



PILLAR
nonprofit network

Communications Manual 2018

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EXECUTIVE SUMMARY

OVERVIEW

Pillar Nonprofit Network's Communications plan describes a new human-centered leadership approach to the organization's external communication and branding strategy. This approach helps us understand how our internal and external communication will create and drive opportunities for an engaged, inclusive and vibrant community.

This document details how we will support the development and implementation of a cohesive and integrated communication strategy through consistent processes, brand clarity and implementation of key messages. The strategy prioritizes the integration of activities that will leverage Pillar Nonprofit Network as the parent brand.

GOAL

To develop and implement an integrated, cohesive communication plan for Pillar Nonprofit Network, aligned with current organizational strategic priorities. This plan is informed by a human centered leadership approach.



Communication Objectives

A) Strengthen the association of Pillar Nonprofit Network with its existing and emerging sub-programs. We acknowledge that these sub-programs simultaneously borrow from Pillar's trusted reputation while strengthening parent brand equity through their own exceptional and reliable performance.

This objective is aligned with the **Be Focused** priority of the Organizational Strategic Plan.

B) Position Pillar as an organization that improves access to resources, information and expert knowledge for positive community impact.

This objective is aligned with the **Be Focused** priority of the Organizational Strategic Plan.

C) Increased conversation and collaboration with individuals, organizations and enterprises that are interested in challenging traditional paradigms related to civic engagement, volunteerism, social inclusion, social responsibility and network mindset.

This objective aligns with the **Be Inclusive** priority of the Organizational Strategic Plan.

D) Increase sales, revenue and investment through our various platforms and programs including but not limited to Events, Professional Development, Membership, Co-tenants, Investors, Impact Consulting and Volunteers .

This objective aligns with the **Be Ready** priority of the Organizational Strategic Plan.




ENVIRONMENTAL ANALYSIS

THINGS TO CONSIDER:

We have used SWOT analysis to understand environmental forces and factors. Explore the possibility of using SOAR Analysis (Strengths, Opportunities, Aspirations and Results) at our next review, given its focus on abundance and strength as a tool.

This analysis was conducted August 2017 with the Communications Cluster Team. Please note that some of the threats and weaknesses opportunities have been actioned, resolved and/or addressed.

SWOT

 SWOT-analysis	
Strengths <ul style="list-style-type: none">• Contacts• Click rates on websites and newsletters – Good• Good internal/external content which includes co-authored literature, impact stories, testimonials• Lots of messages• Quick response time• Strong brands (Pillar / Innovation Works / VERGE)• Media Relations, or tracking, or outputs• Full team understanding value of communication	Weakness <ul style="list-style-type: none">• Lots of messages• Lack of clarity of roles in clusters• Branding and pillar as parent clarity of brands• Between emails being sent out• Many mailings• Lack of clarity between newsletters being sent out• Who's responsible for Pillar social media?• Explore other channels and other tools• Schedule on social media• What are our measurements? What are our goals/ROI?
Opportunities <ul style="list-style-type: none">• Increased Engagement (social media)• Opportunities to reach a new audience• What content are our followers interested in hearing about on social media?• What kind of things do we want to share?• Content beyond promotional• 80/20 rule – Good Enough Push On (GEPO)• Choose mailing list to join• Do more sharing and commenting• Schedule (CoSchedule)• Understanding the funnel and the channels our members use to find us, access our resources, services and products.• Network mindset – encourage our members and clients to rely on each other to help fill some of the information and resource gaps they may be experiencing.	Threats <ul style="list-style-type: none">• Multiple audiences who don't need to know all 'brands'• No overall communication leadership• Clusters only thinking about their own silos• What is our geographical scope• How to ensure we are not promoting competitors PD/Learning opportunities on our social media accounts• Resources and capacity• What are our measurements? What are our goals/ROI?

TARGET AUDIENCES

THINGS TO CONSIDER:

Identifying target audiences helps us understand what tactic or tool we should use and how we will determine its effectiveness. In some instances, we may identify multiple audiences in which case we may need to prioritize to a specific subset. Refer to Decision Making tool for Tactics development.

ACTORS VS STAKEHOLDERS

Actors: Indirectly affected by or affect the work and the communications - may become Stakeholders at some point ie: Nonprofits that are not yet members

Stakeholders: Directly involved in the work.

