

## Ottawa Jewish Community Foundation Strategic Plan 2019-2023

*Investing in our Future*

Note: this plan was amended January 2021.

**Mission:** The Ottawa Jewish Community Foundation provides donors the vehicles to contribute to the long-term financial stability and support of the needs of the agencies which serve the Ottawa Jewish Community. The Foundation acts as a steward for these gifts and links the past, the present and the future while building trust with everyone we serve.

**Vision Statement:** As a trusted leader and the centre of Jewish philanthropic giving, the Foundation will engage, educate and inspire generations of donors, ensuring the long-term security and financial viability of Ottawa's Jewish community.

### **Guiding Principles**

- **Determined Leadership:** the Foundation exercises innovative leadership, focused on respecting donors' rights, desires and aspirations.
- **Trusted Stewardship:** through professional financial management, the Foundation is committed to the responsible and transparent stewarding of all assets entrusted to us.
- **Jewish Values:** the Foundation's Jewish values of tikun olam, tzedakah, and dor l'dor shape and direct our mission to strengthen the Ottawa Jewish community. These values inspire us to work with all people in a collaborative, compassionate and respectful manner.
- **Commitment to Excellence:** the Foundation strives for excellence in all aspects of our work, which fosters trust with donors that we will meet their philanthropic goals.

## INTRODUCTION

This five-year strategic plan is highlighted by two exciting opportunities:

**Foundation's 50<sup>th</sup> Anniversary:** established in 1971, the Ottawa Jewish Community Foundation (the "Foundation") will be celebrating its 50<sup>th</sup> anniversary in 2021. Appropriately commemorating this anniversary will help with fundraising and brand promotion.

**Life & Legacy Program of the Harold Grinspoon Foundation ("the Program"):** This program helps drive legacy giving, which has always been a top fundraising priority of the Foundation. The Program promotes after-lifetime giving to benefit Jewish day schools, synagogues, social service organizations and other Jewish entities. Through training, marketing, support and monetary incentives, the Program motivates Jewish organizations to secure legacy gifts, steward donors and integrate legacy giving in the philanthropic culture of the Jewish community.

Though unusual, the Ottawa Jewish Community Foundation is amending its 5-year strategic plan as a result of two environmental shifts.

- 1) The approved 2019 plan presumed acceptance into the Harold Grinspoon Foundation's Life & Legacy program, though this was by no means a certainty. Since being accepted, our understanding of the Program has increased and after successfully eclipsing the total 5-year goal for legacy giving in Year 1, the Foundation wants to raise the bar even further. Accordingly, this metric has been significantly adjusted: the overall goal has been increased from 60 to 175 new legacy commitments with an estimated value increase from \$6M to \$12M.

Additionally, the goal of a specific number of face to face meetings (designed to spur legacy discussions) is less relevant today (since there is a plethora of activity) and because the Grinspoon Foundation requires vigorous reporting in other areas and not this one.

- 2) Conversely, the COVID-19 pandemic was an unexpected and challenging event. The Foundation has performed exceptionally during the pandemic – investments have rebounded well, fund holder communication has increased, programming has expanded, and at a time when the markets were significantly down, the Foundation held the line on disbursements understanding how needed these resources were.

The Foundation can and should be proud of all it has done to support the community during this challenging time. At the same time, with the celebration of the Foundation’s 50<sup>th</sup> taking place in 2021, plans have been adjusted given the ongoing pandemic. Fundraising metrics in the 2019 plan were predicated on substantial endowment fundraising taking place in 2021 (approx. \$1.25M). Given the environment – beginning 2021 in lockdown, where community fundraising needs to be prioritized to best meet staggering needs and some community capital campaigns have been deferred, the Foundation believes the community is best served by primarily focusing on securing legacy gifts and using the celebration of the 50<sup>th</sup> to raise the Foundation’s profile. Accordingly, the overall fundraising goals in the strategic plan have been reduced by \$500,000.

The Foundation believes that these adjustments allows for the most successful execution of its mission and vision.

**The 2023 strategic plan has an overall goal of securing at a minimum-175 legacy gifts with a minimum estimated value of \$12 million<sup>1</sup>.**

This strategic plan outlines objectives in each of the Foundation’s three pillars: **Fundraising, Governance** and **Education & Outreach**.

On an annual basis, the Foundation will develop a business plan, with specific targets for that year that will allow us to achieve the overall objectives contained in this Strategic Plan, as well as articulate the specific initiatives required to do so.

## FUNDRAISING

The Foundation has over \$62 million in assets (as of December 31, 2018), which includes 3<sup>rd</sup> party managed funds. There are also 140 deferred (after-lifetime) gifts with an estimated additional value of \$33 million. Over the years, the Foundation has developed a valued and flourishing partnership with the Jewish Federation of Ottawa (the “Federation”). Both organizations work closely and successfully to raise funds for our community. In this strategic plan, the relationship will become even stronger as the Foundation is excited to continue partnering with the Federation to build the

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<sup>1</sup> The value of a legacy gift is often unknown (a donor does not inform the Foundation or it is a percentage of an overall estate). When the value is not known, a Canadian average of \$35,000 is used to calculate the expectancy. This is a conservative estimate for the Foundation.

