

Ottawa Jewish Community Foundation 2018 Business Plan



Overall, the Ottawa Jewish Community Foundation had a successful year as many goals in the ambitious 2017 business plan were achieved.

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 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 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

Each and every year, a business plan is drafted that links back to the strategic plan (2014-19). Since this is the final year of the 5-year strategic plan, our approach this year has differed somewhat to ensure that efforts are made to achieve the majority of our overall goals that have not yet been met.

The overall objective of the Foundation's 5-year strategic plan is to secure \$5 Million in new capital from fundraising and 40 new Legacy commitments by 2018. 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). The chart below demonstrates that the goal for new capital has already been met, in large part due to success securing significant 3rd party managed funds from communal organizations. Conversely, more work is required to secure new legacy commitments (though the goal for the dollar value has already been exceeded).




	New endowments #	New endowments \$	New Legacy Commitments #	New Legacy Commitments \$
2014	12	\$485K	2	\$1.3M
2015	11	\$908K	9	\$653K
2016	17	\$2.5M	10	\$1.4M
2017	15	\$1.2M	2	\$350K
2014-2017 Total	55	\$5.1M	23	\$3.7M
5-year Goal	N/A	\$5M	40	\$2.5M
2018	12	\$750,000	10	\$650K

In reviewing the non-fundraising metrics - pertaining to education/outreach and governance; much work has already been accomplished and work in 2018 will focus on board fundraising and enhancing the Foundation's important culture of transparency and accountability.

Similar to previous years, the 2018 business plan contains a high-level evaluation of the previous year's goals.

EDUCATION AND OUTREACH

High Level 2017 Evaluation:


Goal	Result	
Develop 5 th donor touchpoint	ACHIEVED – additional fund holder letter with an update on specific agencies that donors fund	
1 new joint promotional effort with the Federation	ACHIEVED - video explaining the difference between Foundation and Federation, sent in a joint email from the chairs	
Increase tools and improve language to explain the Foundation including a) tag-line b) marketing campaign focused on Foundation's cumulative allocations to the community	ACHIEVED - <i>Investing in our Future</i> is now the Foundation tagline, Bulletin ads and other promotional information now include information around cumulative allocations, and a primer explaining the Foundation was created	

2018 Goals

- 1) One new marketing initiative
- 2) Minimum one event for outreach and stewardship

GOVERNANCE

High Level 2017 Evaluation:





Goal	Result	
Minimum 1 new initiative to improve transparency	ACHIEVED – marketing promotion around cumulative allocations	
Minimum 85% engagement of board members in a facet of fundraising (e.g. solicitation, door opening, etc.)	NOT ACHIEVED – while there has been improvement in this area, it is only at 46%	

2018 Goals:

- 1) Minimum 85% engagement of board members in a facet of fundraising (e.g. solicitation, door opening, etc.).
- 2) Process for new 5-year strategic plan is developed (to be approved by February 2019).

FUNDRAISING

High Level 2017 Evaluation:

Goal	Result	
Maintain minimum Pipeline of 150 potential donors	ACHIEVED at the end of the year, the pipeline had 158 prospects. This goal will be adjusted in future years and focus more on activity level of prospects	
Raise a minimum of \$1 Million (excluding CEC commitments, realized Legacy commitments and new unrealized Legacy commitments)	ACHIEVED - the foundation had a very good year and \$1.3M in new funds was secured	
Secure a minimum of 8 new Legacy gifts, with a minimum estimated value of \$500,000	NOT ACHIEVED – 2 new legacy gifts were secured with an estimated value of \$350,000	
Minimum 15 new endowment funds (includes B'nai Tzedek, agency funds, etc.)	ACHIEVED 15 new funds were opened this year	
Minimum of 140 face-to-face meetings by professionals and volunteers (cultivation and stewardship)	NOT ACHIEVED over the course of the year, 66 meetings took place, the majority by foundation fundraising professionals.	
Minimum of 10 volunteers actively working to secure a gift from prospect(s)	PARTIALLY ACHIEVED 8 volunteers actively worked on prospects over the course of the year	

2018 Goals: Adjustments have been made to reflect overall progress to the strategic plan.

1. **Raise a minimum of \$750,000 Million** (excluding CEC commitments, realized Legacy commitments and new unrealized Legacy commitments)
2. **Minimum 12 new endowment funds** (includes B'nai Tzedek, agency funds, etc.)
3. **Secure a minimum of 10 new Legacy gifts, with a minimum estimated value of \$650,000**
4. **Minimum of 140 face-to-face meetings by professionals and volunteers**
5. **Maintain a minimum of 50 active prospects on the pipeline**

Conclusion - overall, for the 5th and final year of the strategic plan, Foundation is trending positively to achieve the vast majority of goals and objectives. Clearly, over time, the Foundation has established itself as a trusted steward of philanthropic funds and will continue to do so.

What does success look like? 2018 Key Deliverables

	Action Item	2018 Year To Date	2018 Minimum Deliverable	2017 Actual
Active Prospect Development	Active prospects on Pipeline (people and agencies)		50	N/A
	Face to face meetings		140	66
Fundraising	New \$ Contributed Into Foundation Tribute Cards, new funds, new \$ into existing funds, new 3 rd party managed funds, etc. Does not include CEC contributions or realized Legacy gifts		\$750,000	\$1.2 M
	New endowments New funds, agency B'nai Tzedek, etc.		12	15
	New Legacy commitments		10 new gifts, minimum estimated value \$650,000	2 new gifts, \$350,000 estimated value
Education & Outreach	+1 marketing initiative		+1	N/A
	+1 outreach/stewardship event		+1	N/A
Governance	Engagement of board members in fundraising		85%	46%