

# Ottawa Jewish Community Foundation 2016 Business 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 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**

In 2014, the Foundation's Board of Directors approved a new 5-year strategic plan. The strategic plan contains many important initiatives in the Foundation's 3 pillars (Governance, Education and Outreach and Fundraising) and they are all designed to answer one basic question: how can we generate more revenue (fundraising and stewarding capital)?

**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.** Additionally, on an annual basis the Foundation strives to achieve a minimum annual return of 7% for the Foundation's portfolio.

Similar to last year, the 2016 business plan contains a high-level evaluation of the previous year's goals.

## **EDUCATION AND OUTREACH**

### **High Level 2015 Evaluation:**

- 1) **Minimum Pipeline of 150 potential donors is maintained** – ACHIEVED, with 151 prospects on the Pipeline.
- 2) **One new marketing initiative promoting Living Legacies** – ACHIEVED as a marketing piece was created, though not widely used due to an extremely limited potential market.
- 3) **One new initiative co-branding Federation and Foundation** – ACHIEVED, this year, the email suggesting that donors consider making a gift by December 31<sup>st</sup> to receive a 2015 tax receipt was a joint Federation and Foundation "ask". Additionally, efforts continue to consistently look for ways of co-branding existing initiatives. For example, more Foundation content was added to the Federation's Annual Campaign Case for Community, joint holiday greetings, etc.

- 4) **Minimum 4 donor touch points (e.g. newsletter) and development of a plan for a 5<sup>th</sup> touch point – NOT ACHIEVED**, as there were only 3 touch points and the 5<sup>th</sup> touch point was not developed, though many excellent ideas have been generated for future consideration.
- 5) **Minimum 1 customized communication and 2 low-cost experiments on how to increase response rates (e.g. note on the envelope). –ACHIEVED** – a targeted Legacy mailing took place in spring 2015; experiments for a corporate holiday card and fund top up pilot took place in November and December 2015. Unfortunately, these experiments were not fruitful.
- 6) **Minimum 1 marquee event – ACHIEVED** - Pearls of Wisdom took place on October 18<sup>th</sup> with approximately 35 people.
- 7) **Launch of planned giving handbook, with a minimum 2 small events (tentative pending completion of the handbook) -** due to a decision to substantially revise the planned giving handbook. The handbook is now almost complete and will be ready early in 2016.

#### 2016 Goals:

- 1) 1 new customized donor communication
- 2) 4 donor touchpoints
- 3) 2 small events utilizing gift planning handbook
- 4) Analyze and review Foundation advertising in the Bulletin, including focusing on new fund holders

## GOVERNANCE

#### High Level 2015 Evaluation:

1. **Complement the Foundation’s mission statement with an appropriate vision and values statement developed and approved by the Board – ACHIEVED** in a session led by consultant Lisa Miller.
2. **One new initiative to enhance the Foundation’s culture of transparency and accountability – ACHIEVED**, new infographic explaining Foundation investments was widely utilized.
3. **Ensure the composition of the Board of Directors is diverse and comprised of philanthropic leaders by adding 2 new members (specifically, more women and philanthropic leaders) – ACHIEVED**, 4 new members were added, all are philanthropic leaders and 50% of new members are female.

#### 2016 Goals:

1. Minimum 1 new initiative to improve transparency
2. Revise and develop terms of reference for Foundation committees (Fundraising, Education and Outreach and Governance)

## FUNDRAISING

While not all targets were 100% met, Foundation fundraising increased exponentially. The Pipeline was more robust, leading to more face to face meetings, which led to increased fundraising and a larger number of Legacy commitments. In some cases, even when targets were not met, there was substantial improvement over the previous year.

#### High Level 2015 Evaluation:

1. **Raise a minimum of \$1 Million (excluding CEC commitments, realized Legacy commitments and new unrealized Legacy commitments) – NOT FULLY ACHIEVED**; however, while falling 9% short of the metric, the \$908,000 raised represents an increase of 155% over 2014.

2. **Secure a minimum of 8 new Legacy gifts, with a minimum estimated value of \$500,000 – ACHIEVED**, with 9 new Legacy commitments with an estimated values of \$653,000.
3. **Obtain a minimum of 5 new Living Legacy commitments –NOT ACHIEVED**. There has been little interest from community members in Living Legacy commitments and this will not be included in future business plans, even though it is part of the 5-year strategic plan. That said, there is one potential Living Legacy prospect expected to create a fund in early 2016.
4. **Women’s Collective Endowment Fund raises an additional \$25,000 and is responsible for adding 25 new prospects to the Pipeline – NOT ACHIEVED**, though the \$9,812 raised represents an increase of 106% over the prior year, even as the committee was re-evaluating its approach to fundraising. The collective took part of this year to engage in a retreat and strategy discussion on the future.
5. **Minimum 15 new endowment funds** (includes B’nai Tzedek, Living Legacy, agency funds, etc.) – **NOT FULLY ACHIEVED** as this metric fell just short with 14 new funds opened, though exceeding the 2014 result of 11 new funds.
6. **Minimum of 130 face-to-face meetings by professionals and volunteers** (cultivation and stewardship) – **ACHIEVED**, with 132 meetings taking place.
7. **Deepen the fundraising relationship with the Federation and consistently improve on a donor-centric approach to fundraising – ACHIEVED** as the relationship continues to deepen with several joint initiatives and an increase in Foundation discussions taking place as part of the Annual Campaign solicitation.
  - a. Centre for Jewish Philanthropy metrics are met or exceeded.

#### **2016 Goals:**

1. Maintain minimum Pipeline of 150 potential donors.
2. **Raise a minimum of \$1 Million** (excluding CEC commitments, realized Legacy commitments and new unrealized Legacy commitments)
3. **Secure a minimum of 8 new Legacy gifts, with a minimum estimated value of \$500,000**
4. **Minimum 15 new endowment funds** (includes B’nai Tzedek, agency funds, etc.)
5. **Minimum of 140 face-to-face meetings by professionals and volunteers** (cultivation and stewardship)
6. **Minimum of 10 volunteers actively working to secure a gift from prospect(s)**

#### **Conclusion**

The 2016 business plan has been simplified, with less key deliverables, but are all closely aligned with the strategic plan. It is designed to maximize a focus on fundraising, while continuing the Foundation’s strong tradition of governance, which bolsters trust from community members.

**What does success look like? 2016 Key Deliverables**

	<b>Action Item</b>	<b>2016 Year To Date</b>	<b>2016 Minimum Deliverable</b>	<b>2015 Actual</b>
<b>Active Prospect Development</b>	Prospects on Pipeline (people and agencies)		150	151
	Face to face meetings		140	132
	Gift planning handbook completion and event		Published book & 2 small events	0
	<b>New \$ Contributed Into Foundation</b> Tribute Cards, new funds, new \$ into existing funds, new 3 <sup>rd</sup> party managed funds, etc. Does not include CEC contributions or realized Legacy gifts		\$1 Million	\$908,337
<b>Fundraising</b>	New endowments New funds, agency B'nai Tzedek, etc.		15	14
	New Legacy commitments		8 new gifts, minimum estimated value \$500,000	9 new gifts, \$653,000 estimated value
	4 donor touchpoints, 1 customized		4	3
<b>Education &amp; Outreach</b>	Revised Foundation pages in the Bulletin		Published in the Bulletin	N/A
	<b>Governance</b>			
<b>Governance</b>	New initiative to improve transparency and accountability		1	1
	Revise and develop terms of reference for Foundation committees (Fundraising, Education and Outreach and Governance)		Board approved Terms of Reference	N/A