Identifying Actors and Stakeholders helps us visually display who is in our ecosystem.



ACTOR VS. STAKEHOLDER



Actors: Indirectly affected by or affect the work and the communications. May become Stakeholders at some point i.e. Nonprofits that are not yet members.

Stakeholders: Directly involved in the work.

ACTORS

- Nonprofit Community
- Social Enterprises
- Potential Volunteers
- Government Relations
- Potential Innovation Works co-tenant
- Business Community
- Community
- Media
- Job seekers
- Millennials (18-35)
- Youth

STAKEHOLDERS

Internal Stakeholders:

- Staff
- Board
- Volunteers (DECAs, Advisors, admin support volunteers)

Funders:

- Organizational / government / educational funders
- Donors
- Sustainers
- Community Bond holders
- VERGE Capital Investors

Clients:

- Members (Main Contact; Other employees)
- Social Enterprise clients
- Innovation Works co-tenants
- Consulting clients
- PD attendees

Partners:

- City of London
- Ministry of Economic Development & Growth
- Centre for Social Innovation
- Libro Credit Union
- VERGE Collaborators
- Tech Alliance, Small Business Centre, CLAs, etc.
- Chamber of Commerce
- Educational organizations

Key Vendors:

- RTraction
- ConnectDot
- Peaceworks
- Gotham
- External Consultants (Janet Frood, Chris Moss, Jenn Kirkham, etc.)

Networks:

- Ontario Social Enterprise Roundtable
- Government Task Forces
- Ontario Nonprofit Network
- Entrepreneur Support Network



KEY MESSAGING

BOILERPLATE STATEMENTS

THINGS TO CONSIDER:

These statements are to be used in a variety of contexts, documents and materials for internal and external purposes. They have been tested, validated and are strong enough for repeated use without much alteration. The Vision and Mission statements are reviewed at the end of the strategic planning cycle. Organizational and program descriptions can be reviewed annually or as necessary.



VISION STATEMENT:

An engaged, inclusive, vibrant community.

MISSION STATEMENT:

To strengthen individuals, organizations and enterprises that are invested in positive community impact.



ORGANIZATION DESCRIPTION:

- Pillar Nonprofit Network strengthens individuals, organizations & enterprises invested in positive community impact.
- We believe that a connected network sparks collaboration and a willingness to lean on each other to help build an engaged, inclusive and vibrant community.
- We support more than 610 nonprofits, social enterprises and social innovators by sharing resources, exchanging knowledge and creating meaningful connections across the three pillars of nonprofit, business and government.

WHAT WE OFFER:

- Advocacy and Awareness
- Board Governance
- Impact Consulting
- Learning & Development
- Pillar Community Innovation Awards
- Social Enterprise
- Social Finance - VERGE Capital
- Shared Space - Innovation Works
- Volunteerism & Youth Engagemnet

PROGRAM DESCRIPTIONS

ABOUT SOCIAL ENTERPRISE COACHING

Social enterprises are organizations using business strategies to achieve positive social and environmental impact. Pillar provides access to support and expert knowledge to nonprofit, for-profit and cooperative social enterprises at all stages of business development, from idea to growth.

Our personalized coaching model includes:

- 1-1 Social Enterprise Coaching
- Flourishing Business Model Canvas
- VERGE Capital Loan Financing
- Impact Measurement
- Startup Incubator

LEARNING AND DEVELOPMENT PROGRAM

Pillar Nonprofit Network offers innovative and experiential workshops on a variety of topics around leading nonprofit trends and best practices. Our focus is to build a strong nonprofit community, engaging people in our professional development program to better themselves and their organizations to maintain a high standard of quality.

Topics include:

- Board Governance
- Leadership Development
- Storytelling
- Marketing, Communications
- Social Media

What you gain:

- Leadership Development Learn from engaging and experienced instructors
- An opportunity to network with others in industry
- Lifelong learning and career building skills



PROGRAM DESCRIPTIONS

IMPACT CONSULTING

Impact Consulting by Pillar Nonprofit Network provides cutting edge consulting services designed to amplify the social impact of nonprofit organizations, social enterprises and social purpose businesses.

