

Ottawa Jewish Community Foundation

2022 Business Plan



In January 2021 when the Ottawa Jewish Community Foundation's 2021 business plan was approved by the board, there were many pandemic unknowns. It is almost inconceivable that the 2022 business plan similarly contains so much uncertainty. However, a constant since the start of the pandemic is that the Foundation's intrinsic value and leadership have never been more pronounced.

Despite all the challenges, the Foundation enjoyed a robust, if virtual celebration of its 50th anniversary, highlighted by the commemorative book and speaker series. All the initiatives significantly raised the Foundation's profile. Disbursements of 4% helped meet extraordinary needs in the community. Critical operational shifts were managed, including the transition to a new, more nimble investment model and a new on-line tribute card system. Finally, despite numerous obstacles, the Life & Legacy initiative, now with an estimated \$13M in cumulative expectancies, is helping to secure the community's future.

2021 was not the year any of us planned for, but it was one which the Foundation handled exceptionally well, to the benefit of Jewish Ottawa.

In 2022, the Foundation will focus on Life & Legacy – working to conclude Year 2 of the program in a strong manner and having a successful Year 3 where efforts focus on continuing to secure new Letters of Intent (LOI) and also working with individuals who had previously signed an LOI to formalize the gift in their wills. Efforts will also be made to capitalize on the Foundation's increased profile to enhance fundraising and continue brand awareness.

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

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 donor's 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 tikkun olam, tzedakah, and l'dor v'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.

2022 Objectives

Metric	2022	2021 Final	2021 Minimum Deliverable	Strategic Plan To Date	5-year strategic Plan
Fundraising					
New \$ Contributed into the Foundation: Tribute Cards, new funds, and new \$ into existing funds. <i>*Does not include CEC contributions or realized Legacy gifts</i>	\$400,000	\$844,971 (\$59,818 in tribute cards; \$757,144 donations into existing funds; \$28,009 donations into new funds)	\$600,000	\$1,848,929	\$2M
3 rd party managed funds	N/A	\$129,980	N/A	\$8,154,257	N/A
New Legacy commitments	40 new commitments (Letters Of Intent), minimum estimated value \$2.5M	67 new commitments, minimum estimated value \$3.7M	40 new commitments, minimum estimated value \$2.5M	192 new commitments, \$13M estimated value	175 new commitments, \$12M estimated value
	New Metric: 50% formalization of existing Letters of Intent	N/A	N/A	N/A	N/A
Realized Legacy Gifts (legacy gift has already been received either as cash in advance or due to death). No goals are set in this area.	N/A	\$101,585	N/A	\$121,586	N/A

Metric	2022	2021 Final	2021 Minimum Deliverable	Strategic Plan To Date	5-year strategic Plan
Governance/Operations					
Operational Improvements (For the complete list, please see Appendix C)	100%	50%	100%	65%, slightly behind the target of 66%, primarily due to shifting priorities related to the pandemic	66% fully or partially achieved annually
Investment Income	4.5-5.5%	TBD, final report has not yet been received, but in all likelihood, will be exceeded	4.5% - 5.5%	7.60%	4.5% - 5.5% annually
Board Fundraising (board members with assigned, active prospects)	85%	83%	85%	83%	85%

Appendix A

Ottawa Jewish Community Foundation 50th Anniversary Celebrations

While the exact plan was not adhered to (e.g. no in person events), we achieved a slightly greater number of initiatives than in the original plan. Here is a list of how the 50th was celebrated and promoted in the community. It was an exceptional, yet virtual celebration of the Foundation.

- Special 50th logo.
- Special landing page on the website was launched in January 2021 and used throughout the year.
- Ottawa Jewish Archives 613podcast on the Foundation.
- There was a year-long Zoom speaker series:
 - Naomi Azrieli
 - Mark Wilf and Roger Greenberg
 - Estate planning with Jeff Miller and Harold Feder
 - Learning with the Experts – new investment managers
- Year-long social media and E-Bulletin promotion, each month featuring a different story. There were 12 stories: from fund holder profiles to beneficiary updates to stories on the Foundation’s leadership.
- More frequent messaging about the Foundation in Federation CEO’s Shabbat messages.
- Special commemorative booklet, *50 years of Impact, a Retrospective*.
- Year-end direct mail campaign, which included a beautiful card and package of seeds.
- AGM honoring all Foundation past chairs and focused on the history of the Foundation. This included the creation of 2 special videos.
- Life & Legacy celebration, over Zoom and with a special gift.
- Launch of 5 new tribute cards in honor of the 50th, with significant promotion.

