



Jewish Federation of Ottawa Strategic Plan Report

Year 2 (2015-2016)

The Jewish Federation of Ottawa's Strategic Plan 2014-2019 contains 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 build the community.

We are pleased to present a comprehensive evaluation of the Year 2 Work Plan that was shared Fall 2015 with the community. This report does not represent the totality of Federation's work, only specific outcomes from the Year 2 Work Plan.

SUMMARY =

80% of Initiatives Achieved

11 Initiatives Fully Achieved

5 Initiatives Partially Achieved

4 Initiatives Not Achieved



Goal #1: Increase Financial Resources to support the Jewish communities of Ottawa, Israel and the world			
Year 2 Key Objective	Year 2 Specific Initiatives	Key Performance Indicator/Outcome	RESULT
Increased Annual Campaign	Increased efforts to encourage Face-to-Face canvassing	Minimum increase of 15% in face to face canvassing	ACHIEVED – This goal was exceeded, with a 25% increase in face to face canvassing for the 2016 Annual Campaign.
	Focus on new and lost donors	Minimum 300 new/lost donors give to Annual Campaign 2016 (increase from 228)	NOT ACHIEVED – Though more than last year, the 2016 Annual Campaign realized 239 new/lost donors.
Increased resources available for allocation	Expand Corporate Partners Program	Minimum 2 new corporate partners added	NOT ACHIEVED – This will be a focus for Federation in the Year 3 Work Plan.
Focus on Emerging Generation	Implement pilot project on pillar giving	Minimum 30% increase in revenue	ACHIEVED – There was a 30.2% increase in the Emerging Generation campaign.
	Implement pilot project on event based giving	Minimum 45 new donors	ACHIEVED – This goal was doubled with 90 new donors to the Emerging Generation campaign.
In addition, the Year 2 Work Plan stated under Goal #1: “An overall goal, supported by many of these initiatives is to have an increased annual campaign.” This goal was achieved, as the 2016 Annual Campaign realized an increase of 2.1% (estimate)			

Goal #2: Manage and communicate a transparent and responsible process to allocate funds from the Annual Campaign			
Year 2 Key Objective	Year 2 Specific Initiatives	Key Performance Indicator/Outcome	RESULT
Review education funding formula (day and supplemental school)	Form a committee, consult key stakeholders and recommend changes to funding process	Board approved policy used in 2016/17 school funding	PARTIALLY ACHIEVED – The committee recommended changes to day school funding, which the Board approved in June 2016. In addition, a new accountability framework for both day and supplemental schools was approved. The review of supplementary school funding was deferred and was completed in the Fall 2016.
Implement and evaluate new grants review process utilized for agency allocation	Survey agencies for feedback on process	Process is refined with minimum 70% of agencies providing input	ACHIEVED – The new Grants and Evaluation process was implemented, and 75% of agencies completed a survey with high satisfaction rates after the process to provide feedback on their experience.

Goal #3: Foster greater cooperation and partnership among community agencies and organizations			
Year 2 Key Objective	Year 2 Specific Initiatives	Key Performance Indicator/Outcome	RESULT
Increase opportunities for Jewish organizations to work together	Offer one high level training for all Jewish organizations	90%+ satisfaction rate from participants	ACHIEVED - A workshop for agencies on financial oversight for non-profits was held on November 11, 2016. 40 people participated, representing more than 25 local organizations. Feedback was excellent with a 90% satisfaction rate.
	Facilitate discussions on amalgamation of Orthodox day school (also goal #4)	Leadership of Orthodox day schools make a decision	ACHIEVED – The parents of the two Orthodox day schools voted in February 2016 to implement a Memorandum of Understanding that unified the two student bodies for the September 2016 Academic Year.
	Implement Jewish Women’s Renaissance Program Israel trip with numerous partners	Minimum 25 participants register for Fall 2016 experience and a collaborative follow-up plan created and implemented	ACHIEVED – This trip sold-out and hit capacity of 36 Ottawa women, who are participating in the JWRP mission November 13-23, 2016. In addition, multiple local organizations have agreed to run follow-up programs.