For over 15 years, Pillar has been strengthening the impact of the nonprofit sector. We connect the three pillars - nonprofit, business and government - to create community impact. We spark innovation. In addition, Pillar operates Innovation Works, a social innovation hub that is home to an extensive network of skilled professionals, industry experts and community leaders who can work with our core team of Impact consultants to design a project team tailored to your needs.

Through a variety of approaches, tools and resources, we strengthen the capacity of individuals and organizations to develop innovative solutions to complex problems, advance their social purpose and generate greater impact

VERGE CAPITAL

VERGE Capital is a social finance program of Pillar Nonprofit Network in collaboration with Libro Credit Union, London Community Foundation, SVX, Sisters of St. Joseph and the Government of Ontario. VERGE Capital operates two social finance loan funds that provide capital to both new and established organizations across Southwestern Ontario.

The VERGE Capital Startup Fund provides loans to local early-stage enterprises with both a solid business case and a strong community impact model.

The VERGE Breakthrough Fund is Southwestern Ontario's first impact investing fund providing growth capital to social and environmental enterprises.



PROGRAM DESCRIPTIONS

MEMBERSHIP PROGRAM

Pillar Nonprofit Network members are nonprofit sector organizations and individuals from across London and the surrounding area, brought together by a common desire to fulfill their missions in our community. Their dedication strengthens the effectiveness of the sector as a whole and positions the nonprofit sector alongside government and businesses in the pursuit of community impact.

Through the membership program, Organization and Individual members find the support they need to grow and improve their organizations and further their professional development. They save on programs and services, heighten visibility and credibility, acquire necessary tools, and make connections within the sector and with business and government. Our website features our members' volunteer positions, events, and job opportunities so that the community can find ways to get involved.

INNOVATION WORKS

Innovation Works by Pillar Nonprofit Network, is a thriving co-working space for social innovators and changemakers located at 201 King Street. It is the only space in London that is intentionally designed to encourage collaboration and meaningful connections between individuals and organizations invested in positive community impact. For more information, please visit www.innovationworkslondon.ca



ELEVATOR PITCHES FOR EACH PROGRAM

ABOUT PILLAR NONPROFIT NETWORK

Pillar Nonprofit Network connects over 610 individuals, organizations and enterprises invested in positive community impact with the resources and information they need to strengthen their impact. Through collaboration and dialogue we bring together the three pillars of nonprofits, businesses and government to help sustain change.

ABOUT INNOVATION WORKS

Innovation Works by Pillar Nonprofit Network, is a thriving co-working space for social innovators and changemakers located at 201 King Street. It is the only space in London that is intentionally designed to encourage collaboration and meaningful connections between individuals and organizations invested in positive community impact. For more information, please visit www.innovationworkslondon.ca

ABOUT SOCIAL ENTERPRISE COACHING

Social enterprises are organizations using business strategies to achieve positive social and environmental impact. Pillar provides access to support and expert knowledge to nonprofit, for-profit and cooperative social enterprises at all stages of business development, from idea to growth. Connect with our London coach or find a coach in your Southwestern Ontario community by contacting secoach@pillarnonprofit.ca.



ELEVATOR PITCHES FOR EACH PROGRAM

ABOUT VERGE CAPITAL

For Investors: VERGE Capital is a Canadian leader in social finance and has created Southwestern Ontario's only impact investing fund. The VERGE Breakthrough Fund is an opportunity for investors to pool their capital and invest in organizations with positive community impact. VERGE Capital & our partner SVX have combined our local social enterprise expertise & strong due diligence process to prove that you can earn a financial and social return on your investment.

For Entrepreneurs: VERGE Capital is a Canadian leader in social finance, operating two loan funds that provide capital to both new and established organizations across Southwestern Ontario. We leverage our growing entrepreneurship ecosystem to wrap around our social entrepreneurs to ensure success, providing coaching, network connections, professional development & ongoing support.

ABOUT IMPACT CONSULTING

Impact Consulting by Pillar Nonprofit Network provides cutting edge consulting services designed to amplify the social impact of nonprofit organizations, social enterprises and social purpose businesses. We help you strengthen your impact in the following areas social innovation, social enterprise, social finance, board governance and diversity training.

About Membership Program (need to revisit language after the Membership Restructure)

Pillar members are committed to increasing their visibility, credibility, capacity and professionalism. The Membership Program provides them with the support they need to grow and improve their organizations, further their professional development, and make connections within the nonprofit sector and with business and government.





