

Ottawa Jewish Community Foundation

2024 Business Plan



The Ottawa Jewish Community Foundation's (Foundation) 2024 Business Plan is the first year of our new five-year strategic plan. This is a unique business plan in that it is being adopted without a permanent CEO at the helm.

While recognizing that a new CEO may ultimately adjust the strategic plan, the 2024 Business Plan is targeted on setting up the Foundation for success by focusing on core objectives within the primary focus areas of the Foundation: Fundraising, Education and Outreach, as well as Operations. Once successful, these goals will be important for the Foundation regardless of the longer-term strategic alignment.

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.

The Foundation business plan is rooted in our five-year strategic plan. With much of the new endowment dollars over the next five years coming via donations to the Generations Trust, this five-year plan focuses heavily on the continued prominence of legacy giving, increasing the Foundation's visibility as well as encouraging people to top up the funds.

Starting a new 5-year strategic plan without a permanent CEO adds a layer of complexity. However, looking at the overarching goals of the Foundation, some clear objectives will set us up for long-term success, regardless of who is at the helm.

Priority	5 Year Strategic Plan Goal
Fundraising	
New \$ Contributed into Foundation to mark life-cycle moments	30 Life-Cycle moments minimum
New Legacy commitments	75 commitments, minimum estimated value \$5M
Life & Legay Plus	Grinspoon Foundation Metrics are met
Generations Trust	\$1.5 Million minimum
Governance, Operation, Education and Outreach	
Operational Improvements	Minimum ¾ achieved annually
Investment	TBD, after a careful review
Giving Vehicle Promotion	Minimum 10 initiatives not currently done
Board Fundraising	100%

2024 Objectives

Our 2024 business plan is the on ramp to the success of our larger strategic plan and as such the objectives feed directly from it.

Fundraising

Objective #1 - 15 New Legacy Gifts – This includes finishing year 4 of Life & Legacy on a strong footing and securing admittance to Life & Legacy Plus for future years.

Objective #2 - 5 Life Cycle Event Gifts - History has shown that most fund openings and top-ups occur around life cycle milestones. Our team will create dedicated landing pages to drive donations. Encouraging donors to use these and then marketing them will have long-term benefits.

Objective #3 - Create a List of Prospects for \$50-\$100k donations to Generations Trust – This will help grow endowments and also dovetails with the strategic goal of 100% Board participation in fundraising.

Education and Outreach

Objective - Create Two New Initiatives to Explain Foundation Giving Vehicles – We need to expand community knowledge of the Foundation and inspire people to use the various mechanisms as a method of perpetuating their Jewish values.

Governance and Operations

Objective – Review the Investment Policy Statement, in consideration of the New Disbursement Rate – With a rapidly changing economic climate and the requirement for an increased annual call on capital, reviewing our investment bands is paramount to maintaining the capital of the Foundation.

Specific 2024 Continuous Operational Improvements – With a lean team and a relatively big operation, the Foundation requires consistent operational improvement to maintain donor confidence. In 2024, key operational improvements will include:

- 1) The transition to a new CRM with a written SOP document by year end;
- 2) Staff transition documents for all positions; and
- 3) Process guide for the set-up of customized fundraising pages and their marketing.



Evaluation 2023

Metric	2023 Results and Goals	5 Year Total	5-year strategic Plan Goal
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: \$768,498 (\$119,629 in tribute cards; \$391,396 in straight donations; \$254,473 in new funds) Goal: \$400,000	\$3,258,589	\$2M
Life and Legacy	Result: 28 new commitments, estimated value of \$1.2M Goal: 40 New Commitments, min. estimated value of \$2.5M	331 new commitments, \$19.5M estimated value	175 new commitments, \$12M estimated value
Operations			
Operational Improvements	Result: 83% (5/6 achieved) Goal: 85%	90%	85%
Investment Income	1.6% (October 30th)	8.96% (prior to 2022)	4.5% - 5.5% annually
Board Fundraising (board members with assigned, active prospects)	Result: 75% Goal: 85%	83%	85%
Life & Legacy Teams	Result: 9/10 partners were successful in year 3 Goal: 9/10 partners earned their base incentive grant	9 out of the initial 14 teams graduated into the 4 th year. Given our decision to let anyone who applied into the program, this is about where we should be.	N/A

Fund Activity To Track			
	2023 Results	5 Year Total	
Third-party managed funds	\$250,000	\$9,354,357	
Realized Legacy Gifts (legacy gift has already been received either as cash in advance or due to death).	\$14,000	\$356,185	
Generations Trust Funds Received	\$2,798,214	N/A	

Appendix A

Continuous Operational Improvements

	Opportunity/Need	Initiative	Result
Insurance Premiums	The administration of the insurance programs was very cumbersome and there were often gaps between the finance team who pays the premiums and donations to cover those premiums. Occasionally this led to late payments and confusion.	<ul style="list-style-type: none"> Create a process to streamline payments regardless of donation offsets. Standardize communications with insurance companies to ensure they were recording payments correctly. 	<p>Staff worked to create a timeline of insurance payments and a process to pay them in advance along with the appropriate documentation that each provider requires.</p> <p>Staff also created an online insurance premium payment form to expedite offsetting donations and reduce communication lags with donors.</p> 
Base Insurance Policies	OJCF has three main types of insurance policies. Two of the three have fixed designations but BASE can be allocated to any endowment type the donor desires. There wasn't great documentation in the early years of the program and many of the policies didn't have clear instructions as to what they would fund.	<ul style="list-style-type: none"> Reach out to all BASE policy holders to thank them and make sure that their wishes are recorded. 	This was only partially achieved with instructions documented for 41 out of 49 insurance policy holders. Part of this was a challenge in bandwidth with the job not being prioritized early. For others, there were a variety of complicating factors.
Legacy Challenge	With the increased focus on the formalization of legacy gifts, we recognized that the Legacy Challenge collateral needed to be clarified and processes documented on how to record, reimburse and file the paperwork.	<ul style="list-style-type: none"> Update Legacy challenge brochure Create documentation for Legacy Challenge process 	<p>The team updated the brochure as well as some of the marketing collateral, and Solange Ashe documented a process for all the steps in the administration of the Legacy Challenge.</p> 
Ontario Not-for-Profit Corporations Act (ONCA)	On the year 4 business plan the one operational improvement that was missed was a by-law and governance review. This was deferred to 2023 due to the retirement of the VP, Corporate Services.	<ul style="list-style-type: none"> Conduct a by-law and governance review 	<p>VP of Operations Rena Garshowitz, working with Harold Feder and a committee of experts completed our review and implemented the new bylaws.</p> 