

Ottawa Jewish Community Foundation

2023 Business Plan



The Ottawa Jewish Community Foundation's (Foundation) 2023 Business Plan is the final year of its current five-year strategic plan. This is a unique business plan in that all major fundraising goals have already been surpassed, a tremendous accomplishment at any time and even more so during the challenges of the past three years.

In 2022, the obvious and significant exception to the Foundation's performance was with respect to investments, as the markets experienced a significant downturn. While returns are not yet finalized, there will be losses. Nonetheless, the Foundation remains confident in our portfolio managers and consultants, committee, and Investment Policy Statement.

The 2023 Business plan is focused on meeting Year 3 Life & Legacy metrics, operational enhancements, and crafting a new five-year strategic plan.

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

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 donor's 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 *tikkun olam*, *tzedakah*, and *l'dor v'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.

2023 Objectives

After three years of tremendous growth and activity, 2023 is focused more internally on operations and planning. Work is necessary to make sure that growth is appropriately supported through stewardship, processes, and strategic planning for the future.

Operations and Planning

Building the Generations Trust Infrastructure – with \$16M pledged to date, and first payments beginning, the Foundation will focus on ensuring that this unique campaign is appropriately supported. This will include: ensuring that gift agreements are adhered to; the investment committee considers whether any adjustments are needed as a result of the significant expected influx of dollars; and supporting the day schools with donor stewardship.

New Strategic Plan (2024-2028) – 2023 is the final year of the five-year strategic plan that began in 2019, during which the Foundation successfully celebrated 50 years of serving the community, transitioned to a new, more nimble investment model, and began two of the largest non-capital campaigns in the history of Jewish Ottawa with Life & Legacy and the Generations Trust for Jewish Education. In 2023, leadership will spend time consulting with key stakeholders and presenting a plan for the next five years, which will take effect January 1, 2024.

Life & Legacy – the Life & Legacy initiative is designed to initiate a fundamental shift in communities so that legacy giving becomes a normalized and highly valued aspect of philanthropic conversations. Beginning in 2023, metrics shift from securing new commitments to formalization and stewardship. Here are the base metrics for partner organizations to qualify for an incentive grant (\$5,000):

- Four LOIs secured (previous goal was 18)
- Formalization of 50% of LOIs secured in Year 1 & 2
- Based on best practice, develop and implement a stewardship plan
- Minimum eight new legacy conversations

The goal is that at least 9/10 partner organizations are successful and receive their Year 3 incentive grant. There are additional incentives (up to \$3,000) for value-added initiatives, including: donor testimonials, and adding new members to each Life & legacy team, marketing, etc. With 308 community members signing LOIs (and \$18M in expectancies), it is important that donors be rigorously stewarded.

5% Government mandated disbursement – the most recent Federal budget included a provision that all Foundations of a certain size increase their minimal annual disbursement quota from 3.5% to 5%. For the past several years, our Foundation has disbursed at 4%. There are many elements to this significant shift, including understanding the exact rules, determining if any investment shifts would help optimize disbursements, and appropriately communicating with beneficiaries and the community.




Specific 2023 Continuous Operational Improvements – the Foundation prides itself on using best-in-class governance, which is critical to maintaining donor confidence. It is also important that processes are documented to ensure business continuity. In 2023, key operational improvements will include:


- 1) Streamline insurance payments to better integrate with finance, and decrease reliance on insurance company invoices to avoid timing issues.
- 2) Follow up on the documentation of all BASE insurance policy designations.
- 3) Update Legacy Challenge collateral material and create a new process document.

Metric	2022 Results and Goals	2023 Minimum Deliverable	Strategic Plan To Date	5-year strategic Plan
Fundraising				
New \$ contributed into the Foundation: Tribute Cards, new funds, and new \$ into existing funds. <i>*Does not include CEC contributions or realized Legacy gifts or Generations Trust dollars</i>	Result: \$706,908 (\$80,233 in tribute cards; \$364,696 in straight donations; \$261,979 in new funds) Goal: \$400,000	\$400,000	\$2,555,837	\$2M
Life and Legacy	Result: 119 new commitments, estimated value of \$6.2M Goal: 40 New Commitments, min. estimated value of \$2.5M	40 new commitments, estimated value \$2.5M	308 new commitments, \$18M estimated value	175 new commitments, \$12M estimated value
Operations				
Operational Improvements	Result: 83% (5/6 achieved) Goal: 85%	85%	90%	85%
Investment Income	-6.8% (November 30th)	4.5% - 5.5%	8.96% (prior to 2022)	4.5% - 5.5% annually
Board Fundraising (board members with assigned, active prospects)	Result: 75% Goal: 85%	85%	83%	85%
Life & Legacy Teams	10/10 partners earned their base incentive grant	Minimum 9/10 teams earn their base incentive grant	N/A	N/A

Fund Activity To Track		
	2022 Results	Strategic Plan to date
Third-party managed funds	\$950,100	\$9,104,357
Realized Legacy Gifts (legacy gift has already been received either as cash in advance or due to death).	\$230,400	\$351,986
Generations Trust Funds Received	\$800,000	N/A

Appendix A
Evaluation 2022 Continuous Operational Improvements

	Opportunity/Need	Initiative	Result
Life & Legacy	In Year 3, Life & Legacy shifts to a new phase (formalization), which necessitates new back-end support and also new supports to maintain/increase work by the teams.	<ul style="list-style-type: none"> Standardized meeting schedule and agenda for each Life & Legacy team Documented process for Life & Legacy gift formalization 	<p>-Regular meetings were held with partner agencies. </p> <p>-A holistic Life & Legacy intake procedure document was created and is now used, reflecting the steps to be taken when receiving letters of intent, gift formalizations and realized gifts.</p>
Ontario Not-for-Profit Corporations Act (ONCA)	As the Foundation is incorporated in Ontario, there must be a review by 2023 of the Foundation's bylaws and governance structure to ensure compliance with the Ontario Not-for-Profit Corporations Act (ONCA).	<ul style="list-style-type: none"> Conduct a by-law and governance review 	<p>Due to retirement of VP, Corporate Services this was deferred to 2023. </p>
General Operations	In 2021, the Foundation successfully transitioned to a new online Tribute Card system. In 2022, efforts will be focused on optimizing some back-ends aspects	<ul style="list-style-type: none"> New system to transfer information from the online tribute cards reports to the Foundation's database Ability to generate a summary report for a life-cycle event (numerous cards sent) 	<p>-A written process has been prepared and is now adhered to. </p> <p>-A system has been established for providing summary reports to donors on life cycle events (e.g. deaths), receiving positive feedback from families.</p>

	Fundraising for the Generations Trust has begun and requires some back-end support	<ul style="list-style-type: none"> Finalize the deed of gift 	<p>After a lengthy process, gift agreements were agreed to by all partners. There will be some customization for donors.</p> 
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