ELEVATOR PITCHES FOR EACH PROGRAM

ABOUT LEARNING AND DEVELOPMENT PROGRAM

This program is for nonprofit and social enterprise professionals, volunteers and community leaders who want to grow their capacity through workshops delivered by local, knowledgeable facilitators. We believe that providing opportunities for individuals to learn together and lean on one another will expand their community connections and strengthen their positive community impact.

POSITIONING STATEMENT

(Positioning statements help differentiate us and articulate what is not being addressed by others within the sector- what gap are we filling.)

PILLAR NETWORK:

Pillar Network is uniquely structured to build people connections and facilitate access to resources and expert knowledge for individuals, organizations and enterprises invested in creating positive community impact. We work across all three pillars, non profit, business and government to help sustain that impact.

SOCIAL ENTERPRISE COACHING:

Pillar Nonprofit Network is a centre of excellence in Southwestern Ontario for social enterprise, with over 10 years experience working with social enterprises across the region. Through our expert knowledge, coaching methodology, and connections to an international network of social innovators, we support the growth of the social economy in Southwestern Ontario.

VERGE CAPITAL:

VERGE Capital is a Canadian leader in place-based social finance, creating opportunities for local investors to invest in positive community impact. With over \$40 billion from Southwestern Ontario held in non-local, traditional investment portfolios, VERGE Capital is redirecting that capital to our community's most pressing social and environmental challenges.

The VERGE Breakthrough Fund is one of the first local impact investing funds in Canada, making it possible for investors to leverage their investment portfolio to create community change right in their backyard. The VERGE Breakthrough Fund is the only opportunity in Southwestern Ontario for investors to pool their funds to invest in local community impact.



POSITIONING STATEMENT

INNOVATION WORKS:

Innovation Works is a thriving co-working space located at 201 King Street. It is the only place in London that is intentionally designed to encourage collaboration between social innovators and change makers for positive community impact.

IMPACT CONSULTING:

Impact Consulting by Pillar Nonprofit Network provides cutting edge consulting services designed to amplify the social impact of nonprofit organizations, social enterprises and social purpose businesses. Through a variety of approaches, tools and resources, we strengthen the capacity of individuals and organizations to develop innovative solutions to complex problems, advance their social purpose and generate greater impact

MEMBERSHIP PROGRAM:

Our membership program includes organization and individual members, with annual fees for organizations priced on a sliding scale according to their operating budget. Members can attend workshops and events at a discounted rate, acquire the necessary tools through member-only resources and templates, and stay in the loop with email updates on funding opportunities, special offers and public policy updates.

LEARNING AND DEVELOPMENT:

The Pillar Learning and Development program is an internal self-sustaining social enterprise, created to provide learning opportunities for a small fee, where facilitators volunteer their time to share their expertise within their community. Given our membership and engaged community, we are able to offer high quality workshops on a wide range of topics from fundamental learning to innovative approaches. These learning opportunities expand the capacity of local organizations to do good in our community.



KEY MESSAGING TO DESCRIBE OUR CORE VALUES

LONG FORM:

