



IMAGINE
CANADA

2026

Strategic Action Plan

Building Our Collective Power

2030

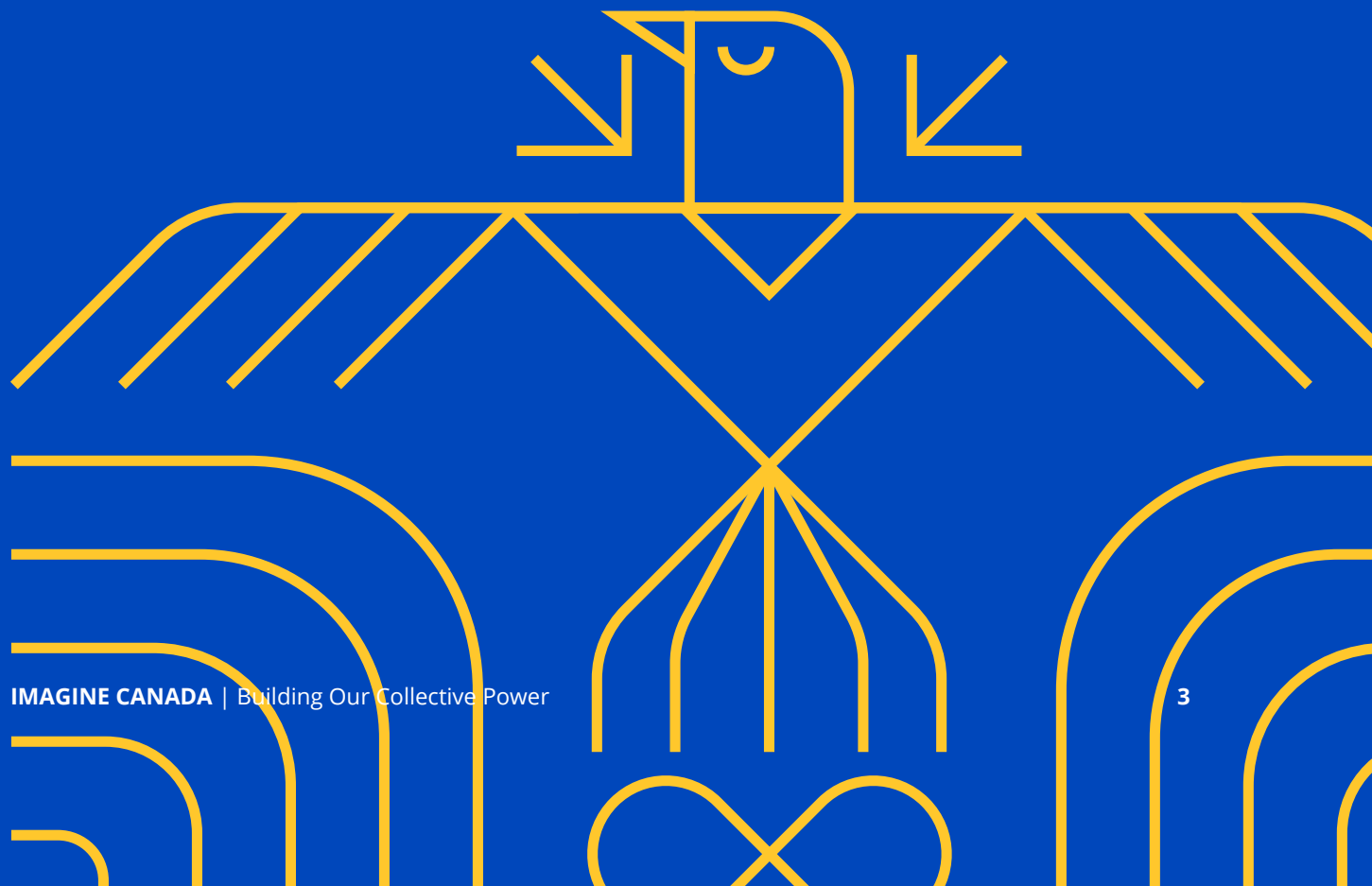
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Land Acknowledgement

Imagine Canada's staff, operations, work, and network depend on traditional Indigenous territories to provide us with physical space, sustenance, safety, and community to work, live, and play. Our physical head office is situated on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishinabeg, the Haudenosaunee, the Chippewa, and the Huron-Wendat (Wyandot). We acknowledge that these lands are covered by Treaty 13 and the Dish With One Spoon Wampum Belt Covenant. We acknowledge that these lands are still home to many diverse First Nations, Métis, and Inuit people.

We acknowledge that our ability to live and work on these lands today is a direct benefit of policies of expulsion and assimilation of Indigenous peoples during the time of settlement and Confederation, and since. The harms of these policies are many and are still being felt in Indigenous communities today. We express gratitude towards the Indigenous peoples who have and will continue to steward these lands. We commit to amplifying the voices of Indigenous peoples and working against the everyday forces of white supremacy and colonialism present in the nonprofit sector.



