, such as:

- CanadaHelps
- Centraide du Grand Montreal
- Immigrant Services Calgary
- Kids Help Phone
- Ontario 211
- Second Harvest
- Social Innovation Canada
- Technology Helps
- Technology Association of Grantmakers
- United Way Centraide Canada

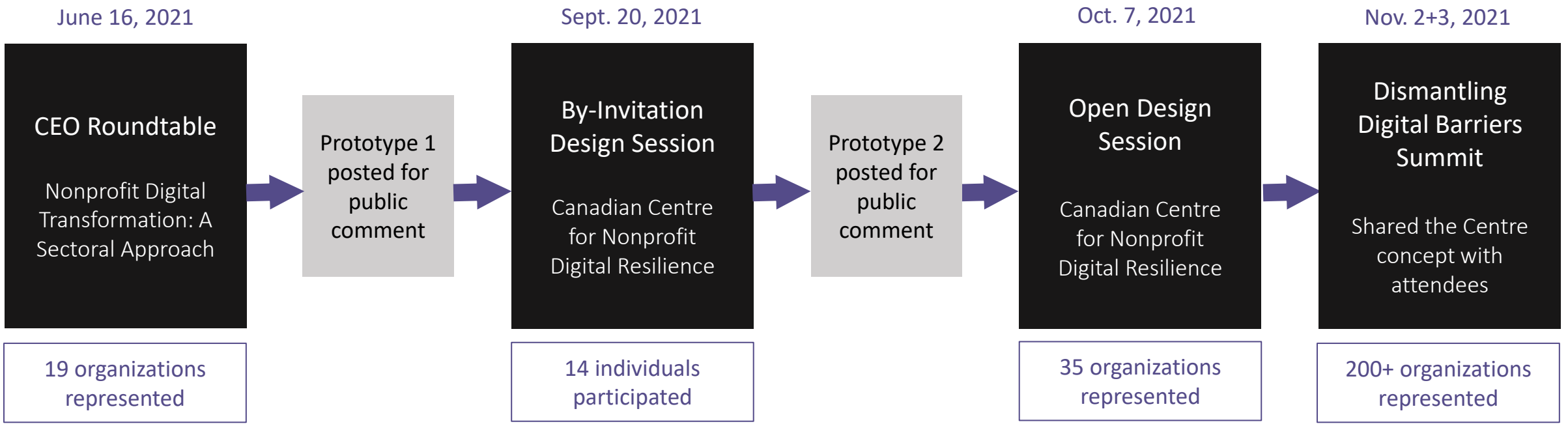
About the Founders

- The leading nonprofit forum for Canada's digital transformation
- **60+ members** comprised of C-suite tech execs in government and corporate Canada
- Develops standards as guardrails for the digital economy

- Committed to a world where nonprofits fulfill their missions through the skillful and racially equitable use of technology
- Offers professional credentials and training
- Brings extensive experience with Canadian nonprofits

- Supports **more than 400 community collaborative tables across Canada** with a focus on ending poverty, deepening community, building youth futures, and addressing climate transition
- Engages a growing global network of **40,000 changemakers**
- A Canadian registered charity

Development Process



\+ Individual discussions with **70+ organizations** from April to present

The Founders have underwritten this development process as a substantial in-kind investment in the Centre

Enablers of Nonprofit Digital Transformation: Organizational

Readiness

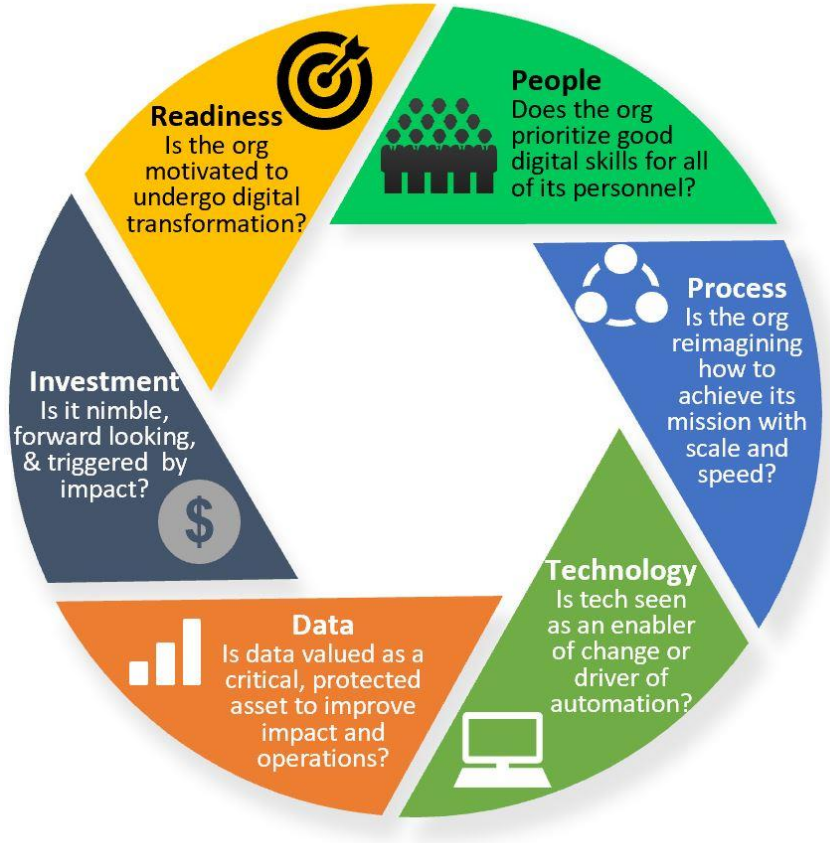
Leading category, indicating that the organizational motivation matches preparedness