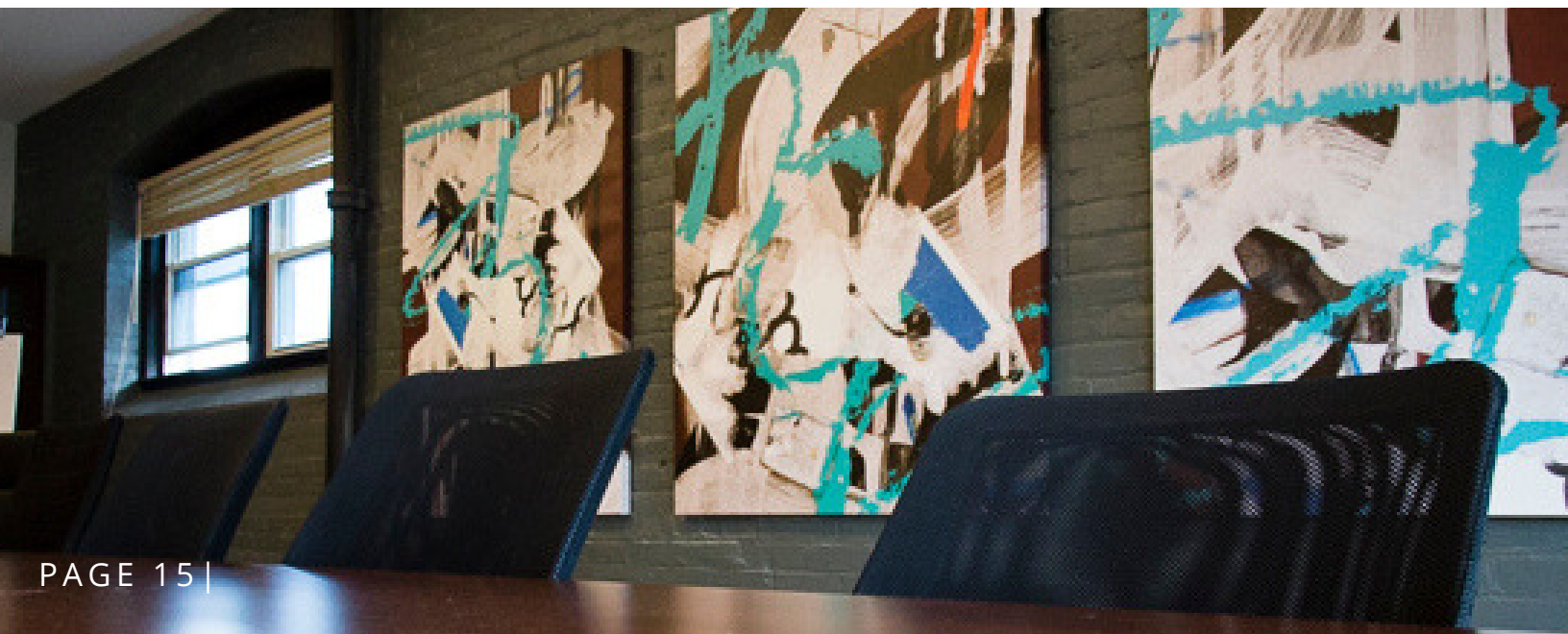
- Increasing awareness of nonprofits and social enterprises as social and economic drivers
- Supporting nonprofits and social enterprises to develop an inclusive workplace
- Facilitating collaboration by connecting nonprofit organizations to each other and business and government
- Finding new ways, programs and services to address our community's most persistent challenges

SHORT FORM:

- We strengthen the impact of individuals, nonprofits and social enterprises by:
- Establishing a network
- Promoting inclusion
- Connecting the 3 pillars
- Stimulating collaborations
- Finding new solutions

"Without a strong, stable and reliable public sector, we cannot be a community. Without an innovative, responsive and vibrant private sector, we cannot be a community. Without a caring, creative and compassionate voluntary sector, we cannot be a community. Without any of these 3 pillars, the community collapses. When these 3 pillars work in collaboration, harmony and mutual respect, the sky will be the limit."

Willy Van Klooster - Founding Board Chair, Pillar Nonprofit Network



SOCIAL MEDIA GUIDELINES

OVERVIEW

(a description of the goals and how guidelines align with strategic priorities).

The overall goal of these guidelines is to ensure all social media platforms are creating and driving opportunities to strengthen individuals, organizations and enterprises that are invested in positive community impact.

Looking to leverage the Pillar Nonprofit Network brand to increase exposure and engagement of sub-brands, by strengthening the association between all three; Pillar Nonprofit Network, Innovation Works and VERGE Capital.

Be Ready – Industry standards are emphasized on online platforms allowing programs to be on the same page

Be Focused – Social media is most efficient way to distinguish three separate brands

Be Inclusive – Explore how each platform can be maximized for diverse storytelling



BEST PRACTICES ACROSS PLATFORMS

(Use these guidelines to help inform your content development strategy and approach.)