Letter from Our President & Board Chair

Welcome to a renewed path forward! This new Strategic Action Plan builds on the work of the past decade, guided at first by our 2016 Strategic Planning Framework and more recently by our 2022 Theory of Change. We believe that it reflects not only the volatile nature of the times we are currently living in, but also looks beyond, to the collective aspirations we seek to fulfill. For those familiar with Imagine Canada's work, there will be many aspects that are easily recognizable. Yet, there are important aspects that are new. This is the combination we were seeking – building off our strengths to advance critical work, both existing and new. Central to everything we do remains our unwavering commitment to equity, anti-racism, and anti-oppression. This shapes how we operate, whom we partner with, and the change we seek.

We are deeply grateful for the engagement and participation of our Members, our partners, our Standards participants, our PRISM company network, our Grant Connect subscribers, and so many others with whom we are connected in shaping this strategy. At the highest level, there were a number of common, resonant messages that arose from our consultation process:

- **Create Greater Focus** - With a vast sector that contains an infinite number of needs, carefully select a limited number and power them forward with maximum impact, mobilizing insights to those who can act on them.
- **Strategically Convene** - Leverage the pan-Canadian vantage point that Imagine Canada occupies to bring diverse voices together in a way that creates both cohesion and strength.
- **Champion The Sector** - Proactively advance fundamental sector issues related to trust, awareness and financial sustainability in a way that brings us together.

We also heard clearly about things we shouldn't do. This was extremely helpful as we strive for greater clarity and focus in our work.

As a Board of Directors and staff, we are committed to fulfilling the promise of this Strategic Action Plan. 2026 will serve as a 'bridge year', allowing us to wind down some existing initiatives to make room for activities that will further this strategy. In the coming months and years, we invite our Member network and all those with whom we work to both join us and hold us accountable as we collectively work to ensure the health, well-being, evolution and future of Canada's charitable and nonprofit organizations and the communities they serve.

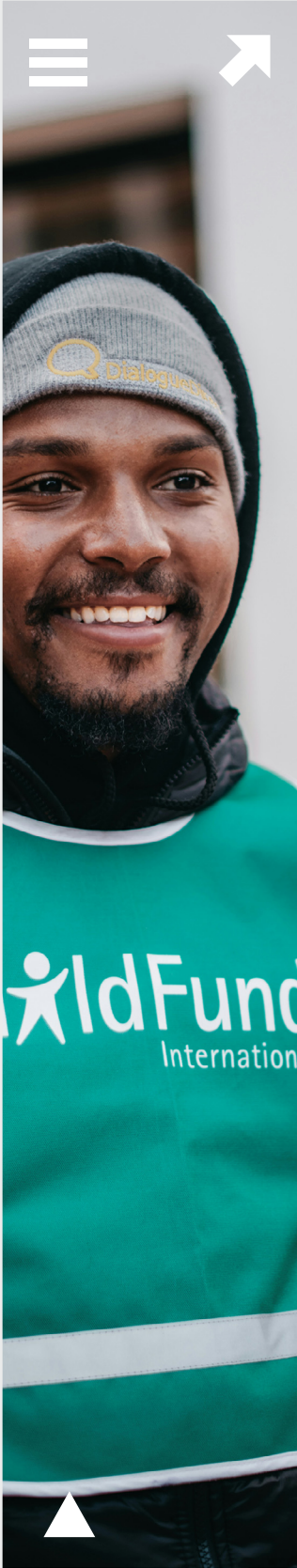
Sincerely,



Bruce MacDonald
President & CEO



Charlene Krepiakovich
Chair, Board of Directors



About This Plan

Building Our Collective Power is our Strategic Action Plan: a cohesive framework to guide decisions and actions as we strengthen both nonprofit organizations and the broader systems that shape their ability to thrive. It articulates how we aim to drive long-term, systemic impact while staying responsive to the evolving realities faced by social impact leaders, staff, volunteers, and donors.

This plan affirms Imagine Canada's role as a national voice for the sector, a catalyst for policy and systems change, and a partner in building capacity and strength across diverse organizations and communities. It also reflects our commitment to equity, learning, collaboration, transparency, and accountability.

The plan will serve as a cornerstone for our annual operating plans, guiding our priorities, partnerships, and cross-team collaboration. As with our previous Theory of Change (2022), it will inform goals across the organization, ensuring that each team member sees their role in advancing our shared impact. By embedding this plan into our day-to-day operations, we not only stay accountable to our mission and to the sector, but also create the conditions for continuous learning, adaptation, and improvement. This ongoing reflection will allow us to adjust course as needed, and remain aligned with the needs, aspirations, and power of the sector we are privileged to champion.

