

Ottawa Jewish Community Foundation 2017 Business Plan



The Ottawa Jewish Community Foundation achieved tremendous and unprecedented success in 2016 implementing its mission and achieving its vision. Overall, and on multiple fronts, metrics outlined in the ambitious 2016 business plan were achieved. Over the past ten years, Foundation has dispersed \$23.5M to worthy causes, including \$16.1M to Jewish institutions in Ottawa – a remarkable accomplishment that has significantly strengthened the community.

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 & Outreach and Fundraising) and they are all designed to answer one basic question: how can we generate more revenue?

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). Although the desired rate of return may not be achieved in each and every year, it is the objective to achieve it over the long term, with the portfolio’s asset allocation having been designed accordingly. Consequently, in 2017, the investment committee will be conducting a complete review of investment advisor services, while continuing to provide oversight and guidance with respect to the custodial funds.

Similar to previous years, the 2017 business plan contains a high-level evaluation of the previous year’s goals.

EDUCATION & OUTREACH

High Level 2016 Evaluation:

Goal	Result
One new customized donor communication	FULLY ACHIEVED the Foundation's newsletter had 4 separate versions, with 4 different agency cover stories, depending on where a donor directs his/her funds. 
4 donor touchpoints	FULLY ACHIEVED There were two newsletters, the annual report and a customized fund holder letter. 
2 small events utilizing the gift planning handbook	MOSTLY ACHIEVED after 18 months of diligent work, the gift planning handbook was published and distribution efforts began. One successful event took place and two more are scheduled early in 2017. The handbook is a tremendous tool that raised the Foundation's profile and can be used to educate potential donors.
Analyze and review Foundation advertising in the Bulletin, including focusing on new fund holders	FULLY ACHIEVED Foundation's pages were reviewed and changes were made including: improved advertisements (e.g. Legacy giving) and a revised look. 

2017 Goals

- 1) Develop 5th annual donor touch point
- 2) One new joint promotional effort between the Jewish Federation of Ottawa and the Foundation
- 3) Increase tools and improve language to explain the Foundation, including:
 - a. Develop a tag-line
 - b. Marketing campaign (e.g. Bulletin ads) focused on Foundation's cumulative allocations to the community over a 10-year span

GOVERNANCE

High Level 2016 Evaluation:

Goal	Result
Minimum 1 new initiative to improve transparency	PARTIALLY ACHIEVED – materials were developed around the cumulative impact of the Foundation, but were not yet disseminated. Over the past ten years, Foundation distributed over \$23.5 Million, a remarkable accomplishment.
Revise and develop terms of reference for Foundation committees (Fundraising, Education & Outreach and Governance)	FULLY ACHIEVED Board approved terms of reference were developed for all Foundation committees and are now used to set mandates and guide work. 

2017 Goals:

- 1) New initiative to improve transparency and accountability
- 2) Minimum 85% engagement of Board members in a facet of fundraising (e.g. solicitation, door opening, etc.).

FUNDRAISING

Thanks to generous donors, the Foundation far exceeded all fundraising targets.

High Level 2016 Evaluation:

Goal	Result	
Maintain minimum Pipeline of 150 potential donors	FULLY ACHIEVED at the end of the year, the pipeline had 155 prospects. A robust pipeline is essential to achieve fundraising goals.	
Raise a minimum of \$1 Million (excluding CEC commitments, realized Legacy commitments and new unrealized Legacy commitments)	FULLY ACHIEVED the foundation had a truly exceptional year and raised \$2.5M in new dollars.	
Secure a minimum of 8 new Legacy gifts, with a minimum estimated value of \$500,000	FULLY ACHIEVED the Foundation's continued emphasis on Legacy giving, and the synergy between legacy giving and the Annual Campaign, led to great success with 10 new Legacy commitments with an estimated value of \$1.4 Million.	
Minimum 15 new endowment funds (includes B'nai Tzedek, agency funds, etc.)	FULLY ACHIEVED 16 new funds were opened this year, exceeding the target.	
Minimum of 140 face-to-face meetings by professionals and volunteers (cultivation and stewardship)	FULLY ACHIEVED over the course of the year, 142 meetings took place, the majority by foundation fundraising professionals.	
Minimum of 10 volunteers actively working to secure a gift from prospect(s)	FULLY ACHIEVED 11 volunteers actively worked on prospects over the course of the year.	

2017 Goals: These are the exact same goals as 2016, to ensure Foundation's fundraising remains robust.

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**
6. **Minimum of 10 volunteers actively working to secure a gift from prospect(s)**

Conclusion

2016 was a tremendously successful fundraising year, far exceeding targets. With this success, the fundraising goals in Foundation's five-year strategic plan would be readily attainable, even if targets were lowered in the 2017 business plan. Notwithstanding this, the leadership of the Foundation has chosen to keep the bar high with 2017 targets and continue setting ambitious, aspirational goals. Similar to last year, we set fewer goals, but with high impact.

What does success look like? 2017 Key Deliverables

	Action Item	2017 Year To Date	2017 Minimum Deliverable	2016 Actual
Active Prospect Development				
	Prospects on Pipeline (people and agencies)		150	155
	Face to face meetings		140	142
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		\$1 Million	\$2.5M
	New endowments New funds, agency B'nai Tzedek, etc.		15	17
	New Legacy commitments		8 new gifts, minimum estimated value \$500,000	10 new gifts, estimated value \$1.4M
Education & Outreach				
	Addition of 5 th donor touchpoint		+1	N/A
	One new joint promotional piece Federation/Foundation		+1	N/A
Governance				
	New initiative to improve transparency and accountability		1	1
	Engagement of all board members in fundraising		85%	N/A