# Conclusion

As you can see from the results, many initiatives were achieved and significant progress was made in implementing Year 1 of Federation's Strategic Plan.

Federation's Strategic Plan contains bold five-year objectives, such as increasing funds available to support Jewish life by 25%, increasing the number of children receiving a Jewish education (day and supplemental) by 35% and increasing the number of youths engaged in informal Jewish experiences (e.g. camps, Israel trips, youth groups) by 20%.

Our Year 2 Work Plan, which will be shared with the community in the early fall, specifically builds on Year 1 efforts and will continue addressing these issues. If you have any comments or questions, please contact Federation CEO Andrea Freedman at 613-798-4696 x224 or afreedman@jewishottawa.com.



#### **MISSION**

To advance and promote an exceptional quality of Jewish life

#### **VISION**

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

#### **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

#### **CORPORATE PRINCIPLES**

Collaboration and partnership
Care, acceptance and respect for every individual
Transparency and accountability
Innovative and forward-thinking leadership







# Jewish Federation of Ottawa Strategic Plan Report

# Year 1 (2014-2015) Key Outcomes and Initiatives

The Jewish Federation of Ottawa's Strategic Plan 2014-2019 contained five goals designed to strengthen Federation and the entire Jewish community of Ottawa. The Strategic Plan addresses the most pressing issues where Federation's skills and abilities are best suited to strengthen the community.

An important objective of the strategic planning process was that work plans would be created each year, shared with the community and transparent reporting back to the community would take place. This report is a comprehensive evaluation of the Year 1 Work Plan that was shared fall 2014 with the community.

## 10 Key Outcomes in Work Plan

6 were achieved
2 were partially achieved
2 were not achieved

## 12 additional Initiatives in Work Plan

11 were achieved
1 was not achieved

This report does not represent the totality of Federation's work, only specific outcomes and initiatives in the Year 1 Work Plan.



# Strategic Plan Year 1 (2014-2015) • Key Outcomes and Initiatives

# GOAL 1

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

## **KEY OUTCOMES:**

3 corporate partners

- PARTIALLY ACHIEVED

1 new partner added

**Increased Annual Campaign** 

- ACHIEVED

3% increase

More dollars available for allocation (\$200,000)

- PARTIALLY ACHIEVED

\$112,000 more for allocation

\$19,500 raised from the Emerging Generation (30% increase) and a minimum of 5 new Ben Gurion Society donors

- ACHIEVED

\$25,836 raised (72% increase) and 11 new BGS donors

## OTHER INITIATIVES:

• Increase face-to-face canvassing - ACHIEVED

Primarily successful amongst Top Donors

- Hire new Director of Development
- ACHIEVED
- Create a Top Donor Upgrade Task Force

- ACHIEVED

Veteran canvassers are on board to engage in face-to-face canvassing



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

## **KEY OUTCOME:**

New grants and review process implemented, with buy-in from key stakeholders

- ACHIEVED

#### OTHER INITIATIVES:

- Conduct a review of the grants and evaluation process with buy-in from key stakeholders and ready for implementation Fall 2015
- -ACHIEVED
- Develop a new tool to share funding decisions
- ACHIEVED

A section in the grants review report is dedicated to further addressing this area. "Follow Your Dollars" infographic created and shared.



# GOAL3

Foster greater cooperation and partnership among community agencies and organizations

## **KEY OUTCOME:**

**Integrated Living Centre becomes an** exciting new capital project for the community

- ACHIEVED

#### OTHER INITIATIVES:

- Create a forum for Rabbis in Ottawa
- ACHIEVED

First meeting was in January 2015

- Receive Board approval in fall 2015 to proceed with Integrated Living Centre
- ACHIEVED

Tamir is working on a plan to bring project to fruition, though still several years away.

 Conduct a study on whether a seniors living residence can be part of the **Integrated Living Centre** 

#### -ACHIEVED

Survey results have been shared with the community and the task force is now working to determine if there is sufficient interest.



# GOAL 4

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

## **KEY OUTCOMES:**

Increase day school enrolment

- NOT ACHIEVED

In the three elementary schools, enrolment increased from 322 students in 2014/15 to 328 in 2015/16. With the closing of a high school, enrolment decreased from 36 in 2014/15 at two schools to 16 students in 2015/16 at one school

Increasing enrolment remains a high community priority and is addressed in the Year 2 Work Plan

Two post high school Israeli emissaries ("Shinshinim") for 2015-2016 are added as a resource in our community

- NOT ACHIEVED, Deferred to 2015/2016 Included in Year 2 Work Plan; funding has been secured

New website and 25% increase on Social Media - ACHIEVED

#### OTHER INITIATIVES:

• Facilitate a Jewish education loan initiative with the Hebrew Free Loan Society

#### - ACHIEVED

The program was offered to OJCS families but there was little interest. More marketing is required.

 Implement one collaboration project among the four day schools and one new shared marketing initiative

#### - ACHIEVED

60 teachers and administrators attended a professional development workshop. A 'Chanukah in Ottawa' flyer and Jewish Family One Stop Shop at Mitzvah Day were created.

- Explore programs addressing rising cost of Jewish living - NOT ACHIEVED Deferred to 2015/16 and included in Year 2 Work Plan
- Focus on inclusion and diversity

#### -ACHIEVED

Federation's Board approved new Task Force recommendations in June 2015

# GOAL **5**

Attract and develop diverse volunteers and leaders

# **KEY OUTCOME:**

Volunteer/leadership program is conducted

- ACHIEVED

A volunteer engagement program ran from Sept. to Jan. which included 3 sessions. Follow-up with the 11 participants continues; to date 50% of participants have already found a volunteer position within the community.



