

NEXT STEPS

The Jewish Federation of Edmonton is at an important crossroads. Following the consultation and planning process, it has determined what it needs to focus on and what resources it will require to bring this plan to fruition.

01

Annual
Operational Plans

The development of annual operational plans that provide detailed tactics, resources requirements (funds, staff, and facility), and associated annual benchmarks.

02

Communications
Plan

The development and roll out of a communication plan that informs the constituents and the community at large about the new vision and related plans.

03

Budget Allocation
Review

A review of the budget allocations, both internal and external, in order to ensure resource alignment with the strategic objectives.

04

Signature
Initiatives

The development of a signature initiative for each strategic priority.

STRATEGIC PLAN 2022–2025
at a glance

Campaign
& Foundation

A revitalization of annual campaign and growth of the foundation—replacing older, large donors with increased donor volume and new and diverse funding sources.

Community
Leadership

A cohort of engaged and knowledgeable lay and professional leaders capable of providing community leadership, stewardship, and ambassadorship.

Facility Plan

A long-term facility plan that can serve as a social gathering place as well as administrative space potentially with community partners.

Communications

A strong and diverse communication strategy and presence.

Brand

A strong brand and position that values the work of the Federation and its role and relevance in the community.

IN THREE
YEARS

STRATEGIC PLANNING
COMMITTEE

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Doug Wolch

Members

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The path to a strong and thriving Jewish
Federation of Edmonton and community.

This strategic plan will serve as a communal road map and help to determine how the Federation should focus its attention and prioritize its resources for the next three years.

TOP THEMES (BREADTH)
as identified by the survey
data as “more important”



FIGHTING ANTISEMITISM 63%



SAFETY + SECURITY 55%



JEWISH EDUCATION 39%



PROTECTING THE VULNERABLE 39%



SUPPORTING STUDENTS
ON CAMPUS 38%



YOUNG LEADERSHIP 34%



COMMUNITY CULTURE 33%

TOP THEMES (DEPTH)
as identified by
focus groups + interviews

Engagement strategy
Leadership development strategy
Community growth strategy
Outreach strategy
Communication strategy
Community cohesion

DATA COLLECTION

A strategic planning process is an opportunity to solicit input and typically involves consultation with stakeholders from different parts of the organization and community.

A number of important and recurring themes came out of our focus groups and key informant interviews. These these aligned with the highlights of the data from our community survey.

This alignment of the data gives confidence that there is a natural consensus and strong platform upon which to focus the Federation’s resources and plans.

The data also led to the articulation and validation of new mission and vision statements as well as a restatement of the role and values of the Jewish Federation of Edmonton.

MISSION, VISION, ROLE, AND VALUES

Our Mission (New statement)

The Jewish Federation of Edmonton mobilizes and develops resources and strengthens relationships in order to provide leadership at home, in Israel, and around the world.

Vision

A thriving, caring, engaged, and connected Jewish community

Our role

The Federation has many roles. Some of the most common ones are: **connector**, **convenor**, **bridge builder**, **funder**, **leader**, **umbrella** and **community glue**.

These roles all point to an organization that provides leadership in a variety of ways and environments and empowers others through its influence and its resources.

Our values

Two sets of values guide the Federation’s work—Jewish values and business values.

The Jewish values that guide the work of the Jewish Federation of Edmonton include “**Yisrael Arevim Zeh l’zeh**”—all the people of Israel care for each other; **Tikun Olam**—repairing the world and **Ahavat Chesed**—loving kindness. We should care for each other; we should engage in acts of loving kindness and we should care about others and repair the world.

The business values include **collaboration**, **accountability**, and **transparency**.

Together, these six values lay the foundational underpinnings for the work of the Jewish Federation of Edmonton.

TWO CATEGORIES OF PRIORITIES

Two types of priorities were identified throughout the strategic planning data gathering process.

One set is **capacity-oriented**—how will the Federation provide the required resources to deliver and operationalize—while the second set is **content-oriented** and impacts the programs that are funded and/or operated.

The Federation must focus on *both* types of priority in order to fulfill its mission.

FOUR KEY CAPACITY BUILDING PRIORITIES

Our objective is to build and deepen the four types of capacity:

- » **Talent:** professional and lay
- » **Facility:** short- and long-term
- » **Funds:** annual and long-term
- » **Brand:** strong media presence and message

THREE KEY CONTENT PRIORITIES

The three key areas of content priorities that were identified in all of the data were:

- » **Engagement and Jewish Education:** inclusive, accessible, and diverse
- » **Advocacy:** Jewish causes and Israel
- » **Leadership Development:** a community approach

It is important to note that there is overlap among the three priorities and that there is opportunity for synergy and efficiency in developing the strategies and tactics pertaining to each.

Priorities are not ranked in any particular order.