Acknowledgements

Building Our Collective Power reflects the wisdom and commitment of many who share Imagine Canada's vision for a thriving nonprofit sector. We thank our dedicated staff who brought expertise and creativity to this planning process, led by Devon Ayer as principal author. We are deeply grateful to our Board of Directors, particularly our Strategy Sub-Committee members Tania Cheng, Jordan Gray, Charlene Krepiakovich, and Pascal Lépine, for their strategic leadership throughout.

We are grateful to the nearly 600 stakeholders who participated in our strategy survey, sharing experiences and priorities that shaped every aspect of this plan. Special thanks to the organizations that pressure-tested our strategic directions and to external consultants Robin Cory and Tracy Deans who facilitated our strategy and equity sessions.

This plan builds on the foundation laid by countless nonprofit leaders, volunteers, and changemakers across Canada who demonstrate that working together creates the change our communities need most. We are privileged to champion this sector and remain committed to staying aligned with its needs, aspirations, and collective power.



Our Core Belief: The Power and Promise of the Sector

Our Strategic Action Plan is grounded in a fundamental belief: the nonprofit sector is a force unlike any other, a powerful engine of hope, resilience, and transformation in communities. It is where compassion meets action, where bold ideas take root, and where everyday people become changemakers, shaping a more just and vibrant society.

This sector is not just part of the social fabric; it weaves the very threads of connection, equity, and possibility that hold us together. Nonprofits stand up for rights and dignity, deliver lifelines in times of crisis, and create spaces where belonging can flourish. They also drive innovation, turning bold ideas into lasting solutions. In our neighbourhoods and around the globe, nonprofits embody the mind, heart, and soul of our collective future.

At Imagine Canada, we proudly champion and sustain this ecosystem: celebrating the people who power it while ensuring the sector has the trust, resources, and collaborative networks it needs to flourish for generations to come.

The roles that nonprofit organizations play

■ Equity and Advocacy

Nonprofits defend rights, amplify unheard voices, and confront systemic injustices both at home and abroad. Whether leading anti-racism initiatives, fighting for environmental justice, advocating for Indigenous sovereignty, promoting global human rights, or driving equitable access to education, they hold institutions accountable to their promises and push for justice that leaves no one behind.

■ Community Connection & Social Belonging

Nonprofits cultivate spaces for people to feel a sense of belonging, bringing communities together to celebrate culture, mourn loss, and rekindle connections with one another and with the natural world. Through environmental stewardship, faith-based communities, arts, and sports, they nurture social reconnection, fostering deeper ties to place, identity, and shared purpose in an increasingly disconnected world.

■ Essential Service Delivery

Rooted in community, nonprofits respond swiftly and creatively to urgent needs, whether in housing, mental health, food insecurity, newcomer support, environmental conservation, or access to cultural, athletic, and recreational programs. Their agility ensures that those underserved by public systems or capital markets receive timely, tailored support.

■ Innovation and Systems Change

Trusted and grounded in lived experience, nonprofits pioneer new approaches to entrenched challenges, testing new models, surfacing root causes, and incubating solutions to complex problems. Their bold experimentation and solutions inform policy and practice across all sectors, driving transformative change that benefits communities now and into the future.

The Unique Roles that Nonprofit Organizations Play



Essential Service Delivery

When youth experiencing homelessness in Toronto needed more than traditional shelter could provide, **Eva's Initiatives** set a new standard with the opening of Eva's Place. Today, as one of the city's leading youth homelessness organizations, Eva's Shelter-Stability-Security approach turns short-term shelter into a foundation for education, employment, wellness, and long-term independence. Beyond emergency services, Eva's supports youth to secure and sustain housing, breaking cycles of institutional reliance. Through sector-leading equity work centring Black youth, Eva's continues to influence practices across Canada and shape comprehensive, responsive supports for vulnerable young people.



Equity and Advocacy

When LGBTQI+ people face state-sponsored violence and persecution worldwide, **Rainbow Railroad** pioneered a new model of human rights advocacy that moved beyond awareness to direct action. Since its founding in 2006, the organization has helped more than 20,000 LGBTQI+ individuals find safety through emergency relocation, crisis response, cash assistance, and other forms of support. Their innovative approach has influenced international refugee policy and inspired similar organizations globally, demonstrating how Canadian nonprofits can champion human rights beyond borders.



Community Connection & Social Belonging

When physical inactivity becomes not only a health risk but a barrier to connection and inclusion, **ParticipACTION** proves that movement is about more than fitness, it's about belonging. Since 2007, its programs and initiatives have helped people in Canada get active by reducing barriers and supporting organizations serving equity-denied groups, including Indigenous peoples, newcomers, and people with disabilities. The impact is clear: when communities move together, they don't just get healthier, they become stronger and more connected.



