PILLAR
nonprofit network

Strategic Direction and Goal	Objectives	Performance Measures	Baseline (2017)	Q1	Q2	Q3	Q4	2019 Target
Be Ready **Goal: Be ready for future opportunities and growth.**	Increase the infrastructure required to be ready for future opportunities and growth.	Sustainability model completed & monitored	0% complete	0%	25%			Model complete
		Technology in place to connect the Pillar network and de-centralize support	0% complete	25%	50%	100%		Piloting Discourse
		Established risk matrix, reviewed quarterly	0% complete	25%	50%	75%		Risk matrix established and monitored
		Gaps in ED succession planning identified and addressed	0% complete	25%	25%			ED succession planning complete
Be Focused **Goal: Be focused to maximize our impact.**	Mature our core services and existing programs.	% of services and programs that have moved along the adaptive cycle	0%	50%	61%	28%		
		% increase in membership revenue	0%	-	-	-		25%
		Membership program expanded to serve all clients	0% complete	25%	25%	50%		Program expansion complete
		Efficiencies created throughout the organization	0% complete	12%	25%	50%		Efficiencies identified in staff action plan complete
		Social enterprise supports expanded to serve and prioritize nonprofits	0% complete	25%	50%	60%		Supports expanded
		Organization-wide communications plan completed	0% complete	50%	80%	80%		Plan complete
	Increase the understanding and	% of staff and Board reporting an increase in knowledge about impact measurement	0%	N/A	N/A	N/A		80%

	use of impact measurement.							
	Increase the capacity for responsible and effective impact storytelling in our community.	#of community and internal conversations regarding best practices	0	0	3	+2 (5)		TBD
		Co- creation of organization-wide policy with staff, regarding effective and responsible storytelling	0%	10%				Policy completed
		# of storytelling workshops hosted by Learning and Development program	0	3				TBD
		% of positive reviews from attendees of Storytelling workshop for PCIA finalists	0	N/A	N/A			TBD
Be Inclusive **Goal: Provoke discussion and action around equity and emerging cross-sector community issues.**	Increase understanding about issues around equity, the related wants and needs in the community, and how the community wants to be engaged.	Number of conversations initiated with communities that aren't currently engaged	0	12	+8 (20)	N/A		30
	Increase conversations, and promote community action around equity.	Number of stakeholders engaged in community conversation and action around equity	0	123	+89 (212)			1,000
		Review of programs with an equity lens completed	0% complete	0%	0%	25%		Program review complete
	Increase and measure the extent to which the nonprofit	% increase of nonprofit sector's reflection of London's community	0%	-	-	-	-	To be measured in 2020

sector reflects the London community.	Established baseline knowledge about what it looks like to reflect London	0% complete	0%	0%	0%		Baseline established
	% of Pillar Board that reflects the London community	TBC	TBC				TBC
	% of staff that reflects the London community	TBC	TBC				TBC

For Further Discussion:
- What does it mean to "mature" core programs & services?
  - o Suggestions: impact, integration, efficiency, programs are more integrated across the organization
- Add more specific measures of sustainability once the sustainability model is completed
- Would we add gender diversity to the reflection of our organization given the imbalance on our Board?
- How are we going to establish a baseline knowledge of what it looks like to reflect London?
- Should we measure Board and staff understanding re: issues around equity and wants and needs of the community?
  - o How would we best measure this? (You don't know what you don't know.)
- Is number of conversations with communities the right thing to measure to know whether we're moving the needle? Should there be something else?