

Mission: The Ottawa Jewish Community Foundation provides donors the vehicles to contribute to the long-term financial stability and support of the needs of the agencies which serve the Ottawa Jewish Community. The Foundation acts as a steward for these gifts and links the past, the present and the future while building trust with everyone we serve.

Vision Statement: As a trusted leader and the centre of Jewish philanthropic giving, the Foundation will engage, educate and inspire generations of donors, ensuring the long-term security and financial viability of Ottawa’s Jewish community.

Guiding Principles

- **Determined Leadership:** the Foundation exercises innovative leadership, focused on respecting donors’ rights, desires and aspirations.
- **Trusted Stewardship:** through professional financial management, the Foundation is committed to the responsible and transparent stewarding of all assets entrusted to us.
- **Jewish Values:** the Foundation’s Jewish values of tikun olam, tzedakah, and dor l’dor shape and direct our mission to strengthen the Ottawa Jewish community. These values inspire us to work with all people in a collaborative, compassionate and respectful manner.
- **Commitment to Excellence:** the Foundation strives for excellence in all aspects of our work, which fosters trust with donors that we will meet their philanthropic goals.

INTRODUCTION

This five-year strategic plan is highlighted by two exciting opportunities:

Foundation’s 50th Anniversary: established in 1971, the Ottawa Jewish Community Foundation (the “Foundation”) will be celebrating its 50th anniversary in 2021. Appropriately commemorating this anniversary will help with fundraising and brand promotion.

Life & Legacy Program of the Harold Grinspoon Foundation (“the Program”): if our application is successful, the Program will help drive legacy giving, which has always been a top fundraising priority of the Foundation. The Program promotes after-lifetime giving to benefit Jewish day schools, synagogues, social service organizations and other Jewish entities. Through training, marketing, support and monetary incentives, the Program motivates Jewish organizations to secure legacy gifts, steward donors and integrate legacy giving in the philanthropic culture of the Jewish community.¹

¹ Should the Foundation’s acceptance into *the Program* be delayed, then appropriate adjustments will be made to the plan.

The 2023 strategic plan has an overall goal of securing at a minimum, an average of one new legacy commitment² each month = 60 gifts³ with a minimum estimated value of \$6 million⁴.

This strategic plan outlines objectives in each of the Foundation's three pillars: **Fundraising, Governance and Education & Outreach.**

On an annual basis, the Foundation will develop a business plan, with specific targets for that year that will allow us to achieve the overall objectives contained in this Strategic Plan, as well as articulate the specific initiatives required to do so.

FUNDRAISING

The Foundation has over \$62 million in assets (as of December 31, 2018), which includes 3rd party managed funds. There are also 140 deferred (after-lifetime) gifts with an estimated additional value of \$33 million. Over the years, the Foundation has developed a valued and flourishing partnership with the Jewish Federation of Ottawa (the "Federation"). Both organizations work closely and successfully to raise funds for our community. In this strategic plan, the relationship will become even stronger as the Foundation is excited to continue partnering with the Federation to build the Jewish Superhighway – a metaphor for meaningful Jewish experiences and journeys where Jewish life is vibrant and no one is left behind.

The Foundation is justifiably proud of all its accomplishments and at the same time, is driven to do even more.

- Even if no new needs emerged in the Ottawa Jewish community, the cost of meeting existing needs increase on an annual basis. Accordingly, the Foundation has to continue being a trusted partner in securing new capital.
- Over the next 5-10 years it is expected there will be a historic inter-generational transfer of wealth, making approaching those engaged in such transfers a top community priority.

Priority #1 Endowment Fundraising

The Foundation prides itself on being donor-centric. As such, all giving vehicles will continue to be promoted.

- Creatively implement a minimum of three new fundraising initiatives (e.g. encouraging grandparent's funds, appealing to once in a lifetime wealth transfer and asset sale events) to promote endowment giving. It is recommended that at least one of these initiatives pertains to the Foundation's 50th anniversary.

² A legacy gift is an after-lifetime gift (insurance or a bequest through a will).

³ 60 new legacy gifts would more than double the 28 legacy gifts secured during 2014-2018, with an estimated value of \$4.8 million.

⁴ The value of a legacy gift is often unknown (a donor does not inform the Foundation or it is a percentage of an overall estate). When the value is not known, a Canadian average of \$35,000 is used to calculate the expectancy. This is a conservative estimate for the Foundation.