- Use Customer Journey Map as a benchmark for target audience. Focus on a specific target per campaign and strategic cycle for better outcomes.
- Maintain consistent appearance across each brand.
- Use same profile photos across all platforms for each brand. AKA Innovation Works Twitter, Facebook and Instagram should have same profile pictures. This increases brand recognition. Profile pictures must be high quality and resolution
- Captions should be, if possible, short and concise. Consider what emotional connection you want to achieve.
- Make sure majority of posts during week are not selling. Maintain a balance of promotional vs mission messaging.
- Use of videos which contain both sound and captions generate higher engagement
- Build online relationship with similar organizations and tag when appropriate
- All brands should allocate one individual to overlook Social media postings. They are not Accountable for posting but consulted or informed as necessary
- Set aside time in work schedule, weekly or daily, to actively engage with audience (respond to comments, share affiliated organizations posts etc)
- If scheduling posts automatically, constantly monitor content being released and consider what is happening in the world. Be sensitive to worldwide tragedies and avoid automatic postings during these times.
- Depending on capacity, monthly audits should be carried out



BEST PRACTICES ACROSS PLATFORMS

IDENTIFY KEY PROGRESS INDICATORS

Awareness → Impressions, views, reach

Growth → Followers, Likes, Subscribers

Engagement → Reactions, Clicks, Comments, Shares

Conversions → Event registration, Financial contributions, recruitment

Can compare numbers to; Industry average, Previous Performance, Competition

Be aware that audit results will not constantly have a positive trajectory

BRAND AWARENESS CALCULATIONS:

- *Amplification Rate* → $(\text{Total Number of shares} \div \text{Total Number of followers}) \times 100$
- *Click Through Rate* → $(\text{Total Number of link Clicks} \div \text{Total number of people reached}) \times 100$
- *Conversion Rate* → $(\text{Social Media Conversions} \div \text{Total sessions from social media}) \times 100$

- Social Media conversions set up through Google Analytics

COMMON HASHTAGS – USED AS A SEARCH TOOL:

#ldnont – Will consistently engage local community

#pillarNN

#LondonCAN

BEST PRACTICES ACROSS ALL BRANDS

COLOUR

- Pull images that match brand colour palettes and keep consistent

HASHTAGS

Facebook

- Experiment with one or two hashtags to better understand what audience prefers.

Instagram – build community

- 11+ hashtags but add non-frequent hashtags in comments, or dot separation

Use of hashtags is best way to grow a fast following

How to strategically hashtag:

- Open your notepad on your phone
- Type out five periods, each on a separate line
- On the sixth line, type out all the hashtags for your photo
- Copy all this text
- Paste this text into a comment on your photo and post
- Refresh the photo

Twitter – To categorize

- 3 hashtag limit



BEST PRACTICES ACROSS ALL BRANDS

FACEBOOK

- Turn on similar page suggestions if not already activated
- Important posts of the week/month should be pinned to top (an important week to recognize)
- More photos than links
- 40 characters in post usually results in 86% more engagement
- Posting Times: 3pm on Wednesday. Other good times include 12–1pm on Saturdays and Sundays, and 1–4pm on Thursdays and Fridays. → Not as important with algorithm updates
- Algorithm updates make it harder to reach people. Value added content will be only non-paid traffic generator



BEST PRACTICES ACROSS ALL BRANDS:

TWITTER

- Tweets with less than 100 characters have 17% higher engagement
- Between noon and 1 pm is usually best times to post. Also, during commute hours
- Easily retweetable content is
- Tweet and retweet 2-8 times per day. Experiment and monitor the number that is most effective for each brand. Find optimal tweet-retweet rate
- Tweets with links have 86% higher retweet rate
- Ideal image size: 525 × 262 pixels
- Use twitter analytics to evaluate successful tactics



BEST PRACTICES ACROSS ALL BRANDS:

INSTAGRAM -

Upon set up: Make profile a "Business Profile"

- Captions need to be short and concise
- If event posting, just important information
- Monday & Thursday 8:00 – 9:00 → Not as important with algorithm updates
- Videos usually good after 9 pm. But emphasis on no sound and captions
- Live event posting should be limited to Highlights section
- Links in bio should be updated appropriately → Consider using bit.ly to help analyze tracking
- Browse your likes → Tracks interactions
- Monitor what followers are engaging with and adapt content strategy accordingly
- "Photos of you" setting should be "Add Manually"
- If universal filter is agreed upon, reorder to make it come first





SOCIAL MEDIA GUIDELINES



HASHTAGS

#LondonCAN
#socin
#socent
#impinv
#socfin
#socialinnovation
#SocEntSWO
#sroi
#SocInn
#svc