Goal #4: Expand involvement and engagement in Jewish life and learning, for all ages			
Year 2 Key Objective	Year 2 Specific Initiatives	Key Performance Indicator/Outcome	RESULT
Increase involvement in Jewish life	Expand the Shabbat Project	Add one additional community-wide program and increase participation in Unity Havdallah by a minimum of 10%	PARTIALLY ACHIEVED - The Shabbat Project was expanded with the Women’s Challah Bake added (200 participants) and more collaborative projects by community organizations. However, Unity Havdallah participation remained approximately the same.
	Raise \$50,000 and implement Shinshinim program	Funds are raised and 2 Shinshinim began work in Ottawa September 2016	ACHIEVED - Funds were secured and the Shinshinim from Israel are currently assisting with 14 local schools, synagogues, camps and other organizations.
Increase enrollment in day and supplemental schools	Develop financial incentive program to increase day school enrollment	Enrollment in Senior Kindergarten increases by minimum 35%	NOT ACHIEVED – A financial incentive program is still being researched and formulated. Overall enrollment in Senior Kindergarten remains at the same level.
	Social mapping (e.g. networking) to help identify young families with school-aged children	Enrollment in Senior Kindergarten increases by minimum 35%	PARTIALLY ACHIEVED – While Senior Kindergarten enrollment remained flat, an important and informative survey of parents with young children was implemented that was completed by 295 households – 50% of the target market. Presentations of the results were made to 35 local Jewish organizational representatives, and each organization, also received a customized report of the findings.
	High school task force completes work	High school task force report approved by the board and implementation begins on recommendations as appropriate	ACHIEVED - Report was approved at the October 2015 Board meeting. A small group of interested community members and parents have been meeting to explore opening a high school.
Create a more welcoming and inclusive Jewish community	Explore possibilities for supplementary school amalgamation with key stakeholders	Report to Board with recommendations by June 2016	ACHIEVED – Federation staff met with several supplementary schools, and it was determined that it was not the right time for amalgamation. A report was presented to the Board in June 2016. At this time, several schools are undergoing significant and positive revitalizations.
	Implement recommendations from Inclusivity Task Force to identify champions in under-represented segments of the community (also Goal #5)	Champion identified in a minimum of 5 disparate communities and minimum of 1 initiative to connect to other members in each community	PARTIALLY ACHIEVED – Federation representatives met with five under-represented demographics and received valuable feedback about barriers to engagement. A plan is being devised on how to better include these demographics in Federation events and committees. Efforts have been made to ensure that Federation marketing features greater diversity.
	Greater focus on social media (also Goal #5)	Increase social media interactions by 25%	ACHIEVED - There was a significant social media increase of 40%.



Goal #5: Attract and develop diverse volunteers and leaders			
Year 2 Key Objective	Year 2 Specific Initiatives	Key Performance Indicator/Outcome	RESULT
Create a volunteer matching program	InfoCentre to create and maintain evolving list of volunteer opportunities in the community	Minimum placement of 30 new volunteers into roles within Federation, agencies and community organizations	NOT ACHIEVED – Due to a staffing change at the InfoCentre, it was decided that this program should be postponed. Work on this program began in Summer 2016 and launched in Fall 2016.
Engage and develop leaders through a continuum of leadership programs	Agency young leadership mission to Israel (also goal #3)	Mission with 15 minimum participants and a follow-up plan created and implemented	PARTIALLY ACHIEVED – The program was created and 15 participants have been selected, however, it was determined that it would be better to run the mission in the 2016-2017 fiscal year. The mission will be taking place January 8-15, 2017.

Conclusion:

As you can see from the results, many initiatives were achieved and significant progress was made in implementing Year 2 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 3 Work Plan, which was shared with the community in the fall, specifically builds on Year 2 efforts and will continue addressing these issues.

If you have any comments or questions, please contact Federation CEO Andrea Freedman at 613-798-4711 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



Our community. Our responsibility. Our future.

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