

*Our future is in your hands*



**OTTAWA JEWISH  
COMMUNITY FOUNDATION**

## **2010 OJCF BUSINESS PLAN**





## 2010 Business Plan

### **OJCF MISSION**

The Ottawa Jewish Community Foundation provides donors the vehicle 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.

Adopted November 23, 2006

## **EXECUTIVE SUMMARY**

### **INTRODUCTION**

The Ottawa Jewish Community Foundation (OJCF) is a unique community organization, acting as the sole foundation possessing the ability to positively impact and influence the growth and development of the overall Ottawa Jewish community.

Founded in 1971, far-sighted community members Bernard Shinder, Gilbert Greenberg and the Vaad Ha'Ir (now known as the Jewish Federation of Ottawa) Executive Director Hy Hochberg saw the need for a financial resource to maintain the community's fiscal structure and safeguard its future. This new organization would also be a means to perpetuate the name of a person or a family and link it to the community forever.

First known as the Ottawa Jewish Community Endowment and Bequest Foundation, its name was changed in 1982 to the Ottawa Jewish Community Foundation (OJCF).

The original applicants for the charter and subsequently, the first Directors, were: Alex Betcherman, Hy Joseph Harris, David Loeb, Samuel Taller, Hy Bessin, Norman Zagerman, Gilbert Greenberg, Abraham Palmer, Bernard Shinder and Hy Soloway. The first President was Gilbert Greenberg, and for over twenty years, Casey Swedlove served as volunteer Executive Director of the Foundation – raising funds for the future of the community.

### **OJCF TODAY**

Within the context of the current challenging economic realities and philanthropic marketplace, the Foundation's Board of Directors have assumed a strategic approach to

our operations that allow us to maximize the potential impact the OJCF has on our community both locally and beyond.

Moving the organization from a traditionally reactive organization to one that is proactive has been a cornerstone of our recent strategic direction. As part of that strategy, the Foundation has committed to creating annual business plans, ensuring that detailed plans are established to help us reach our long term goals and objectives, much of which is represented in our 5-Year Strategic Plan (created and approved in 2008).

To achieve the goals that have been recognized as critical to the ongoing success and growth of the OJCF, we must be seen as a cutting edge, reliable and trustworthy organization. Certain overarching principles have been assumed as integral to the ways in which our short- and long-term activities and objectives are accomplished, including the assurance that we maintain meaningful relationships with our donors and continue promoting transparency and accountability.

The main sections of the OJCF 2010 Business plan focus on three distinct areas of concentration, all of which are integral to the advancement of the ongoing OJCF mission. These categories are broken down as follows:

1. Fundraising
2. Board Development
3. Marketing, Education & Outreach

Highlights of these sections include:

- Pursuing the Collaborative Fundraising Model (CFM) to maximize total financial resource development for the Ottawa Jewish community's two primary fundraising organizations – JFO & OJCF
- Planning for the increased needs of a growing and aging community
- Preparing for the approaching intergenerational transfer of wealth (estimated at more than \$41 trillion over the next 50 years)
- Engaging multi-generations of donors through various programs and fundraising projects
- Achieving the overall goal of raising an additional \$2 million per year for the OJCF through 2013
- Promoting the various ways by which donors can create and/or feed existing funds, focusing on cutting edge tax relief mechanisms
- Enhancing OJCF Board education, accountability, governance and structures
- Increasing the extent to which OJCF is marketed to and recognized by the general Ottawa Jewish community, utilizing a variety technological and programmatic tools

### 1. FUNDRAISING

#### 1.1 COLLABORATIVE FUNDRAISING MODEL

##### **BACKGROUND**

The Collaborative Fundraising Model (CFM) seeks to maximize total financial resource development for the Ottawa Jewish community's two primary fundraising organizations - Jewish Federation of Ottawa (JFO) & Ottawa Jewish Community Foundation (OJCF) - through individual donors. The culmination of many years of work by the Jewish Federations of North America (formerly known as United Jewish Communities) to develop a more effective way of fundraising to support Jewish communities, the CFM has been adopted by twenty-one communities across North America.