Investment

May be leading or lagging, depending on the stage of digital transformation, but generally moves in sync with DNA

Data

Preferably leading, as data informs choices along the digital transformation journey



People

Leading category, perhaps the most critical

Process

Leading category, suggesting the organization is embracing the opportunity to reimagine and refocus for greater impact

Technology

Lags Process and People in ideal transformation, indicating ideal investments being made to support new models

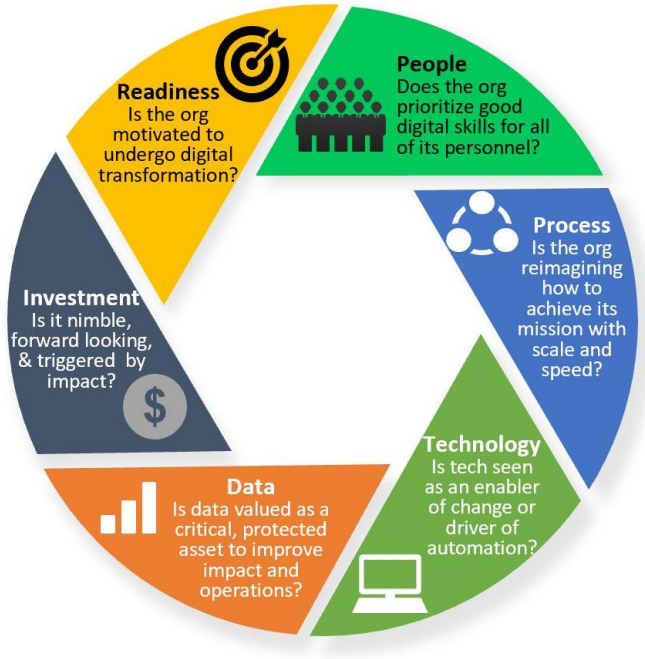
Source: NetHope's Centre for the Digital Nonprofit

Enablers of Nonprofit 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

This schema incorporates insights from TAG, NTEN, NetHope, and Technovate documents

Canadian Centre for Nonprofit Digital Resilience: A Holistic Approach With 9 Focus Areas

1. Research & knowledge mobilization

2. Public policy

3. Grantmaker practices

4. Data standards & infrastructure

5.Board digital literacy & skills

6. Staff and volunteer digital literacy & skills

7. Relationships with vendors

8. Shared platforms, tools & standards

9. Internet access and connectivity

Canadian Centre for Nonprofit Digital Resilience: Activities

In each focus area, we:

Convene diverse individuals from across sectors

Prioritize existing or new initiatives that will move the needle

Mobilize people and funding to accelerate priority initiatives

We leverage:

- ✓ Bench strength of founders and advisors
- ✓ Proven methodologies for collective action
- ✓ Tech, public policy, and program design expertise
- ✓ Networks of non-profit, for-profit, and government leaders
- ✓ Global perspective

We know this is a big challenge and there is no silver bullet. **But with the right people around the table, we can make this happen.**

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

Tactical Interventions in Development

We are awaiting the outcome of consultations led by the Technovate Consortium to identify the highest priority interventions for the sector. In the interim, we are developing the following initiatives:

Research & Knowledge Mobilization

- Session on nonprofit tech and data standards at the Dismantling Digital Barriers Summit
- Two sessions for the Goodcasting Summit building the case for digital transformation and busting the "tech as overhead" myth
- Canada-focused sessions at NTEN's annual conference (proposed)
- Series of articles for *The Philanthropist*
- Nonprofit Digital Resilience award concept

Grantmaker Practices

- A "technology review team" to help grantmakers assess technology-focused funding proposals

Shared Platforms, Tools & Standards

- Standards proposals for "Data Governance: Responsible and Privacy-Preserving Collection and Use of Donor Data" and "Baseline Cybersecurity Requirements for Nonprofits"
- Strategic foresight exercise on the sector's future digital transformation
- Ecosystem map

Next Steps

Nov.

- Finalize group of Founders
- Targeted invitations to individual advisors and organizational supporters (with a focus on diverse representation)
- Centre's website and CRM integration finalized

Dec.

- Soft launch of the Centre
- Public call for advisors and supporters

Jan.