Objective #1 - Raise a minimum of \$2.5 million (e.g. endowments, tribute cards, etc.)⁵. Additionally, the Foundation encourages 3rd party managed funds from Jewish organizations that help secure the future of our community.

Priority #2 Legacy Gifts

Encouraging gifts in wills is one of the Foundation's foremost goals. By participating in the Program, by celebrating the Foundation's 50th anniversary and by utilizing the Legacy Challenge^[1], a renewed sense of urgency for wills and bequests will be promoted.

Objective #2 – Secure a minimum of 60 new legacy commitments (average of one per month) with a minimum estimated value of \$6 Million.

- Partner with the Harold Grinspoon Foundation's *Life & Legacy Program* and secure a minimum of 10 community partners. In addition, actively work with partners to secure 3rd party managed funds.

Priority #3 Face-to-Face Conversations With Potential Donors

Research indicates that on average, it takes contact with 10 different prospects, before a gift is secured. Thanks to the partnership with the Federation, strong relationships with prospective donors already exist, which should reduce this statistic. Notwithstanding this, it is clear that in order to meet Objectives #1 and #2, a substantial increase in the number of face-to-face conversations is required.

Objective #3 – Minimum of 400 face-to-face conversations (including those done by partners in the Program).

GOVERNANCE

Priority #1 Investment

A key function of the Foundation is appropriate investment of donor dollars. This is achieved through the active involvement of a robust Investment Committee, a trusted outside advisor and adhering to the Foundation's Investment Policy Statement.

Objective #1 - The Foundation's objective is to achieve a desired real return of 4.5% - 5.5% per annum over the long term (greater than 10 years).

Priority #2 Philanthropic Board of Directors

To support the significant fundraising objectives outlined in this plan, it is essential that the Board of Directors is actively involved in this task.

Objective #2 - On an annual basis, at least 85% of board members will be involved in multiple face-to-face conversations with potential donors.

⁵ This figure is exclusive of Community Endowment Campaign (CEC) commitments, 3rd party investment income, realized legacy commitments and new unrealized legacy commitments.

^[1] The Legacy Challenge will pay professional/legal fees up to \$1,000 for a donor who names the Foundation in their will.

Priority#3 Continuous Operational Improvement

The Foundation is committed to being transparent, efficient and having strong day to day operations. These are essential to achieving fundraising objectives and are core to inspiring donor confidence.

Objective #3 - Management will submit a business plan to the board for approval prior to each year of this Strategic Plan. The focus will be on initiatives to support operational efficiencies, effectiveness and transparency.

EDUCATION AND OUTREACH

The Foundation has a proven track-record of funding and investment success and at the same time, there remains brand confusion with the Federation and a lack of clarity around different giving vehicles. On an annual basis, the Foundation infuses millions of dollars into Ottawa's Jewish community and that message needs to be widely shared. There are a myriad of ways that can be used to promote the Foundation's brand, including social media and the Foundation's 50th anniversary celebration.

Priority #1 50th Anniversary Celebrations

There are three primary purposes in commemorating the 50th milestone achievement:

- Donor recognition/Stewardship
- Fundraising
- Brand messaging (e.g. advertisements, events, promotional material, etc.)

Objective #1 – Active promotion of the Foundation's 50th anniversary celebration.

Priority #2 Continued and Enhanced Communication with Fund holders

Over the course of 2021, there will be:

- a minimum of two brand messaging initiatives
- one donor stewardship initiative

This may require a modestly enhanced budget.

Objective #2 – Actively promote the Foundation using multiple channels.

- Implement a minimum of one new annual initiative (e.g. event, social media campaign, etc.) that promotes the Foundation in a new manner.

CONCLUSION

Working with partners, this strategic plan is designed to capitalize on unique opportunities to increase the financial resources that the Foundation can provide for Ottawa's Jewish community.

"If I have seen further, it is by standing on the shoulders of giants."

Sir Isaac Newton

"As my ancestors planted for me, so do I plant for those who come after me."

Talmud

It is because of past generations of leaders who had foresight, wisdom and philanthropic spirit that the Foundation is well-positioned to launch this bold strategic plan. It is because we cherish our collective future, that we are committed to its successful implementation.