

Executive Summary

To review the entire strategic plan, visit jewishottawa.com

Jewish Federation of Ottawa Strategic Plan 2014-2019

MISSION

To advance and promote an exceptional quality of Jewish life

VISION

A thriving Ottawa Jewish community that is inclusive, accessible, educated and engaged

730 PEOPLE PARTICIPATED IN 8 COMMUNITY CONSULTATIONS



CORE VALUES

Torah, chesed (loving kindness), k'lal Yisrael (Jewish peoplehood), tzedakah (philanthropic giving), and tikkun olam (repairing the world)

Enduring affinity and support for the Jewish State of Israel

GOAL #4

Expand involvement and engagement in Jewish life and learning, for all ages

By 2019, Federation will:

1. Initiate community-wide endeavours to increase the number of children receiving a Jewish education (day and supplemental) by 35%, and to increase the number of local Jewish youth and students engaged in informal Jewish experiences by 20% (2014: 680 in Jewish schools, 2019: 918) (2014: 776 Jewish experiences, 2019: 931)
2. Create a program that increases affordability for families considering a Jewish experience
3. Initiate a minimum of two new community building activities, two new shared marketing initiatives, and one new Israel engagement project
4. Strive for greater diversity of people participating in Federation events, boards and committees; use inclusive messaging; and increase the number of people being reached with our communication channels



GOAL #1

Increase financial resources to support the Jewish communities of Ottawa, Canada, Israel and the world

By 2019, Federation will:

1. Grow the Annual Campaign every year & increase annual funds available by 25% (2014: \$5.9M, 2019: \$7.38M)
2. Increase the dollars raised by the emerging generation division of the Annual Campaign by 30% each year, and double the number of its annual donors (2014: \$15,000 by 120 donors, 2019: \$55,700 by 240 donors)
3. Perform an annual evaluation of the Centre for Jewish Philanthropy
4. Explore new models of giving within the Annual Campaign

GOAL #2

Manage and communicate a transparent and responsible process to allocate funds from the Annual Campaign

By 2019, Federation will:

1. Conduct a comprehensive review of the grants and allocations process, including re-examining the formula used to determine allocations within the education envelope. Further, Federation will implement a minimum of three new strategies to improve transparency with agencies
2. Develop a minimum of three new tools to share funding decisions and outcomes with the community

GOAL #3

Foster greater cooperation and partnership among community agencies and organizations

By 2019, Federation will:

1. Offer a minimum of three new joint initiatives that directly benefit Jewish organizations in Ottawa, and create two new forums to share ideas, disseminate information and explore opportunities for cooperation
2. Explore new models of cooperation and partnership to address the growing needs of seniors in our community

GOAL #5

Attract and develop diverse volunteers and leaders

By 2019, Federation will:

1. Create an active matching program that pairs volunteers with needs in the community, and place a minimum of 100 volunteers or 20 leaders annually
2. Implement a minimum of two annual initiatives to appreciate volunteers
3. Initiate a minimum of one annual volunteer or leadership program on a rotating basis

REPORTING TO THE COMMUNITY: Federation will develop clear work plans and concrete strategies to achieve the goals over the next five years. There will be comprehensive reports to the community twice per year, primarily through Federation's Key Performance Indicators, which will align with the measurable targets set forth in this document so that all stakeholders can see how Federation is progressing through its strategic plan.