Jewish Superhighway – a metaphor for meaningful Jewish experiences and journeys where Jewish life is vibrant and no one is left behind.

The Foundation is justifiably proud of all its accomplishments and at the same time, is driven to do even more.

- Even if no new needs emerged in the Ottawa Jewish community, the cost of meeting existing needs increase on an annual basis. Accordingly, the Foundation has to continue being a trusted partner in securing new capital.
- Over the next 5-10 years it is expected there will be a historic inter-generational transfer of wealth, making approaching those engaged in such transfers a top community priority.

### **Priority #1 Endowment Fundraising**

The Foundation prides itself on being donor-centric. As such, all giving vehicles will continue to be promoted.

- Creatively implement a minimum of two new fundraising initiatives (e.g. encouraging grandparent’s funds, appealing to once in a lifetime wealth transfer and asset sale events) to promote endowment giving.

### **Objective #1 - Raise a minimum of \$2.0 million (e.g. endowments, tribute cards, etc.)<sup>2</sup>.**

**Additionally, the Foundation encourages 3<sup>rd</sup> party managed funds from Jewish organizations that help secure the future of our community.**

### **Priority #2 Legacy Gifts**

Encouraging gifts in wills is one of the Foundation’s foremost goals. By participating in the Program, by celebrating the Foundation’s 50<sup>th</sup> anniversary and by utilizing the Legacy Challenge<sup>[1]</sup>, a renewed sense of urgency for wills and bequests will be promoted.

### **Objective #2 – Secure a minimum of 175 new legacy commitments with a minimum estimated value of \$12 Million.**

- Partner with the Harold Grinspoon Foundation’s *Life & Legacy Program* and secure a minimum of 10 community partners. In addition, actively work with partners to secure 3<sup>rd</sup> party managed funds.

## **GOVERNANCE**

### **Priority #1 Investment**

A key function of the Foundation is appropriate investment of donor dollars. This is achieved through the active involvement of a robust Investment Committee, a trusted outside advisor and adhering to the Foundation’s Investment Policy Statement.

<sup>2</sup> This figure is exclusive of Community Endowment Campaign (CEC) commitments, 3<sup>rd</sup> party investment income, realized legacy commitments and new unrealized legacy commitments.

<sup>[1]</sup> The Legacy Challenge will pay professional/legal fees up to \$1,000 for a donor who names the Foundation in their will.

**Objective #1** The Foundation's objective is to achieve a desired real return of 4.5% - 5.5% per annum over the long term (greater than 10 years).

**Priority #2 Philanthropic Board of Directors**

To support the significant fundraising objectives outlined in this plan, it is essential that the Board of Directors is actively involved in this task.

**Objective #2** On an annual basis, at least 85% of board members will be involved in multiple conversations/meetings with potential donors.

**Priority#3 Continuous Operational Improvement**

The Foundation is committed to being transparent, efficient and having strong day to day operations. These are essential to achieving fundraising objectives and are core to inspiring donor confidence.

**Objective #3**

Management will submit a business plan to the board for approval prior to each year of this Strategic Plan. The focus will be on initiatives to support operational efficiencies, effectiveness and transparency.

## EDUCATION AND OUTREACH

The Foundation has a proven track-record of funding and investment success and at the same time, there remains brand confusion with the Federation and a lack of clarity around different giving vehicles. On an annual basis, the Foundation infuses millions of dollars into Ottawa's Jewish community and that message needs to be widely shared. There are a myriad of ways that can be used to promote the Foundation's brand, including social media and the Foundation's 50<sup>th</sup> anniversary celebration.

**Priority #1 50<sup>th</sup> Anniversary Celebrations**

There are four primary purposes in commemorating the 50<sup>th</sup> milestone achievement:

- Donor recognition/Stewardship
- Fundraising
- Brand messaging (e.g. advertisements, events, promotional material, etc.)
- Create pride in historical achievements

**Objective #1** – Active promotion of the Foundation's 50<sup>th</sup> anniversary celebration. Due to the pandemic, plans have been adjusted to include more electronic communication and virtual programming,

**Priority #2 Continued and Enhanced Communication with Fund holders**

Over the course of 2021, there will be:

- a minimum of two brand messaging initiatives
- one donor stewardship initiative

This may require a modestly enhanced budget.

**Objective #2 – Actively promote the Foundation using multiple channels.**

- Implement a minimum of one new annual initiative (e.g. event, social media campaign, etc.) that promotes the Foundation in a new manner.

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## CONCLUSION

Working with partners, this strategic plan is designed to capitalize on unique opportunities to increase the financial resources that the Foundation can provide for Ottawa’s Jewish community and exercise leadership in best helping the community.

*“If I have seen further, it is by standing on the shoulders of giants.”*

Sir Isaac Newton

*“As my ancestors planted for me, so do I plant for those who come after me.”*

Talmud

It is because of past generations of leaders who had foresight, wisdom and philanthropic spirit that the Foundation is well-positioned to launch this bold strategic plan. It is because we cherish our collective future, that we are committed to its successful implementation.