

# Jewish Federation of Ottawa 2020 Strategic Plan

## Year 5 Business Plan

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### CONTEXT

In the spring, the Board of Directors of the Jewish Federation of Ottawa approved a one-year extension of Federation's strategic plan, now set to expire in June 2025. The extension included two important addendums: one focused on shifts in engagement strategy and the other added a new objective *As Part of Global Efforts, Return Antisemitism to the Fringe of Society and Fight Against its Normalization*.

This annual business plan (August 2023) was written at a time of tension and change: tremendous polarization in Israel and within Jewish communities; while in Canada, wildfires and extreme weather events have become all too commonplace, inflationary pressures continue to create financial hardship, and there will be professional leadership transitions at significant community institutions, including the Federation. At the same time, Federation is blessed with a tremendous team – volunteers and staff, new technologies are allowing us to reach more people and increase our bandwidth, Federation continues to partner with great brands such as PJ Library and March of the Living, early analysis of our micro-community engagement strategy is positive, and donor confidence remains high.

As with previous years, the vision for the Jewish Superhighway – meaningful Jewish experiences and Jewish journeys, with no one left behind, remains relevant and appropriate for Jewish Ottawa.

**This business plan specifically contains only the new initiatives designed to meet objectives in the six-year strategic plan and does not represent the totality of Federation's work** (e.g. the Ottawa Jewish Archives or managing the community campus). For the most part, even newer initiatives such as increased microgrants are not included in the annual business plan, and yet remain very much at the centre of Federation's work.

Finally, in 2024, the Jewish Federation will be celebrating its 90<sup>th</sup> anniversary. This special anniversary will be marked in a variety of different ways throughout the year and will be a significant focus of Federation's work as we take the opportunity to celebrate and honour our past, with an eye to the future.

### Specific Initiatives

**Strategic Plan Objective #1: 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.**

#### Specific Communication Initiatives

- Starting January 1, 2024, a year-long celebration of the Federation's 90<sup>th</sup> to include at least 6-8 unique elements (e.g. fundraising, marketing, events, etc.). The 90<sup>th</sup> presents an incredible opportunity to shine a spotlight on the critical role of Federation and the evolution of Ottawa's Jewish community.
- In order to reach more people, particularly a younger demographic, Federation needs to increase its presence in a number of online communities and forums, in addition to the more traditional Facebook, Instagram and Twitter/X. Specifically, Federation will:
  - Develop a presence on at least 2 new platforms (e.g. Telegram, Threads, and Discord)
  - Grow Instagram and Facebook by 10%
  - Grow email list by 10%

**Strategic Plan Objective #2: Build a strong pipeline of volunteers & professionals**

### Specific People Strengthening Initiatives

1. Organize an annual “boot camp” training for new board members of community organizations.
2. Strengthen the Federation team by ensuring that there is team time to do work on important, yet non-urgent projects. To ensure that there is appropriate planning for business continuity, implement a minimum of 3 initiatives around process/project documentation.
3. Place a minimum of 40 volunteers on committees and with other community organizations.
4. Successful onboarding of a new Federation CEO.

### **Strategic Plan Objective #3: Strengthening Community Supports**

#### Specific Initiatives to Strengthen Community Supports

1. Achieve the metrics in the “A Place for Everyone” Tuition Incentive Program for supplementary schools.
2. Begin community consultations and analysis for a new strategic plan to take effect July 1, 2025.

### **Strategic Plan Objective #4 - 20% increase in fundraising revenue, including establishing the largest endowment for sustainable Jewish education in Ottawa’s history.**

#### Specific Fundraising Initiatives

1. Together with our partners the Ottawa Jewish Community School, Torah Day School of Ottawa, and Ottawa Jewish Community Foundation, secure a minimum of \$10M in new pledges for the **Generations Trust Campaign for Jewish Education**.
2. Successful Federation participation in Year 4 of the Life & Legacy initiative and meet or exceed all metrics.
3. Through a variety of means (e.g. continued expansion of monthly donor program, multi-year gifts, etc.), add 40 more donors to an automatic renewal program. The more donors who are on renewal programs, the more bandwidth to spend time on new donor acquisition and donor stewardship.
4. During the annual campaign, promote a special giving opportunity in celebration of the Federation’s 90<sup>th</sup>, likely the creation of a PJ Library endowment.

### **Strategic Plan Objective #5: 20% increased Jewish engagement.**

#### Specific Engagement Initiatives

1. Continue to build on the micro-communities approach, focused on specific groups with shared interests, and create opportunities to engage people in Jewish life (minimum five micro-community events).
2. Successful launch of Capital J, a new young adult donor loyalty program that provides access to special events and more.

3. Integrate the celebration of the 90<sup>th</sup> in events throughout the year (minimum five events in 2024)

<b>New Strategic Plan Objective #6: Return antisemitism top the fringe of society and fight against its normalization</b>
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<b>Specific strategies and initiatives:</b>
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1. Recruit a minimum of 150 Ottawans to participate in CIJA's *Face It Fight It Conference* on antisemitism.
2. Ensure that local (public schools, universities, municipal, corporate) antiracism frameworks include specific efforts around antisemitism, informed by the IHRA definition of antisemitism.
3. Develop a trained network of activists (minimum 25 people) and quarterly meetings of various groups working to push back against antisemitism.
4. Significant strides in achieving the new Board approved plan to push back against antisemitism.

## What does success look like?

Over the past few years, Federation has revamped so much of its work. This year's business plan acknowledges the tremendous transformation that has already taken place and recognizes that a CEO transition is significant for any organization. Therefore, with the significant exception of the celebration of the 90<sup>th</sup>, there are fewer proposed new initiatives this year.

- Successful start to the celebration of Foundation's 90<sup>th</sup> anniversary.
- Successful transition to a new Federation CEO.
- At least 80% of the initiatives in the Year 5 Business Plan are achieved.
- The necessary steps are taken to ensure that a new strategic plan can be approved June 2025.
- Despite challenging economic times, the Annual Campaign continues to support needs today, while Life & Legacy and the Generations Trust will secure our community's future.

Federation is confident that with generous donors and the continued partnership with outstanding community organizations, our community will move forward and thrive.