Innovation and Systems Change

When progress in spinal cord injury research, innovation, and care required global collaboration, **Praxis** stepped in to translate evidence into real-world impact. Driven by data from their world-class registry, Praxis utilizes a multidisciplinary approach engaging people with lived experience alongside experts to accelerate discoveries into life-changing therapies and technologies. Harnessing networks to move knowledge into action, they are creating lasting impact across Canada and beyond.



Our Vision and Mission

Our mission is to strengthen Canadian charities and nonprofits so they can better serve individuals and communities both here and around the world.

Our vision is of a stronger Canada where charities and nonprofits work together alongside business and government to build vibrant and prosperous communities.

Embedding Equity in Our Actions

Equity, anti-racism, and anti-oppression are not stand-alone initiatives at Imagine Canada – they are core to who we are, how we operate, and the impact we seek to have. We recognize that the nonprofit sector can only build trust, credibility, and relevance when we reflect and serve the full diversity of the communities we support. This demands persistent action, openness to change, and a willingness to be held accountable.

We seek to embed equity across our entire organization, within our governance, staff teams, strategies, and departmental priorities. We have designed this plan to reflect the same embedded approach, ensuring our commitment is consistent, resilient and integral.

Looking ahead, to achieve our strategy, we are committed to:

- **Continued learning and capacity-building in anti-racism and anti-oppression across all teams:** ensuring every staff member and volunteer is equipped and supported to apply an equity lens in their work.
- **Holding ourselves accountable and making our progress visible:** spotlighting equity-driven outcomes and practices, sharing both successes and lessons learned, and reporting on our commitments.
- **Taking an iterative approach, grounded in listening and continuous learning:** regularly engaging in conversations and evaluations with our staff, partners, and stakeholders, and being willing to adjust to ensure we continue to make impactful progress.

By embedding equity into every level of our organization and every aspiration of this plan, we aim to strengthen our capacity to serve, advocate, and lead in ways that are truly inclusive, just, and responsive to the communities we stand alongside. Equity is not a destination; it is a continual practice that defines the integrity of our mission and the future of our sector.

Imagine a Canada

Imagine a Canada where nonprofits are community-driven, trusted, valued, and recognized as essential partners in building thriving communities.

Imagine a Canada where these organizations have the resources to think big, act boldly, and invest in solutions that actually solve problems – with support reaching communities that need it most.

Imagine a Canada where nonprofit leaders are future-ready, reflect the full diversity of our communities, and govern with clarity and confidence – equipped to navigate complexity, dismantle barriers, and drive transformative change.

That's the Canada we're building.

A Canada where a single parent gets childcare today while we build universal support systems for tomorrow. Where youth aging out of care find immediate housing while accessing mentorship networks. Where communities receive disaster relief now while we strengthen climate resilience for the future.

A Canada where nonprofits don't just fill gaps: they challenge systems, combat isolation, and create spaces where everyone belongs and thrives, regardless of who they are or where they come from.

A Canada where the nonprofit sector partners with business and government as equals, testing bold ideas, addressing injustice, and transforming how we tackle our most complex challenges.

We're not just imagining this Canada. We're building it, together.

That's what we do when we Imagine Canada.

Our Aspirations

Our *Aspirations* represent the fundamental transformations we want to see in Canada's nonprofit sector over the next 5-15 years: broad, systemic changes requiring collective action from nonprofits, funders, volunteers, governments, and communities working together. The outcomes within them represent our shared vision beyond this 5-year plan, recognizing that transforming an entire sector takes time and collective action.

Our Three Aspirations



The sector is seen as community-driven, trusted, valued, and credible by all the employees, volunteers, donors, governments, and communities it seeks to serve



The sector is resourced equitably and ambitiously, empowered to invest in talent, infrastructure, and bold solutions for the public good



The sector has future-ready leadership that reflects communities, is equipped to navigate complexity, and is prepared to meet the challenges of today and tomorrow

These aspirations define the Canada we're working toward: one where the nonprofit sector thrives as a powerful force for equity, innovation, community connection, and essential services in the places of greatest need. Achieving them requires all of us working together with intention, persistence, and hope.

Our Strategic Pathways

Our *Strategic Pathways* represent how Imagine Canada specifically works to advance our three aspirations. These are our core approaches, the distinct ways we leverage our unique position as a national convener to drive sector transformation. Each pathway contributes to all three aspirations in different ways, creating multiple reinforcing routes toward our shared vision.

Our Three Strategic Pathways



Building networks and shared resources for collective progress



Developing insights and mobilizing knowledge for action



Being a spotlight that illuminates what's possible

Together, these pathways create a comprehensive approach to sector transformation: building the connections, insights, and inspiration needed to realize our aspirations for a trusted, well-resourced sector with future-ready leadership.



Aspiration #1

The sector is seen as community-driven, trusted, valued, and credible by all the employees, volunteers, donors, governments, and communities it seeks to serve.

