Appendix C – Federation Strategic Plans in Past 10 Years

2003-2007 Transition from the Vaad Ha'Ir to the Jewish Federation of Ottawa

As the 21st century began, the Vaad Ha'Ir recognized that new structures and processes were needed to mount effective, cooperative efforts to meet community needs. Based on extensive work, six strategic objectives were set centred around process, as the organized Jewish community needed mechanisms to identify and respond to communal needs before delivering services and programs. This included changing the name of Vaad Ha'Ir to the Jewish Federation of Ottawa to align itself with other North American Jewish communities, revising community governance, and implementing a cohesive and inter-related framework as to how best to deliver community services. The six strategic objectives were:

1. Undertake and complete an initial review and revision of the Jewish Community of Ottawa's governance structure (including the Vaad Ha'Ir and its relationship with agencies working on behalf of the community) and implement the new structure.
2. Develop and implement a systematic, knowledge-based approach to the periodic identification of community needs.
3. Develop and implement a participatory and inclusive mechanism for identification of community priorities that respects our community's vision and values.
4. Develop and implement a mechanism/means/process to monitor how community needs related to each individual Pillar are being met and could be met, and to make recommendations on new approaches, means, etc..
5. Develop and implement a grants allocation structure and process to assign grants to community agencies and program priorities under a policy framework (including percentage allocations to Pillars) authorized by the Vaad Ha'Ir.
6. Develop a template for contracts between the Vaad Ha'Ir and cooperating agencies, and complete signed contracts with each agency.

2007-2012

In 2007, the Jewish Federation of Ottawa organized a special symposium to discuss Ottawa's Jewish future. This led to the identification of five strategic goals, which were reviewed annually at the board retreat:

1. Increase the engagement and participation in the Jewish community of all age groups and varying abilities, focusing on young people.
2. Create opportunities for Jews of all abilities, incomes, backgrounds, beliefs and practices to experience an inspired Jewish community celebrating our Jewish values.
3. Continue enhanced transparency and accountability of Federation processes to strengthen inter-agency cooperation and partnerships.
4. Increase communication of Federation activities to Jewish and general community.

5. Enable and inspire community members with potential capacity, who make marginal or no contribution to the community of Annual Campaign, to increase their participation and commitment

2012-2013

In 2012, the Federation conducted a review and developed 7 strategic objectives.

1. Increase the opportunity for meaningful points of contact for young people in the Ottawa Jewish Community.
2. Fund and create opportunities to include newcomers, unaffiliated Jews and the vulnerable in the Ottawa Jewish community.
3. Build effective partnerships with local Jewish agencies in order to increase inter-agency cooperation
4. Improve communication of Federation activities to Jewish and general community in order to increase awareness of the Federation and its partners.
5. Enable and inspire community members with potential capacity, who make marginal or no contribution to the community or Annual Campaign, to increase their participation and commitment.
6. Increase opportunities for the Ottawa Jewish community to build connections to Israel and Israelis.
7. Ensure the continued vibrancy of the Jewish educational system in Ottawa, by supporting the day and supplemental schools in their continuing quest for excellence.

Regularly reviewed strategic objectives afforded Federation the ability to innovate. For example, OpenOttawa, an initiative aimed at the Emerging Generation, developed out of the strategic objectives.