The CFM plan involves the following main points:

- Recognition that there is a limited donor base to the Jewish community
- Donors receive numerous requests and make contributions in a number of different ways (annual campaign, planned giving & endowments and special giving opportunities)
- Showing greater respect for each donor, ensuring they are not overwhelmed with requests and help them determine how they would best like to support the Jewish community
- Developing a relationship-based donor engagement & stewardship plan to meet our donors' multiple needs

##### **OVERVIEW:**

The CFM is a project that holds great value and importance for both the Ottawa Jewish Community Foundation and the Jewish Federation of Ottawa. By developing appropriate and innovative canvassing strategies in partnership with the JFO, we will ensure that the OJCF is donor-centered in all its thinking and not concerned with a "net sum zero" scenario.

The CFM engages donors both in understanding needs identified and prioritized by the community and also in considering the breadth of giving opportunities to meet those needs. The JFO has developed an intricate and thoughtful system to study and tactically assess a major portion of Jewish Ottawa's communal needs via its allocations and planning process, and OJCF volunteer and professional leadership should avail themselves of this information and expertise, to facilitate the achievement of our fundraising goals as part of this partnership.

The following steps will need to be taken in order to achieve success, allowing us to engage donors more effectively and meaningfully:

- Development of an integrated approach to the canvassing cycle (from planning to marketing to canvassing), allowing us to best determine what is important to the donor and pair that with one or more communal needs
- Focus on increasing the overall number of volunteers that can canvass on behalf of OJCF and JFO

- Strategically coordinate all lay and professional departments, systems and operations at the OJCF and JFO
- Coordination of all resources (human, financial, etc.), resulting in a cross-departmental, cross-team approach linking campaign, endowment, planning and marketing staff
- Assigning each donor a relationship manager to serve as the primary point of contact with the donor regarding the Jewish community involvement and philanthropic giving – inspiring donors to increase their philanthropy and support worthy community priorities
- Establishing clearly defined Lay and Staff roles, encapsulated as part of the *Donor Relationship Manager* (DRM) component

It is important to note that the successful pursuit of the CFM can have positive impacts on all other subsequent action items listed in the 2010 OJCF Business Plan. However, while many initiatives related to the fundraising strategy can be connected to the developing CFM initiative, it is worth noting that a majority of these activities can also be accomplished independently should the need arise. Should any unforeseen complication or delay in the CFM process occur, OJCF will vigorously undertake the overall fundraising strategies throughout the year regardless of the delays, while simultaneously continue pursuing the cooperative work associated with the CFM. For example; CEC 2 plans and strategies will be revisited as part of our general fundraising goals for 2010, which can either bolster the CFM process or be realized irrespective of the CFM process.

**ACTIONS:**

- ⇒ Confirm CFM initiatives and strategies agreement with JFO participation and representation (eg: Joint Task Force) prior to the start of UJA Campaign 2011, and present the strategies to the OJCF Board for approval
- ⇒ Provide education to OJCF & JFO boards about the intent and benefit of the CFM program (conducted at respective board meetings and/or special joint meetings)
- ⇒ Access and utilize the Federation’s already developed community needs analysis to allow OJCF to target, focus and guide our fundraising goals and initiatives
- ⇒ Initiate at least twice-monthly meetings and/or reporting mechanisms to maintain communication between all DRMs on canvassing progress, with the possibility of creating 2 “tracks” (one for volunteer leadership and one for professional staff)
- ⇒ Develop relevant materials and provide targeted education and training for a select number of the 200+ UJA-focused canvassers regarding options for planned giving in advance of UJA’s Campaign 2011
- ⇒ Per OJCF’s Strategic Plan, recruit approximately 12 new volunteers who will help us reach this fundraising initiative, including representatives from the following groups:
  - Retirees
  - Financial Planning
  - Real Estate
  - Legal Community
  - Top Donor Division of Annual Campaign
  - Parents of Day school children
  - Senior Clergy
  - Former Gilbert Greenberg Award Winners

## **1.2 INTERGENERATIONAL TRANSFER OF WEALTH**

### **BACKGROUND:**

It is expected, over the next 50 years, that more than \$41 trillion will transfer from one generation to the next. A substantial percentage of this amassed wealth (conservatively estimated at \$6 trillion) will be donated to charitable causes, and a larger amount will be left or transferred to the next generation who may not necessarily be prepared to handle a sudden increase in assets.<sup>1</sup>

According to the majority of reports on the current state of non-profit fundraising, a shrinking of the donor pool is a reality faced by organizations across North America. The need to expand the number of donors presents increasing challenges, and everyone seems to be fighting for the same limited number of potential supporters. As the donors of many Foundations and Federations continue to age, we must look at ways to continue their legacy of giving with their children and grandchildren.