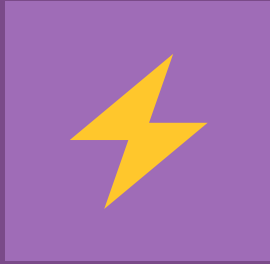
Why it matters

Despite being a \$225 billion+ contributor to GDP and one of the largest employers in Canada, the vital role the sector plays in addressing social challenges is still underrecognized. People trust what they understand, value, and see reflected in their daily lives. But trust isn't automatic – it's held when organizations are well-governed, demonstrate impact, and reflect the diversity and priorities of the communities they serve.

- **To work in true partnership with government and business, we need strong credibility and trust.** We can't assume to influence decisions on an equal footing if those stakeholders do not clearly understand our value and capability.
- **Public scrutiny and accountability are increasing.** Nonprofits must not only tell their story more effectively, but also ensure their practices and governance stand up to scrutiny.
- **Polarization and isolation are eroding belief in institutions, including charities.** Nonprofits have an opportunity to help break that cycle by building connections between people, finding common ground and building a shared sense of purpose.
- **Demographic shifts are reshaping the sector.** With aging donors and increasingly diverse communities, nonprofits must evolve by reflecting the people they serve, inspiring all generations to give, volunteer, and contribute their careers to the sector.

Long Term Outcomes

- **Catalyzed Generosity:** Higher rates of giving and volunteering across Canada, with growing participation across all sociodemographic groups and within corporate Canada.
- **Strong Public Trust:** Public trust in nonprofits grows, in comparison to other countries and other sectors.
- **Place in Government:** The sector has a permanent place in national decision-making, with ongoing collaboration and a federal representative responsible for nonprofit policy.
- **Stories Being Told:** Media tells the sector's full story, showcasing the breadth of nonprofit contributions with more frequent and positive coverage.
- **Partners United:** Cross-sector collaboration has become a standard practice, with a higher occurrence of nonprofits, businesses, and governments working as equal partners to co-create solutions, share resources, and drive impact at scale.



Aspiration #2

The sector is resourced equitably and ambitiously, empowered to invest in talent, infrastructure, and bold solutions for the public good.

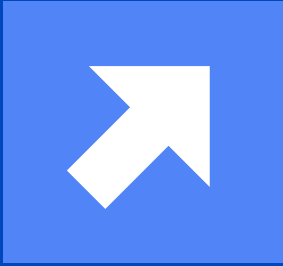
Why it matters

Nonprofits face surging expenses across the board, including insurance premiums, rent, compliance, digital infrastructure, fair wages, and more. At the same time, funding remains inflexible, inequitable, and short-term in nature. Without adequate resources, even the strongest organizations are forced into survival mode, rather than maintaining a strong focus on meaningful impact and systems change.

- **Stability allows for long-term planning.** Nonprofits need multi-year, predictable funding to build programs that actually solve problems, not just temporarily patched holes.
- **Talent retention and operational excellence need investment.** We can't drive impact on passion alone. Competitive compensation, training, and benefits help attract and keep skilled, diverse professionals.
- **Innovation requires risk capital.** To pilot new models, invest in technology, or scale proven solutions, nonprofits need access to unrestricted and flexible funding.
- **The cost of doing business is real.** Infrastructure, compliance, insurance, digital tools: all essential, all expensive. Funding has to recognize these necessary prerequisites for sustainability and meaningful impact.

Long Term Outcomes

- **Valued Work:** Sector compensation rises to close the wage gap with public and private sector roles, and ensures equitable pay across sociodemographic groups.
- **Funds Enable Sustainability:** The majority of grants received by nonprofits are unrestricted or broadly flexible, allowing organizations to allocate funds toward core operations, capacity building, or long-term initiatives like innovation and strategic planning.
- **Resources Redistributed:** Assets and revenues in the nonprofit sector are distributed more equitably, with a greater share reaching community-based organizations.
- **Shared Costs:** Collective procurement and shared service models reduce administrative and infrastructure costs across the majority of organizations, boosting sector-wide efficiency and access to critical tools (e.g. insurance, tech, compliance).



