



To: Jewish Federation of Ottawa Board of Directors
From: Andrea Freedman, President and CEO
Date: September 11, 2019
Re: Jewish Federation 2019/20 Year 1 Business Plan

In June 2019, the Board of Directors of the Jewish Federation of Ottawa approved a new five-year strategic plan. The plan describes how Federation will help lead our community to a thriving Jewish life. A Jewish Superhighway with many on-ramps to engagement, access to Jewish life for more people, and a sustaining cycle where a vibrant community continuously re-invests in itself. This cycle of success represents the work required for a flourishing future – where there are meaningful experiences and Jewish journeys; where Jewish life is vibrant, and no one is left behind.

The 2020 Year 1 Business Plan articulated high-level goals to be achieved over the span of five years, highlighted by 20% increased Jewish engagement. This Year 1 Business Plan identifies the key initiatives, and what their successful implementation will look like in order for us to become the community we aspire to be.

The business plan is not a representation of the totality of the Federation’s efforts. Rather it focuses on new or enhanced, initiatives in specific areas.

Enhance the Jewish Federation of Ottawa’s capacity to build Ottawa’s Jewish Superhighway

The first step to achieving the goals outlined in the Strategic Plan is to build the necessary capacity to enable other goals to be achieved. For example, to meet the goal of increased engagement we must ensure more people understand Federation’s impact and that the volunteer pipeline is strengthened.

Key Objectives	Key Outcomes	Key Deliverables/Measurables
Increase and deepen understanding of what the Jewish Federation does and funds, to better communicate value	Small community conversations on Federation and community	Minimum 5 community conversations (e.g. by professional affinity, neighbourhood)
	Increase community awareness of and interaction with board members	Minimum 2 initiatives to raise the profile of board members (e.g. feature a different board member in eNews, Federation open house)
	Increase awareness and understanding of Federation’s impact	Minimum 2 initiatives to share impact (e.g. more video, enhanced social media)
Optimize a strong and vital pipeline of professionals and volunteers who will lead the process of change	Strengthen employee engagement	Participate in the Leading Edge staff survey in Spring 2020, with an improved score from 2018
	Enhanced onboarding process for committee members	Minimum 2 initiatives to strengthen board and committee member’s understanding
	Annual volunteer or leadership initiatives	<ul style="list-style-type: none"> Strive towards gender balance in the number of program

		participants and design programs with the knowledge of gender differences approaches to leadership <ul style="list-style-type: none"> • At least 75%+ of all participants in leadership programs subsequently take on a leadership or volunteer role in the community
--	--	--

With enhanced capacity, Federation leads change to build the Jewish Superhighway

Aided by a second and final year of the Challenge Fund, Federation is working towards another strong Campaign. Additionally, last year, there was a substantial shift to strategic funding and so work this year is more focused on maintaining the shift and ensuring that new funding is meeting stated objectives.

Key Objectives	Key Outcomes	Key Deliverables/Measurables
Raise more money for the community’s highest priority needs	Successful Annual Campaign	Fully utilize the \$400,000 challenge fund.
	Jewish Education Endowment fund – campaign readiness	Full campaign preparedness (e.g. leadership, materials, and prospect identification) so that fundraising can begin by summer 2020
Increase strategic funding	Carefully evaluate and measure the effectiveness of new strategic funding	<ul style="list-style-type: none"> • At least 80% of the desired ROI is being achieved as per board approved report (link) • Minimum 10% increase in funded microgrants and associated funding
Promote a welcoming and inclusive community	Increase positive perceptions	Utilize Net Promoter Score (NPS) to determine baseline NPS, based on Federation’s email list and re-measure in 2 years
	Welcome and connect newcomers with community	Minimum 3 specific initiatives/year

20% increased Jewish Engagement

In June 2019, Federation introduced two new programs aimed at increasing Jewish Engagement. These programs are both in their nascent stages and much of the work in Year 1 is around ensuring these two program achieve their aims:

- Microgrants - grants of up to \$2,500 for individuals or organizations who have an initiative aimed at “doing Jewish.”
- Jewish Jumpstart - financial incentives for new members to join the Soloway Jewish Community School or the synagogue of their choice.

Key Objectives	Key Outcomes	Key Deliverables/Measurables
Microgrants successfully increase Jewish engagement	<p>Successful launch of microgrants program</p> <p>Minimum 30 initiatives supported by a microgrant take place in the community, and 80+% are successful</p>	<p><i>These measurables were all board approved as part of the strategic funding report (insert link)</i></p> <ul style="list-style-type: none"> • 20+% of participants are new or relatively new to Jewish community life. • 75+% of participants report positive experience • 50+% of participants report that they are more likely to participate in another Jewish community event/activity <p><i>Microgrant recipients are required to distribute a simple and standard survey that will measure this</i></p>
Jewish Jumpstart successfully inspires participation in Jewish institutions	<p>Successful launch of Jewish Jumpstart program.</p> <p>Funds for Jewish Jumpstart are fully utilized by individuals and families and that 80+% of participating organizations are delivering on key outcomes and distribute the required simple and standard survey to participants</p>	<p><i>These measurables were all board-approved as part of the strategic funding report (insert link)</i></p> <ul style="list-style-type: none"> • 20+% more new members join all participating organizations than the previous year. • 70+% of participants report positive experience • 50+% of participants report that they are more likely to participate in another Jewish community event/activity <p><i>Partner organizations are required to distribute a simple and standard survey that will measure this</i></p>