### **OVERVIEW:**

OJCF should position itself as a center for philanthropic excellence in order to attract prospective and current donors and their families while engaging the next generation in planned philanthropy. By acting as a potential “one-stop shop” this can help current and prospective donors understand how charitable gift planning with the Foundation will enable them to accomplish their philanthropic and family goals while involving succeeding generations in philanthropy.

We can no longer assume that children and grandchildren will follow in the footsteps of their preceding generations. There are little-to-no guarantees that they will care about the same issues, as current family giving doesn't necessarily equate to family understanding and buy-in. The reality today is that philanthropic giving and support is not automatically transferred along with the actual money. The new generation of donors tends to have very different characteristics and interests than their parents, including:

- They are young, diverse and multicultural
- They have little patience for bureaucracy – real or imagined - that is often assumed to be part of large and structured organizations.
- They tend to be less concerned with traditional “elite philanthropy”, and recognition events and giving societies are often not the main drawing factors in their philanthropic pursuits.
- They expect higher degrees of transparency with respect to their philanthropic choices - they want to know how their gifts have been spent, what impact their donations have and what their supported organizations plan to do with future donations.

In the philanthropy issue of *Presentense magazine*, Tova Serkin recently wrote about these issues:

*Consumers have grown used to seemingly endless choices and comparison shopping to find the best deals. So too, today's donors want value for their dollar – social value. They want to understand what exactly their*

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<sup>1</sup>[http://www.donorsforum.org/forms\\_pdf/CCH\\_betsybrill.pdf](http://www.donorsforum.org/forms_pdf/CCH_betsybrill.pdf)  
“Preparing for the Intergenerational Transfer of Wealth: Opportunities and Strategies for Advisors” - Betsy Brill (Journal of Practical Estate Planning, 2003)

*contributions will accomplish and to make informed decisions. If, once upon a time, organizations were able to raise funds simply by explaining the important causes they serve, today they must be able to pinpoint the exact impact of any given donation. “You don’t just buy a cup of coffee anymore,” explains John Hecklinger, Chief Program Officer for **GlobalGiving**, an online giving site. “If you like, you can have a cup of free trade coffee from a particular town in Guatemala. People expect an experience when they spend money on products, and the same is increasingly true for donations.”<sup>2</sup>*

To engage this group, we must bring in the next-generation members of donor families and connect to them personally. OJCF in particular is able to best work proactively with this group, as their philanthropic options can be directed specifically to the causes they hold dear. By showing them how much they can make a difference while being associated with the organized Jewish community, we enhance the possibility that they will continue the legacy that has been important to their families.

Additionally, there are an increasing number of women that will be part of that wealth transfer. Traditionally, many women have not been as engaged in the philanthropic decisions of families, although that has been changing in the past few years. As an extension of the intergenerational transfer of wealth, attention must also be paid to working with that segment of our Jewish community to ensure that support for our community’s institutions and service agencies continue to thrive.

**ACTIONS:**

- ⇒ Develop family philanthropy services and seminars (including relevant materials, events, etc.)
- ⇒ Ensure ease of access to different giving structures and opportunities (eg: enhanced online giving options, multiple-year pledges, flow-through shares, etc.)
- ⇒ Create opportunities to informally cultivate, involve and educate the various generations together and/or apart
- ⇒ Increase the OJCF volunteer outreach structure to meaningfully engage 2<sup>nd</sup>-generation donors and non-board members in committees where they can help solve organizational problems
- ⇒ Ensure information and donation information is available 24/7 and easy to access, in particular by exploring cost-effective web-based solutions
- ⇒ Develop an effective evaluation process that provides donors proof of return-on-investment, delivered to supported organizations in tandem with their 2010 allocation