Aspiration #3

The sector has future-ready leadership that reflects communities, is equipped to navigate complexity, and is prepared to meet the challenges of today and tomorrow

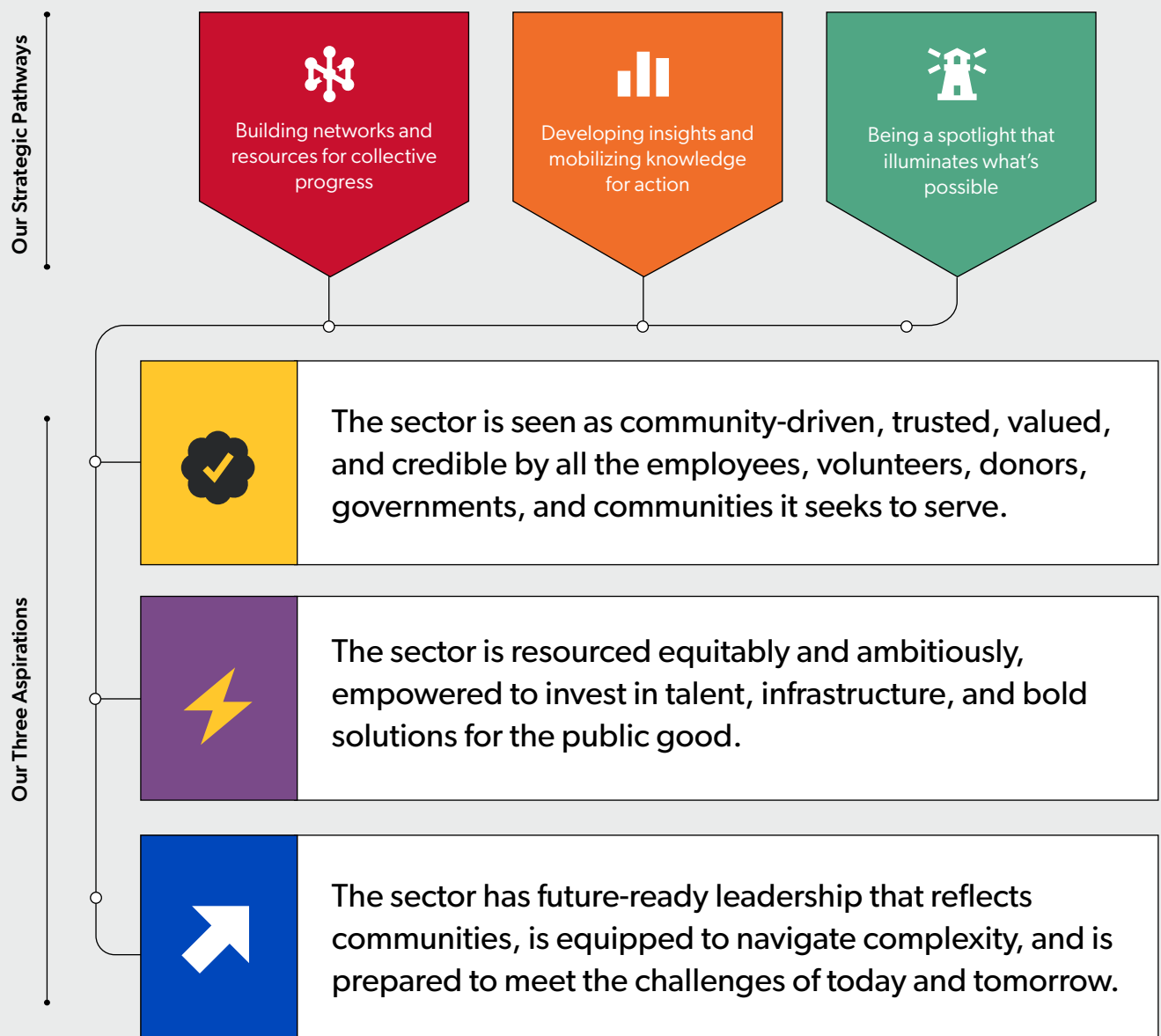
Why it matters

The nonprofit sector is operating through social, technological, economic, and environmental upheaval. Leaders who are prepared to meet this moment ethically, strategically, and boldly are essential to the sector's future relevance and effectiveness.

- **The complexity of problems calls for new practices.** Today's leaders must pair proven approaches with deeper fluency in systems change, root causes, and intersectionality to respond with speed and shape lasting solutions.
- **Digital transformation is no longer optional.** Leaders must integrate data and technology into service design, delivery, and operations while building systems to measure and demonstrate impact effectively.
- **The leadership pipeline is under strain.** Organizations must invest in cultivating emerging leaders now or risk losing critical knowledge, momentum, and community trust.
- **Traditional definitions of leadership exclude too many.** Future-ready leaders understand that equity, lived experience, and systemic awareness are core competencies, not side notes. True inclusion means sharing power and making space for those historically not provided with leadership opportunities.

Long Term Outcomes

- **Inclusive Talent Strategies:** Stronger and more inclusive leadership pipelines across the sector, with measurable improvements in talent attraction and retention.
- **Culture of Adaption:** More nonprofits demonstrate adaptive, collaborative, and future-focused cultures, with documented practices such as regular long-term planning, cross-sector partnerships, and ongoing systems-thinking initiatives for boards and staff.
- **Digital Enablement:** More nonprofits report strong digital resilience, demonstrated by secure infrastructure, effective digital governance, policy adoption, and leadership fluency in data and emerging technologies, ensuring relevance and reach in a rapidly evolving landscape.
- **Representative Governance:** Boards and executives reflect the diversity of the communities they serve, leading with authenticity, accountability, and lived experience as core leadership assets.