Appendix B Evaluation of 2021 metrics

In 2021, the Foundation achieved the majority of its objectives,

Life & Legacy Initiative

- Minimum 10/14 partner organizations meet or exceed their legacy targets by March 1, 2022 (as per *Life & Legacy* metrics);

Result: Firstly, the number of partners was reduced by 2 organizations who simply did not have the bandwidth to fully participate in the program. Although the year is not yet complete (March 2022), 0 organizations have currently met or exceeded the benchmark of 18 Letters of Intent, 6 are likely to achieve the goal and 6 are unlikely to meet the target.

- 40 new commitments, minimum estimated value \$2.5M.

Result: This has already been achieved with 67 new commitments with an estimated value of \$3.7M.



- Participation in all *Life & Legacy* training sessions by a minimum of 80% of partner organizations.

Result: This was achieved with 83% participation.



Foundation Operations

- Containing fewer items than past years, 100% success at implementing the initiatives in the 2021 continuous operational improvement plan.

Result: Though some items were achieved, not all were. This is in part due to shifting priorities throughout the year (e.g. unrelated to the Foundation, fundraising for the Generations Trust campaign was delayed, therefore the Foundation team focused on other priorities). Please see Appendix C.

- Review of current investment management model.

Result: this time consuming and important process was achieved in the Fall of 2021 and is functioning extremely well to date.



- Minimum of 7 annual touch point with donors and event participants.

Result: This was exceeded as evidenced by the report on the 50th in Appendix A. In 2021, there were also numerous letters to fundholders.



Appendix C

Continuous Operational Improvements

The Foundation’s new 2019-2023 Strategic Plan states the Foundation’s continued commitment to being transparent, efficient and having strong day-to-day operations. As part of this effort, on an annual basis, management submits a plan to the board for approval focused on initiatives to support operations.

2021 Continuous Operational Improvements Results

In 2021, only 50% of initiatives were fully implemented. This was due to the pandemic changing the need for some of them and the time and care taken with two extremely significant operational improvements not on the list – the on-line tribute card system and the investment model transition.

	Opportunity/Need	Initiative
Life and Legacy	With 14 partners, there is a need for administrative systems to properly support partners, track metrics and steward legacy donors.	<ul style="list-style-type: none"> • Better/appropriate use of prospect tab in database Result: Achieved • New system for reporting and tracking donor meetings Result: Not achieved, with few in-person meetings due to the pandemic, this was no longer deemed a priority.
General Operations	The Jewish Federation of Ottawa, Torah Day School of Ottawa and the Ottawa Jewish Community School are embarking on a \$25M endowment campaign for Jewish education. The endowment will be held at the Foundation.	<ul style="list-style-type: none"> • Preparation of deed of gift, MOU, etc. Result: partially achieved, draft deeds are complete, but have not yet been approved. • As needed, information/expertise to be shared with the schools for stewardship purposes Result: Not implemented as fundraising has been delayed and likely not necessary.

2022 Continuous Operational Improvements

	Opportunity/Need	Initiative
Life & Legacy	In Year 3, Life & Legacy shifts to a new phase (formalization), which necessitates new back-end support and also new supports to maintain/increase work by the teams.	<ul style="list-style-type: none"> • Standardized meeting schedule and agenda for each Life & Legacy team • Documented process for Life & Legacy gift formalization
Ontario Not-for-Profit Corporations Act (ONCA)	As the Foundation is incorporated in Ontario, there must be a review by 2023 of the Foundation’s bylaws and governance structure to ensure compliance with the Ontario Not-for-Profit Corporations Act (ONCA).	<ul style="list-style-type: none"> • Conduct a by-law and governance review
General Operations	In 2021, the Foundation successful transitioned to a new on-line tribute card system. In 2022, efforts	<ul style="list-style-type: none"> • New system to transfer information from the online

	will be focused on optimizing some back-ends aspects	tribute cards reports to the Foundation's database <ul style="list-style-type: none"> • Ability to generate a summary report for a life cycle event (numerous cards sent)
	Fundraising for the Generations Trust has begun and requires some back-end support	<ul style="list-style-type: none"> • Finalize the deed of gift