**1.3 OJCF GENERAL FUNDRAISING**

**BACKGROUND:**

According to the recent United Israel Appeal Federations Canada, Inc. (our national umbrella organization for Canadian federations)’s Demographics Task Force report on the future of Ottawa’s Jewish community, our community is one of the few in

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<sup>2</sup>– “A Million Points of Light: The Growing Potential of Online Giving” Tova Serkin (Presentense magazine; October 20, 2009)

Canada expected to grow during the next 12 years, with a projected population growth to reach 19,279 - representing an 18.8% increase. Additionally, we will be faced with the reality of a growth in the number of Jewish seniors living in Ottawa, where it is expected that over 20% of the population will be 65+ by 2021.

The Foundation's short-term fundraising goal is to raise in excess of \$10M by 2013. While the needs of the community are actually much greater, it is felt that a larger goal may not be realistic or achievable during the coming few years. The demographic challenges listed above will undoubtedly increase the strains placed on our community's infrastructure, which will grow ever more dependant on concerted fundraising efforts such as those undertaken by the OJCF.

#### **OVERVIEW:**

Rising numbers of Jewish elderly coupled with fewer numbers of the next generation living in Ottawa are just two factors significantly contributing to the overall need for increased fundraising efforts undertaken by the OJCF. Following the fundraising plan started with the 2009 Business Plan, the coming year is hoped to be marked by an improving economy, supportive of increased fundraising activities needed to reach our larger goal.

While there have been recent successes in regards to our overall fundraising efforts (eg: OJCF Board participation, steady increase in the number of families who participate in the B'nai Mitzvah Program, etc.), there are still a number of initiatives that need to be pursued in order to meet OJCF goals.

With so many projects left unrealized or incomplete, a focused committee to work on OJCF fundraising and overall development objectives (similar to a "ways and means" committee), should be struck, addressing issues such as expanding our action-oriented fundraising plans, identifying and educating volunteer fundraisers and developing plans to increase OJCF presence and outreach strategies within the larger community.

A significant statistic recently issued by the Canadian Association of Gift Planners (CAGP) points out a very interesting fact: By 2016, there will be more people in Canada over the age of 65 than children under the age of 14<sup>3</sup>. This is a phenomenon that will not happen anywhere else in the world. The need to aggressively pursue this demographic is more pressing than ever, to avoid missing opportunities to appropriately engage their support in securing the future vibrancy of the Ottawa Jewish community.

#### **Engaging Recognized Donors:**

- In order to achieve success in our fundraising initiatives, OJCF needs to:
- Ensure that every major donor to the JFO Annual Campaign is asked to consider an endowment gift to perpetuate that donor's legacy.
  - Update donors on the latest donation methods to facilitate giving opportunities for our community's philanthropists and prospective donors that have large assets and may be looking for tax relief (eg: flow-through shares, etc.).
  - Increase donor-centered activities via the CFM.

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<sup>3</sup> The PLANNER (CAGP, November 2009, Vol. 26 No. 9)

- Develop programs to urge community members to consider leaving **at least 1%** of an individual's estate (building on a concept that has been initiated through Imagine Canada - formerly the Canadian Center for Philanthropy).
  - The initial targeted list can include the following demographic segments:
 

<ul style="list-style-type: none"> <li>▪ Retired OJCF Board members</li> <li>▪ Current and past Annual Campaign top donors</li> <li>▪ Community agency board members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Retirees</li> <li>▪ Former members of the Ottawa Jewish community now living outside Ottawa</li> </ul>
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### **Engaging Specialized Donor Segments**

In order to reach out to and engage particularly under-served donor constituents, OJCF will look at strategies to address the following population segments:

- **B'nai Tzedek:** Reenergize program to get the next generation and their parents engaged in more meaningful acts of Tzedakah.
- Utilizing examples from similar teen-oriented programs in many other communities, this outreach project has the potential to impact current and future giving patterns.
- **Female Donors:** As a group, female donors are increasingly engaged in philanthropy on their own accord, and we can no longer assume that they will automatically associate with their spouses or families when it comes to their philanthropic pursuits.
- They are particularly interested in supporting select causes and/or organizations.
  - According to Robert I. Evans (Managing Director) and Avrum D. Lapin (Director) of 'The EHL Consulting Group':