CONTENT

- Quotes from social finance leaders
- Blogs/videos on social enterprises & investors
- Stories from social enterprises in our funds
- Stories from VERGE collaborators
- Social finance news
- Social finance events in Southwestern ON

VISUALS

- Bright, geometric designs
- Quotes on branded colour filter
- Diamonds and squares
- Bursts & lines

KEY MESSAGES

- Shift to the Middle
- Leading social finance innovation in Canada
- Local Investment for Local Impact

COLOURS

#87c550

#feb4f

#12b7c0

#d3436b

VOICE

CHARACTER/PERSONA:

- Professional
& inspiring



AUDIENCES:

Professional Investors
Affordable Housing
Social Entrepreneurs
Nonprofits



LANGUAGE:

- Savvy & technical
- Local Connection

PURPOSE:

- Educate & Inform

- Raise Awareness of Social Finance & Social Enterprise

- Storytelling

- Building a movement



FONTS

HEADERS: NORWESTER

Content: Muli



SOCIAL MEDIA GUIDELINES

HASHTAGS

- #socialchange
- #nonprofit
- #changemakers
- #socialinnovation
- #socialimpact
- #socialfinance
- #socialenterprise
- #ldnont

KEY MESSAGES

- Strengthen individuals, organizations and enterprises invested in positive community impact
- Solving community challenges together
- Connection

COLOUR



- hex: E28E2C



- hex: 006687



- hex: 9DA32C

VOICE

CHARACTER/PERSONA:

- Professional & friendly



LANGUAGE:

- Simple, accessible language
- Common language that helps connect back to our sub-brands (VERGE, Innovation Works)



TONE:

- Personal, engaging, humble, celebratory



PURPOSE:

- Engage in and initiate conversations
- Inform and add to existing knowledge



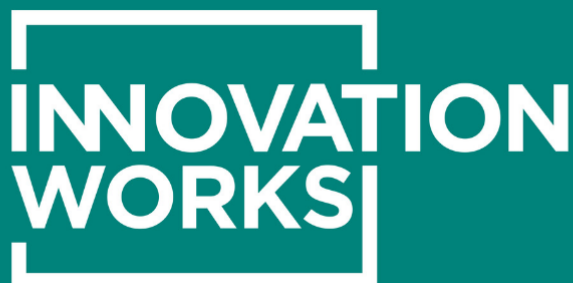
TWITTER



FACEBOOK

- Make sure to engage with network members regularly
- Retweeting Innovation Works and VERGE Capital postings, especially for events
- Highlight new research or literature that could benefit nonprofits members, social entrepreneurs and social innovators
- Use images and dynamic content whenever possible

INNOVATION WORKS



Social Media Guidelines

HASHTAGS

#cowork

#connection

#ldnont

#community

#collaborate



TWITTER

- Promote recent blog post entries
- Storytelling Blogs:
 - Tag author or writer
 - Tag Organization/person
 - Link blog post
 - Select appropriate hashtag, additional hashtag for blog: #CoTenantTuesday
 - Use picture or video from author/writer in post



FACEBOOK

- See overall Facebook guidelines
- Facebook Live events when possible



INSTAGRAM

- Centre around the people that make up the space
- Showcase specific co-tenant bi-weekly
- Event posting should be added to "Highlight" feature

KEY

MESSAGES

- Collaboration
- "Connecting People, Sparking impact"
- Co-working Space

VOICE

CHARACTER/PERSONA:

- Playful & inspiring



LANGUAGE:

- Fun & whimsical
- Humour & witty anecdotes



TONE:

- Personal
- Connect with audience



PURPOSE:

- Entertain, delight, & inspire



COLOUR



hex

• 008
27b



hex

• 808
28f

COMMON LANGUAGE

INTRODUCTION:

The following definitions are intended to generate dialogue and create a common understanding for the purposes of clarification, improved alignment with strategic priorities, increased opportunity for impact, mission advancement and effective storytelling.