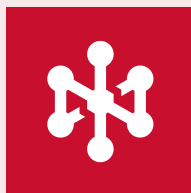


Strong Charities. Strong Nonprofits. Strong Communities.

Our Aspirations are the interconnected transformations we seek in Canada's nonprofit sector over the next 5–15 years through collective action. Our Strategic Pathways represent how Imagine Canada specifically works to advance our three aspirations.

Our mission is to strengthen Canadian charities and nonprofits so they can better serve individuals and communities both here and around the world.

Our vision is of a stronger Canada where charities and nonprofits work together alongside business and government to build vibrant and prosperous communities.



Strategic Pathway #1

Building networks and resources for collective progress

Why it's important

No single organization can, or should, solve systemic challenges alone. Real change doesn't come from standing apart. It comes from standing together. That's why building networks and shared resources isn't peripheral to our work: it is the work.

Networks create connections. Digital platforms and shared frameworks create access to knowledge and coordinated messaging at scale. Together, they create a space where advocacy is mobilized, knowledge moves freely, leadership is nurtured, and impact moves beyond any one institution.

When we invest in strong networks and collaborative infrastructure, we're not just connecting people, we're creating conditions where the best ideas arise, the right partners find each other, and the future of our field can be shaped by many, not just a few. This isn't about visibility or reach: it's about resilience, equity, and momentum. Our networks are the architecture of our collective future.

Aspiration - The sector...

How The Strategic Pathway Helps Advance It



Is seen as community-driven, trusted, valued, and credible

Facilitating networks that develop shared messaging, coordinate campaigns, and advance strategic federal policy.



Is resourced equitably and ambitiously

Building cross-sectoral partnerships, facilitating access to shared tools, and strengthening federal government-sector relationships.



Has future-ready leadership

Building peer networks and accelerating knowledge exchange across regions and subsectors.

How We Focus

- **We support but don't lead regional or subsector mobilization.** We support local efforts, but our focus is on cross-cutting national connections, not directing place- or issue-specific networks.
- **We don't gatekeep access.** We're committed to open, inclusive systems; all tools and insights must have a mechanism to be widely available, not limited to insiders.
- **We don't claim to speak for every organization.** Our role is to convene diverse voices, not flatten them into a single narrative.
- **We act with urgency without compromising inclusion.** We act with urgency when needed, as well as tackling long-term challenges, but always ensuring actions are grounded in care.
- **We don't force consensus.** Productive disagreement is part of progress. We aim for aligned action, not uniformity.



Strategic Pathway #2

Developing insights and mobilizing knowledge for action

Why it's important

In a world awash with data, what we need isn't more noise, it's stronger signals. Research isn't just about understanding what's happening; it's about shaping what happens next. When we create and activate research with intention, we turn information into insights and insights lead to better decisions.

Too often, valuable research sits on a shelf. We are committed to closing this gap by working to transform data into clear, actionable insights that challenge assumptions and empower leaders at all levels to make informed, bold decisions.

Our opportunity is to not only generate knowledge, but to mobilize it across organizations, networks, and sectors; to embed it in how strategies are made, how policies are shaped, and how impact is understood. When the right questions get asked and the right answers get heard, our decisions are not only smarter, but more just, effective, and lasting.

Aspiration - The sector...

How The Strategic Pathway Helps Advance It



Is seen as community-driven, trusted, valued, and credible

Providing insights that inform better decision-making within the sector and demonstrate its value to government, media, and business.



Is resourced equitably and ambitiously

Surfacing disparities and opportunities to enable more targeted, effective funding and policies.



Has future-ready leadership

Providing insights and foresight to navigate a rapidly changing environment.

How We Focus

- **When good data exists, we don't conduct primary research.** Where we can, we will focus on analysis, interpretation, and mobilization.
- **We will not do one-off research projects.** Our efforts will be built on sustainable, reusable systems for knowledge production and continuous learning.
- **We don't hoard findings.** Our insights are designed for sharing, not siloing.
- **We pair data with storytelling.** We will seek to integrate community and lived experience when we shape and share insights.
- **We don't publish and walk away.** We will ensure research leads to engagement and action.



Strategic Pathway #3

Being a spotlight that illuminates what's possible

Why it's important

In every sector, there are moments, practices, models, and leaders that quietly move us forward. Too often, they go unnoticed. Our role isn't just to drive change, it's to shine a light on what's already working, to lift up what's good, and to amplify the people and practices — in Canada and around the world — that reflect the future we want to build.

When we act as a spotlight, we do two things: we help the sector see itself more clearly, and we help those outside our sector see its full potential.