*"Much of the most recent data tracking various "groups" of donors centers directly on women. In our professional dealings with donors and nonprofits, we know that some women donors might be more likely to fund programs designated specifically for the benefit of women. This pattern is largely a response to practices traced to the years when organizations historically were run entirely by men who were not especially sensitive to female motivations. So women donors today are making a point to speak out more loudly and are making demonstrable impact on decision-making processes . . . both in their individual households regarding charitable priorities and in institutions which are allocating precious resources."*<sup>4</sup>

- Jewish women are becoming increasingly prominent in the world of philanthropy as a focused segment of the philanthropic marketplace, distributing wealth they accumulate, inherit and/or share with current spouses.
- **Niche Markets:** Establishing "co-operative"-style funds for like-minded groups / niche-markets (eg: young adults, young families) who are not traditionally approached to consider opening funds or supporting OJCF in general.

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<sup>4</sup> "Jewish Women in Philanthropy: A Conversation with Susan Stern" (eJewish Philanthropy, November 2, 2009 )

- **Niche Causes:** Developing “niche-causes” will allow OJCF to enhance fundraising strategies targeting specific community-based needs to attract various donors (individual and/or groups) that might otherwise not support the OJCF.
- Areas to be addressed can include education, seniors, poverty, etc., and should be developed and fine-tuned with the support of the JFO’s comprehensive planning & allocations process (ensuring appropriate communal priorities and needs would be addressed by our efforts).
- **“Snow Birds”:** An increasing number of donors are spending ever-increasing amounts of time outside of Ottawa, in particular during the winter months.
- In conjunction with specifically focused plans to engage donors via the CFM, family philanthropy forums, etc., we will explore the development of a “traveling road-show”-style presentation that can be delivered to these donors outside of Ottawa
- This also offers us the possibility to solicit funds from Ottawa-bred families living elsewhere full-time.
- **CEC Phase 2:** Revisit strategies and donor prospects developed as part of the initial “CEC Phase 2” initiative, to see how they can be added into the current and soon-to-be developed overall fundraising goals.

**ACTIONS:**

- ⇒ Establish a new committee to oversee the OJCF’s fundraising and overall development objectives, goals and projects, assisting in the development of all subsequent fundraising strategies
- ⇒ Initiate contact with donors (via CFM initiative, etc.) with funds that typically generate small allocations to “one-off” organizations, ensuring that this is the still-intended / best use of these monies
  - If not, OJCF will explore the possibility of shifting these funds to the undesignated pool and/or to support the “niche-causes”
- ⇒ Create and roll-out a planned giving program/ legacy initiative, which would include:
  - Development of a minimum 1% estate bequest gift plan for all appropriate members of the community
  - Generating a comprehensive prospect list re: who should be approached for setting up funds and/or augmenting already existing funds
  - Launching a personal contact project, reaching out to various segmented audiences (eg: retired community, previous donors, etc.) to promote the bequest program
- ⇒ Create a communication program to send fund-holders appropriate articles and updates in order to keep them informed with regards to new and innovative donation methods and tax-saving mechanisms (utilizing tools such as newsletters, special events, etc.)
- ⇒ Develop a work-plan to enhance Ottawa’s B’nai Mitzvah program, which will include:
  - Creating / enhancing a lay committee involving adult advisors and B’nai Mitzvah fund holders to promote and recruit for the project
  - Arranging for donors to speak at schools, synagogues, etc. for recruitment purposes
  - Arranging appropriate events for the B’nai Mitzvah group, engaging them in philanthropic education and community events (eg: Mitzvah Day)

- ⇒ Create comprehensive list of niche groups to consider consolidating untapped and prospective donations, either alone or as part of a selected niche-cause
- ⇒ Create opportunities to engage new niche groups as potential donors and supporters of the OJCF, which will include:
  - Holding four (4) invitation-only parlor meetings per year
  - Development of 2-3 “niche-causes”, allowing OJCF to introduce fundraising strategies that can target specific community-based needs to attract various donors that might otherwise not establish funds
- ⇒ Create an OJCF marketing presentation that can be used during meetings with donor families beyond Ottawa (ex: Toronto, Florida), which can be administered by board members and/or staff.