ASSUMPTIONS:

- Multiple definitions for each term allow for staff to choose wording for specific audiences - plain language is ideal but some audiences may require something more structured or formalized.
- Language aligns directly with strategic priorities, organizational values and principles.
- This is a living document that requires regular review, analysis and input from key internal (team/board) and external stakeholders
- This is not an exhaustive list. It identifies key terms and concepts that help us advance mission and differentiate ourselves within the network(s). These terms require reflection, analysis and effective leaders to facilitate adoption within the network. They are most useful when applied both internally and externally.

Pillar has a long history of supporting communities in defining and adapting new frameworks in support of sustainable and innovative practice. Common language helps us advance new mindsets. The terms and messaging are aligned with strategic priorities to strengthen impact and adoption and are potential game changers in supporting a growing and adaptive network across all pillars.

Term	Definition	Strategic priority
These are commonly used terms in our organization.	<p>The following definitions are intended to generate dialogue and create a common understanding for the purposes of:</p> <ul style="list-style-type: none"> • clarification, • improved alignment with strategic priorities, • increased opportunity for impact, • mission advancement and • effective storytelling. 	The terms are aligned with strategic priorities to strengthen impact and adoption across the whole network.
Adaptive thinking	<p>Framework that helps makes sense of what is going on in a system and how resilient that system is. It helps describe what happens in a social system, organization and/or what's happening to a new idea while its developing. For more info https://vimeo.com/121848414</p>	<p>Be Ready: Be ready for future opportunities and growth.</p>
Collective Impact	<p>Framework for facilitating and achieving large scale social change. It is a structured and disciplined approach to bringing cross-sector organisations together to focus on a common agenda that results in long-lasting change instead of an isolated intervention of individual organizations.</p>	<p>Be Focused: Increase the maturation of core services and existing programs.</p>
Design Thinking	<p>Utilizes elements like empathy and experimentation to arrive to innovative solutions.</p> <ul style="list-style-type: none"> • Make decisions based on what future customers really want instead of relying only on historical data • Prioritizes deep listening 	<p>Be Inclusive: Increase the understanding about issues around equity, and the wants and needs in the community.</p>
Individuals with Lived Experience	<p>People with lived experience are individuals who have first-hand knowledge of an experience (including complex social issues like poverty, mental health, marginalization).</p>	<p>Be Inclusive: Provoke discussion and action about equity. Increase the understanding about issues around equity, and the wants and needs in the community.</p>
Network mindset	<p>As an organization we are seeking opportunities to lean on one another and facilitate, convene, mobilize and grow this network. Aiming to create deeper and more meaningful connection between members.</p>	<p>Be Inclusive: Provoke discussion and action about equity. Be Ready: Increase the network mindset through technology.</p>
Shifting to the	<p>Addresses the blurring between non-profit, profit and govt pillars.</p>	<p>Be Focused:</p>

middle	Moving the non-profit sector to middle (with increased sustainability and social impact) and moving business to the middle (with no profit principles and increased social impact).	Enhance the awareness of Pillar and our community's impact story to the broader community.
Social Enterprise	<ol style="list-style-type: none"> 1. An organization using business strategies to achieve positive social and environmental impact 2. Social cause that has a business model with sustainable revenue source 3. Uses business strategies to maximize social or environmental impact. Own and operate a revenue generating business. Profit is used to grow business and maximize mission 	Be Focused: Be focused to maximize our impact.
Social Finance / Impact Investing	<ol style="list-style-type: none"> 1. An investment approach that aims to solve social or environmental challenges while generating financial returns. 2. Redirects wealth to help tackle our region's most challenging social and environmental issues. 	Be Focused: Be focused to maximize our impact. Increase the understanding of impact measurement in Pillar and our community.
Social Innovation	<ol style="list-style-type: none"> 1. New ways, products and services to solve our more persistent challenges. It doesn't assume an expectation of growth or scale. 2. Trying something new or doing something you've always done in a new way. 	Be Ready: Be ready for future opportunities and growth.
Sustainability	The ability to sustain; or put another way, "the capacity to endure"; managing for the long-term <ul style="list-style-type: none"> - financial sustainability; ensuring long-term revenue & funding sources - ecological sustainability; caretaking our environment for the future - societal sustainability; ensuring the people are operating in a manner that can be maintained & building long-term relationships within our community (quality of life) Ensure that the positive community impact we are supporting endures into future generations.	Be Focused: Increase the awareness of sustainability for financial, ecological and societal issues in Pillar and the community.