



YEAR 2 **BUSINESS PLAN**

2020

Everything we do as individuals,
as leaders and as a community
will define who we are
when this crisis is over.

While the immediate needs of the vulnerable and newly vulnerable have been and will continue to be prioritized, much effort is being directed to keeping the foundation of the Jewish Superhighway strong.

The July 2020 - June 2021 [Year 2 Business Plan](#) is designed to be adaptive to current realities, be forward thinking in intent, and continue bringing us closer to the overall objectives in Federation's five-year strategic plan, while appreciating that there are many significant unknowns at this time (e.g. the impact of a potential second wave, when engagement can take place in person, and the stability of the economy). Management guru, Michael Porter, has said that "sound strategy starts with having the right goal."

Federation's goal in this year's Business Plan is to be nimble, thoughtful and ready to pivot with the initiatives and efforts required to lead our community through the current crisis, while focusing on the capacity and supports required to achieve the overall goal of a 20% increase in Jewish engagement by 2025.



STRATEGIC PLAN OBJECTIVE:

Increase and deepen understanding of what the Jewish Federation of Ottawa does and funds, to communicate value as a trusted Jewish leader with unique leverage and influence.

CONTEXT:

Throughout this crisis, Federation has demonstrated tremendous leadership. Now is the time for enhanced communication about the power of the collective. Now is the time for the humble brag, because what our community has accomplished these past few months is extraordinary.

FEDERATION WILL

Continue COVID-19 practice of transitioning to more frequent electronic communication: weekly Shabbat greeting, and from different voices (CEO, Board chair, Campaign chairs, Board members, etc.); timely online Bulletin articles; and greater efforts to amplify the events and initiatives of other organizations.

To be more effective: Gather 10% more email addresses; streamline choices of what community members receive (e.g. specific opt-out function).

FEDERATION WILL

Implement a comprehensive communication plan on how funds from Federation's Emergency Campaign for Community Resilience are being used to support individuals and community organizations.



STRATEGIC PLAN OBJECTIVE:

Optimize a strong and vital pipeline of professionals and volunteers who will lead the process of change.



CONTEXT:

Apply COVID-19 lessons and initiatives to enhance the volunteer and professional network.

FEDERATION WILL

Thoughtful transition of Federation's Facebook group Jewish Ottawa Helps (1200+ members) and the establishment of an extensive network of volunteers into a post-pandemic spirit of regular volunteering (e.g. every day becomes Mitzvah Day).

STRATEGIC PLAN OBJECTIVE:

Strengthen valuable community supports.

CONTEXT:

While much of the work in this area will be to add stability and capacity to community organizations (primarily through allocations from the Emergency Campaign for Community Resilience and regular convening of community organizations), there are two specific and pressing initiatives Federation will undertake.

FEDERATION WILL

Work with our advocacy partner the Centre for Israel and Jewish Affairs and with partners in the Black community to be a strong, pro-active and supportive ally.

FEDERATION WILL

Continue to convene community organizations to share resources helpful to navigate the pandemic (e.g. access to experts, leadership development program such as J-Fellows focused on leadership skills needed for today, etc.).



STRATEGIC PLAN OBJECTIVE:

20% increased Jewish Engagement.

CONTEXT:

The last few months have taught us about the benefits and limits of virtual programming. Nobody has a timetable for when it will be safe to gather in larger groups or when people will feel safe and comfortable doing so. For the purposes of this business plan, the assumption is no significant in-person gatherings at least until January 2021.

FEDERATION WILL

Focus on national/international partnerships for significant events and milestones for virtual events. Examples include: a national celebration for Rosh Hashanah, curating a list of national/international educational opportunities for Holocaust Education Month, etc.

FEDERATION WILL

Concentrate on engaging people through new and existing micro-communities. This will include identifying and connecting to key connectors within different groups, helping the connectors to amplify their messages, connecting new people to these groups, and helping to coordinate engagement opportunities such as community conversations, speakers of interest to a specific demographic, and opportunities for social action such as geography specific food drive, etc.

STRATEGIC PLAN OBJECTIVE:

20% increase in fundraising, including establishing the largest endowment for sustainable Jewish education in Ottawa's history.

CONTEXT:

This is no ordinary fundraising year. With great appreciation to our generous donors, to date, Federation successfully raised \$2.4M in the Emergency Campaign for Community Resilience. At the same time, Annual Campaign 2021 is likely going to be challenging. Not everyone is in position to give at the same level as last year and increases are primarily directed to the Emergency Campaign. Accordingly, Federation is not setting campaign goals. Rather, Federation will focus on strategic initiatives that will set us up for long-term success.

FEDERATION WILL

Through the **Annual Campaign**, provide robust stewardship of Emergency Campaign donors and enhanced efforts to secure new gifts.



FEDERATION WILL

Secure a minimum of 18 new legacy gifts as part of the **Life & Legacy** initiative. Life & Legacy is an initiative of the Harold Grinspoon Foundation to secure after-lifetime giving through bequests. In Ottawa, the initiative is run by the Ottawa Jewish Community Foundation and Federation is proud to be one of 14 community partners.

FEDERATION WILL

Work with our partners, the Ottawa Jewish Community School and Torah Day School of Ottawa, to complete the preparations required to launch the **Generations Trust Campaign for Jewish Education**. The Generations Trust is the largest endowment in our community's history to make day school more affordable for families. With an anticipated challenging fundraising environment continuing, work will focus on completing the preparations required to launch the campaign (e.g. case for giving, prospecting, etc.) in 2021.



STRATEGIC PLAN OBJECTIVE:

Increase strategic funding for the Jewish Superhighway outcomes; 15% shift in allocations to strategic funding.

CONTEXT:

With the Emergency Campaign for Community Resilience, there has been a significant shift in increased allocations for Emergency Needs (an infusion of \$2.4M – Tamir, Hillel Lodge, Jewish Family Services, Ottawa Jewish Community School, Torah Day School of Ottawa, Soloway Jewish Community Centre, Ottawa Kosher Food Bank, supplementary schools and Camp B’nai Brith of Ottawa). Even with the success of the Emergency Campaign, it will be challenging to maintain existing Annual Campaign allocations at last year’s level (operational dollars, exclusive of emergency funds).

FEDERATION WILL

Maintain the two new strategic initiatives from last year – Jewish Jumpstart (implement the second and final year) and Microgrants (maintaining the allocation at \$70,000). These are important strategic programs and are crucial to our community’s future.



FEDERATION WILL

Undertake a holistic review of Federation activities and funding to ensure alignment regarding strategy and make changes as needed.

FEDERATION WILL

Work diligently to raise the funds through the Annual Campaign to support community essentials and other valuable activities. If necessary, painful funding reductions will be done strategically to support Federation’s vision of a thriving Ottawa Jewish community that is inclusive, welcoming accessible, educated and engaged.



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