## 2. BOARD DEVELOPMENT

### 2.1 BOARD EDUCATION & GOVERNANCE

#### **BACKGROUND:**

“Exceptional boards learn continuously by planning for learning and responding to learning opportunities.”  
 - Melissa Davis, Governance Director of YMCA of the USA

For any non-profit organization to remain effective and innovative, serious attention to board development and engagement is needed. With a limited number of board gatherings per year, the challenges to continually engage the board members are pronounced, and strategies are needed to enhance Board members’ perception of connectivity and worth, recognizing that these are voluntary opportunities which our Board and committee members fit into already busy lives. Volunteers need to feel valued and supported, and fulfillment of expectations, such as the chance of learning new skills, keeps our volunteers motivated.

#### **OVERVIEW:**

To achieve extraordinary results, organizations and their leaders must be willing to change the way they do things. Strategically and carefully adopting new ideas and methods is one way to ensure that the Board will constantly feel engaged and part of OJCF’s evolution. One of the main keys to improving nonprofit governance is simple adherence to basic organizational structures, including:

- Clear agendas
- Regular meetings
- Encouragement of Board members’ initiatives
- Providing opportunities to try out new ideas
- Having a system in place for accountability

Serious efforts have taken place towards accomplishing increased Board development and governance structures during the past few years, including the ongoing evaluation of our policies, the introduction of the OJCF skills and interest matrix and Board surveys and enhancement of OJCF Board meetings via the addition of speakers and presentations. Donors – both current and future – need to know that the OJCF has sound and responsible investment policies and procedures, that we are committed to maintaining transparency in our activities, and that the Board is engaged in

continuous education and overall development in order to remain focused and cutting edge leaders in the philanthropic field.

Maintaining focus on proactivity and Board accountability plays a major role in the work undertaken by the OJCF Board, and can be achieved by:

- Receiving and providing regular feedback on individual and overall Board performance.
- Mentoring new Board members with more seasoned Board members.
- Constantly encouraging Board development and education to foster a meaningful volunteer experience.

#### **ACTIONS:**

- ⇒ Maintain ongoing communication with the Board (especially between meetings) on the ongoing pursuit of our goals and objectives (short and long term) via:
  - Sending relevant articles to Board and committee chairs & members
  - Creating a password protected Board members–only section of the OJCF website
- ⇒ Evaluate, update and distribute clear and defined job descriptions to Board members, committee chairs and committee volunteers immediately following the election of a new board at the AGM
- ⇒ Ensure a functioning Board Development Committee is given an appropriate mandate and resources to promote Board education and development, accomplished by:
  - Hosting an annual Board retreat following the OJCF AGM
  - Distributing and interpreting an annual Board self-assessment survey
  - Initiating a mentorship program for new Board members following elections at the AGM
- ⇒ Develop a strategic succession plan for Board and committee members (eg: create an expectation that successful terms in a particular office will provide an individual an opportunity to advance to a next level)
- ⇒ Offer special training for committee chairs re: setting targets, developing annual strategies, etc. immediately following their appointments post-AGM
- ⇒ Offer ongoing development opportunities at the committee level ensuring that other volunteers associated with OJCF are duly engaged
- ⇒ Enhance the Board and committees' profile in the community, which can be accomplished via:
  - Delivery of OJCF-related presentations to various community organizations
  - Hosting parlor meetings with potential new donors / niche groups

## **2.2 BOARD SIZE AND COMMITTEE STRUCTURE**

### **BACKGROUND:**

A subject that has received much debate in the non-profit sector relates to Board size and efficiency, and there is yet to be a unifying perspective adopted as the standard by which community Foundations can be assessed. As covered in the *Council on Foundations Board Briefing: Board Size* (January 2006), every charitable organization

should, as a matter of recommended practice, review its Board size periodically to determine the most appropriate size to ensure effective governance and to meet the organization's goals.

