

YEAR 3 WORK PLAN (July 1 2016-June 30 2017)

This year marks the mid-way point of Federation’s 5-year strategic plan (2014-2019). Throughout this process, Federation has fulfilled our commitment to create annual work plans with transparent reporting back to the community. This year, fewer initiatives are being presented, but with a broader focus aimed at ensuring that Federation is in the best position to achieve success in all 5 important strategic areas. Volunteer development/appreciation and utilizing the results of the young family survey are important elements of the Year 3 work plan.

Our vision remains the same: a thriving Ottawa Jewish community that is inclusive, accessible, educated and engaged.

As in past years, this work plan is not a representation of the totality of Federation’s efforts. Rather, it reflects a thoughtful process of what new or enhanced initiatives will be implemented specifically to achieve global strategic objectives.

Goal #1 Increase financial resources to support the Jewish communities of Ottawa, Israel and the world	
Key Objective	Key Deliverables
Increased resources available for allocation and the community	Expand Corporate Partners Program, by adding 2 new partners
	Increase annual campaign over previous year
	Evaluation of the Centre for Jewish Philanthropy, including an exploration of new models of giving
Focus on Emerging Generation	Increase \$ raised in the Emerging Generation campaign by 20%

Goal #2: Manage and communicate a transparent and responsible process to allocate funds from the Annual Campaign	
Key Objective	Key Deliverables
Expand reporting on the impact of funding to agencies to the community	Develop a newly created executive report on allocations and widely promote across multiple platforms (e.g. Bulletin, social media, etc.)
	A minimum of 10 annual “blurbs” emphasizing the impact that funding is having on the community (e.g. social media, eblasts, etc.) highlighting key accomplishments.

Goal #3: Foster greater cooperation and partnership among community agencies and organizations	
Key Objective	Key Deliverables
Significantly increase opportunities for Jewish organizations to work together	Based on the young family survey, offer one high level training program aimed at enhancing the welcoming nature of all Jewish organizations and the sharing of best practices with a 90%+ satisfaction rate from participants.
	Successful implementation of a young leader mission, with a participation satisfaction rate of 85%+ and a

	comprehensive strategy to build group cohesion and a broad understanding of community challenges and participants role in meeting them. Also pertains to Goal #5
	Successful implementation of the JWRP mission, with a minimum of 5 follow-ups involving a minimum of 5 different organizations. Also pertains to Goal #4

Goal #4: Expand involvement and engagement in Jewish life and learning, for all ages	
Key Objective	Key Deliverables
Increase enrollment in day and supplementary schools	Increase holistic Federation efforts around the importance of Jewish education: minimum two initiatives promoting Jewish education and building a Jewish pipeline, leading to a 15% increase in Senior Kindergarten and 10% increase in supplementary school enrollment.
Increase involvement in Jewish life	Utilize results of young family survey to work with community organizations to improve perceived value: create customized presentations for all organizations, at least 5 organizations implement specific initiatives to address issues.
Create a more welcoming and inclusive Jewish community	Launch a revitalized Jewish InfoCentre online that increases inquiries by 50% over the previous year.

Goal #5: Attract and develop diverse volunteers and leaders	
Key Objective	Key Deliverables
Engage an increased number of volunteers	Create and implement a personalized volunteer matching program, including a professional skills donation program and concierge follow-up services, placing a minimum of 30 volunteers within a minimum of 8 different community organizations.
Renewed energy to thank volunteers	Initiate a new volunteer appreciation program to better thank volunteers and further encourage active volunteerism in the community.

At the end of this third-year, in addition to a report on the Year 3 work plan, a broad report will be shared with the community indicating overall progress with the strategic plan. For example, progress will be reported on our 5-year goal to increase fundraising significantly by 2019 to \$7.38M through multiple giving mechanisms (e.g. Annual Campaign, corporate sponsorships, foundation annual disbursements, etc.).