- Public launch of the Centre
- First meetings of priority working groups to accelerate tactical work

Appendix

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. It is a Canadian federally-incorporated nonprofit. **ciostrategycouncil.com**

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

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. It is a Canadian registered charity. **tamarackcommunity.ca**

Canadian Centre for Nonprofit Digital Resilience: Focus Area Illustration

For example: Research and knowledge mobilization to increase sector readiness and motivation

Convene

Working group co-chaired by a Centre Founder and one or more of the following participants:

- **Nonprofits**: CIRA, TechSoup Canada, Imagine Canada, CanadaHelps, United Way Centraide Canada
- **Funders**: Ontario Trillium Foundation, Community Foundations of Canada, Future Skills Centre
- **Government**: ESDC, NRC, StatsCan
- **Research Institutes**: Carleton University, Brookfield Institute, Information and Communications Technology Council, Future of Canada Centre (Deloitte), MIT CISR
- **Platforms**: Future of Good, IT World Canada, The Philanthropist

Prioritize

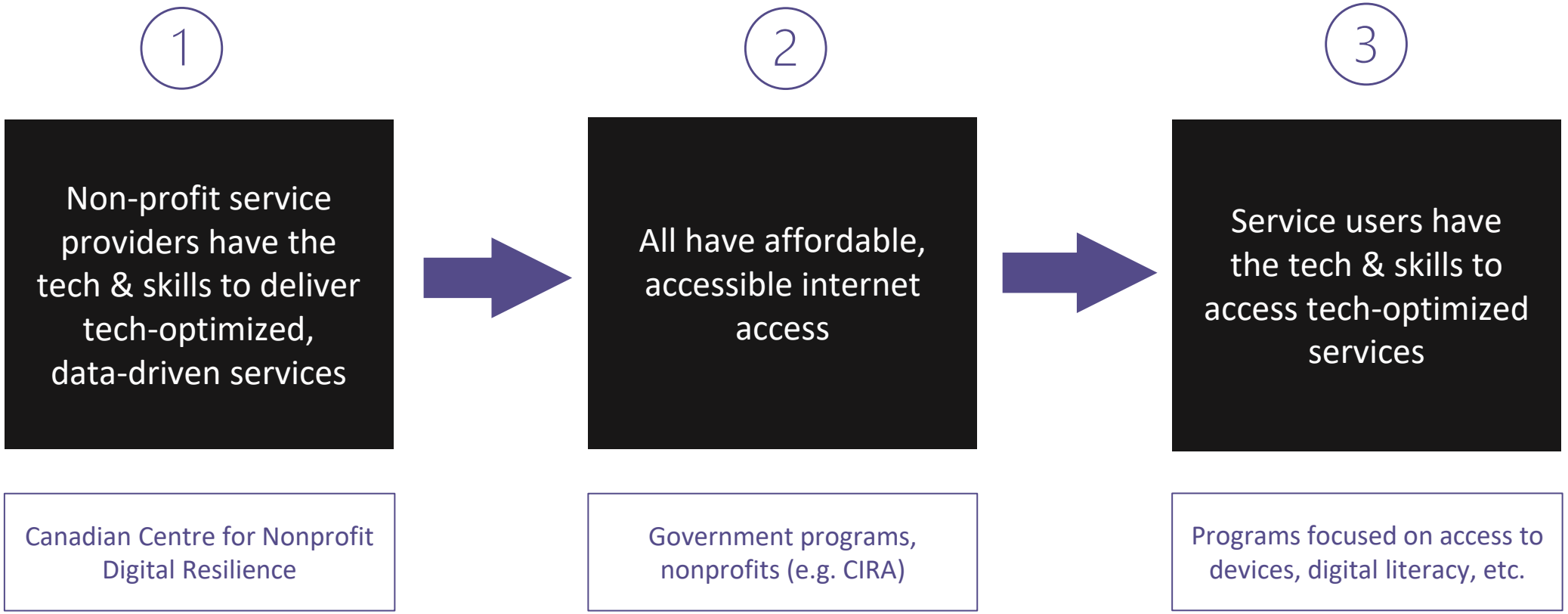
The working group reviews current/potential research initiatives and prioritizes one or more to pursue that will boost sector readiness and motivation. Initiatives already identified in the Technovate strategy and/or or being developed by partners are prioritized.

Mobilize

The Centre mobilizes funding and partners to implement the initiative(s).

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

Where the Centre Fits in the Digital Inclusion Value Chain



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)

Community Sector Council of Newfoundland (Newfoundland)

Community Sector Council of Nova Scotia (Nova Scotia)

The Common Approach to Impact Measurement

Cups Calgary (Calgary)

Furniture Bank (Ontario)

Future Possibilities for Kids (Toronto)

Futurpreneur (National)

Idspire (National)

Imagine Canada (National) mmigrant 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)

Pinnguaq

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:

Avanade

Fundmetric

Future of Good

Okta

Technology Helps

Aine McGlynn

Helen Knight

Brock Warner