Some people believe that Boards should be populated primarily with those that have specific expertise needed to establish and achieve current strategic goals, while others believe that Board membership is best represented with a wide diversity of values and perspectives. Non-profit Board members are also often recruited on the condition that they possess a strong passion for the mission of the organization. Ultimately, each Board must determine what works best for their organization, ensuring their Board and committee members are meaningfully engaged in the pursuit of strategic goals and objectives.

#### **OVERVIEW:**

Following last year's transition of the OJCF Nominating Committee to the newly mandated Board Development Committee, it is apparent that a review of the Board's role and efficacy is a major component of the 2010 organizational plan. Two major components should be addressed by the Board for 2010, in order to achieve results based on the fundraising and other determined goals for the year.

##### **1. Board size & structure:** What is the optimum size for OJCF?

- However worthy and inclusive a large board might seem, smaller Boards can be seen as more efficient, especially when trying to coordinate Board development opportunities (retreats, planning sessions, educational events) and overall attendance at meetings.
- On average, the maximum size for a Board hovers around 15 members (and even as low as 10 members for smaller charities). Any more than that potentially encourages the formation of "inner cabinets" for everyday decision-making, which has the potential to undermine board cohesion. One of the questions that arose from the 2009 OJCF Board Member Survey addressed the concern that the Board is seen by some as a "rubber-stamping venue".
- In order to address these concerns, we must explore the idea of resizing the Board membership to a more manageable number.

##### **2. Committee Structure:** How can we improve the engagement of committees?

- Skills and experience must always play a part in Board recruitment, but certain levels of expertise and diversity is also needed at the committee level (not needing to be fully replicated at both tables).
- Limiting the size of the Board can allow for increased engagement of the various OJCF committees, by upgrading the impact volunteers feel as part of an enhanced committee structure.
- We will likely be able to get more done with focused committees, ensuring that chairs and members are sufficiently motivated to enact realistic action plans promoting success.

To complement the work undertaken by the recently reformatted Board Development committee, a parallel committee (similar to an "oversight" or "ways & means" committee) can be established to examine the current roster of OJCF committees, ensuring all strategic goals and objectives are being pursued - a critical step in assessing our structural needs. The potential for revitalizing current or creating new

committees or sub-committees based on OJCF needs and Board members' interests and skills will provide three possible results:

1. Allow us to meet our growing list of objectives in a timely and methodical manner
2. Remove tasks that some Board members may be unwilling to perform – allowing them to focus on their prescribed duties
3. Encourage participation from otherwise uninvolved volunteers and donors, increasing the reach of the OJCF (eg: next generation donors)

**ACTIONS:**

- ⇒ Establish a committee (similar in purpose to an “oversight” or “ways & means” committee) to create and ensure the OJCF Annual Business Plan and 5-Year Strategic Plan are followed and acted upon
- ⇒ Develop a Board profile highlighting skills, qualities and knowledge that the board will need in order to address the challenges facing the organization in the coming years, resulting in recommendations for Board size and committee development
- ⇒ Conduct a comprehensive review regarding Board size and proficiency, focusing on diversity, skills and interest
- ⇒ Assess the need for any additional (sub)committees to address OJCF fundraising and other strategic goals, such as:
  - Women’s giving and endowment
  - B’nai Mitzvah initiative
  - Fundraising

### 3. MARKETING, EDUCATION & OUTREACH

#### 3.1 BRAND DEVELOPMENT, MARKETING & PROMOTIONS

**BACKGROUND:**

A review of OJCF marketing materials reveals inconsistencies in branding the organization. Without a clear brand/image the public cannot tell the difference between one charity and another because everyone is using the same language, fundraising techniques, and “fishing from the same pond”. Building “top of mind awareness” and brand recognition can be costly, but it can also be as simple as putting our logo and contact information on everything a donor –either current or potential- receives when doing business with our Foundation.

**OVERVIEW:**

Self-promotion and increased visibility in multiple locations will be a determining factor in eliminating the notion that OJCF is Jewish Ottawa’s best kept secret, focusing on and promoting what makes us unique. In the increasingly crowded philanthropic marketplace, proper promotion, marketing and delivery of the brand and message of OJCF can be accomplished through a combination of efforts, including:

- Special advertisements in the Ottawa Jewish Bulletin
- Flyers and brochures that accompany monthly income tax receipts and special presentations
- Redesigned and eye-catching logo
- Marketing materials such as newsletters, brochures, articles, etc.