The power of a spotlight isn't just in what it reveals, it's in what it inspires. By celebrating the best of what we are, and bringing innovation at the margins to the center, we help more people believe in what we can become.

Aspiration - The sector...

How The Strategic Pathway Helps Advance It



Is seen as community-driven, trusted, valued, and credible

Showcasing individuals, standards, organizations, and innovations that exemplify integrity and impact.



Is resourced equitably and ambitiously

Normalizing higher-impact giving through benchmarks, peer comparisons, and equity-driven funding models.



Has future-ready leadership

Amplifying global innovations and sector trailblazers, surfacing best practice to inspire and motivate leaders navigating change.

How We Focus

- **We will not pursue visibility without strategic purpose.** All campaigns must directly support our aspirations for a trusted, well-resourced sector with strong leadership.
- **We spotlight emerging leaders, not just established organizations.** We make it a priority to highlight emerging leaders and organizations driving change in underserved or overlooked communities.
- **We don't limit the spotlight to Canada or our network.** We seek out solutions from every table, neighbourhood, and corner of the globe.
- **We won't treat novelty as innovation.** We spotlight what truly advances equity, impact, and resilience, which is often tried and true — not what's simply new.
- **The spotlight will not be framed around Imagine Canada.** We will prioritize peer-driven, collaborative campaigns that leverage our networks' brand equity. We focus on amplifying others as a force-multiplier, while working to strengthen our own brand.

Organization Resilience and Sustainability

To realize our vision, the way we do our work must evolve beyond day-to-day execution and cultivate foundational capabilities that enable bold leadership, meaningful innovation, and strategic clarity.

Through our strategic consultations, three “Strategic Enablers” have emerged that mark the organizational priorities needed to shape our collective future with confidence and purpose.



We must be... Resourced for Bold Action

An organization resourced to enable bold action and to reinvest in our people, purpose, and the systems we wish to transform.

We will focus on:

- Growing our accumulated surplus
- Increasing our unrestricted and flexible revenue streams
- Growing participation in the Standards Accreditation program
- Strengthening multi-year funding strategies
- Investing in communications to transform perceptions



We must be... Digital by Default, Human at the Core

An organization that fully embraces its digital potential, where technology and data are thoughtfully designed to empower our staff, serve our stakeholders and strengthen mission delivery.

We will focus on:

- Continuously improving engagement and satisfaction across digital channels
- Evolving our technology systems to align with a fluid, fast-moving landscape
- Deepening our principled, ethical and thoughtful AI practices
- Building greater internal technical capacity and democratizing data access
- Ensuring digital platforms are accessible and inclusive for all



We must be... Focused for Greater Impact

An organization known for thoughtfully saying “no” more often, investing deeply in fewer initiatives, leading to clarity, momentum, and stronger influence.

We will focus on:

- Continuously measuring and improving strategic clarity and program alignment
- Creating review processes that sunset projects as often as they approve new ones
- Establishing and evolving organization-wide decision-making frameworks
- Aligning roles and resources with new strategic priorities
- Strengthening a culture that normalizes focus, strategic thinking, and saying “no”

Our Operating Imperatives

These are the fundamental operational disciplines and standards we maintain every day to ensure organizational integrity and effectiveness.

These imperatives are foundational commitments that must be consistently met regardless of aspirations and strategic pathways.



Foundational Commitment to Equity & Reconciliation

Uphold anti-racism, anti-oppression, equity, accessibility, and reconciliation practices across all programs, partnerships, and organizational operations to model sector leadership.



Cross-Sector Relationship Excellence

Maintain authentic, trust-based relationships with nonprofit organizations, government, and business sectors through consistent engagement, transparency, and mutual respect.



Robust Financial Stewardship

Execute exemplary financial management, transparency, and accountability that reflects the highest standards expected of charitable sector leaders.



Member and Client Value Delivery

Consistently deliver high-quality programs, resources, and services that meet the evolving needs of nonprofit organizations and strengthen social impact sector capacity.



Strategic Brand Experience and Communications

Invest consistently in strong, professional brand experiences and communications that build Imagine Canada's credibility and influence as the sector's leading voice.



Empowered & High-Performing Talent

Maintain a healthy, inclusive workplace that attracts and retains talent committed to advancing the nonprofit sector's mission and impact.



Evaluation and Impact Measurement

Track, evaluate, and transparently report on outcomes that demonstrate value to members, funders, and the broader nonprofit sector.



Technology Enablement

Maintain reliable, secure technology infrastructure and provide staff with the tools and support needed for effective daily operations.



Local and Bilingual Engagement

Ensure programs, services, and communications are delivered in both official languages and shaped by the needs and priorities of local communities across the country.



[linkedin.com/company/imagine-canada/](https://www.linkedin.com/company/imagine-canada/)



[instagram.com/imaginecanada/](https://www.instagram.com/imaginecanada/)



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