

Appendix A - SWOT Analysis

In April 2013 the Jewish Federation of Ottawa conducted a SWOT analysis as did the strategic planning committee in October of the same year. This analysis was used as part of the strategic planning process and it is interesting that so many of the identified issues were also raised during the community consultations. As you review the goals with measurable objectives, it is important to keep in mind, the “starting line”. The SWOT analysis, while not definitive, can be viewed as a snapshot of a moment in time and provides valuable context for the goals contained in the strategic plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Ability to mobilize & lead the community - Ability to bring people together - Capacity to offer philanthropic services - Voice of the community - Core group of committed donors - Proven ability to pick a strategic objective & follow through (e.g. Emerging Generation) - Skilled lay leaders/dedicated volunteers - Vacant land that can be used for good - Effective advocate for the State of Israel - Good will (time limited) - Young leadership - Fund important agencies who do important work - There in times of crisis 	<ul style="list-style-type: none"> - Succession planning - Donor cultivation & stewardship - Follow up - No strategic plan - Top donors & leaders influencing with old thought- need to progress - Image in the community is negative - Coordination of and with agencies (duplication) - Lack of appetite to make tough financial decisions - Not meeting core agency needs
Opportunities	Threats
<ul style="list-style-type: none"> - Develop Collaborative Fundraising Model (note: now the Centre for Jewish Philanthropy) - Ottawa Jewish Bulletin review - Cultivate community talent and resources - Change of leadership - Creative programs/exciting initiatives - Multiple philanthropic vehicles - Synergies & partnerships - Low % of donors (market penetration) - Create a welcoming community - School campaign (demonstrated further philanthropic capacity) - Create “big tent” Judaism - Grow community size - Build on the success of the emerging generation 	<ul style="list-style-type: none"> - Competing fundraising organizations, events and sponsorship = donor fatigue - Increasing \$ and volunteer competition (internal and external) - Engaging a limited number of the second generation who live in Ottawa - Negative image (with leadership) - Funding cuts/ agency failure - School enrollment - Weakening affiliations - Major institutions at risk - High cost of Jewish living - Denominational disharmony