- **OJCF Website:** Redesigning the OJCF website is a primary project for 2010, as the internet is increasingly becoming a major tool for non-profit organizations.
- Each succeeding generation of donors is becoming progressively more comfortable with computers and technology
- We must commit to send out our message across all e-marketing channels, including social networking media and other web 2.0 conduits.
- A website can be one of the best branding tools, with the ability to be viewed by the most amount of people
- We will also maintain connections to those donors who may not embrace new technologies as readily, reproducing relevant digital materials physically so that they stay connected and “plugged in” to OJCF activities and updates

**ACTIONS:**

- ⇒ OJCF Marketing Committee will develop a new logo and slogan/tagline to incorporate into all materials, maintaining a consistent look and “feel”
- ⇒ OJCF will launch a comprehensive marketing campaign in January 2010 with the purpose of increasing our visibility, consisting of:
  - Lawn signs
  - Ottawa Bulletin ads
  - Revamped OJCF brochures & flyers
- ⇒ OJCF will redesign and launch a significantly revamped website by February 2010
- ⇒ Create mechanisms to elicit feedback from donors and potential donors on OJCF activities and programs, such as:
  - On-line questionnaires
  - Feedback forms attached to newsletters and other OJCF mailings
  - Community- and donor-centric focus groups
- ⇒ Maintain ongoing communication with donors via quarterly newsletters and relevant articles, sent electronically and/or via traditional methods

**3.2 BOOK OF LIFE:**

**BACKGROUND:**

The intent of the Book of Life Initiative is to honour donors who have given or have promised to make a gift to the OJCF for the benefit of the beneficiary agencies and to help meet the future needs of the community. The objective of the Book of Life is to create excitement and enthusiasm in a group of new donors, while reinforcing for existing donors the positive feelings toward the OJCF while encouraging them to contribute additional funds. Cataloguing personal stories and histories of individuals and families, the Book of Life provides donors the chance to express their values, tell their children and grandchildren about the things that matter most to them, and demonstrate how much they care about charity and the Ottawa Jewish community.

**OVERVIEW:**

The Book of Life project has proven to be a successful fundraising tool in numerous communities across North America. As of 2008, The Jewish Foundation of Manitoba generated approximately \$2 million from 25 signatories in 5 years from inception of their Book of Life. The return- on-investment for the Book of Life was

approximately 40-50 times the initial capital invested by the fifth year, and it has become a self-generating fund development solution for the Manitoba Foundation.

The Book of Life is an achievable and attractive fundraising tool and opportunity for the OJCF, and will undoubtedly assist in elevating our profile within the Ottawa Jewish Community. Events connected with the initiative can be added to boost the attraction to the Book of Life project, as well as to the OJCF itself. Annual signings and recognition receptions are a common occurrence among the Jewish Foundations with a Book of Life, which in turn would likely translate into new donors, funds and possibly 'reactivate' giving to otherwise dormant funds.

A successful Book of Life project can assist us in meeting numerous goals, including but not limited to:

1. Reaching our overall fundraising goal;
2. Engaging families in shared philanthropic projects, connecting to the next generation of donors, increasing the link to the intergenerational transfer of wealth;
3. Promoting OJCF beyond current donors

**ACTIONS:**

- ⇒ Confirm committee chair and establish a (sub)committee to oversee the development of OJCF's Book of Life project, including the setting of realistic deadlines and project steps, such as:
  - Confirming a 2010 launch date
  - Recruiting the initial signatories
  - Designing the book (to be reproduced digitally and/or physically)
- ⇒ Plan and execute an inaugural launch event, which could be hosted by a local Ottawa Jewish family

**3.3 OUTREACH & EVENTS:**

**BACKGROUND:**

When strategically planned and executed, special events can become an effective tool to help non-profit organizations realize a fuller potential as it relates to recognition overall and donor support in particular. As we compete with a growing number of philanthropic contenders, the overall need for increased exposure includes the creation of appropriate events and other outreach efforts, allowing us to maintain ongoing communication with donors, while keeping us "on their radar" in ways that traditional communications tools (newsletters, annual reports, etc.) might not.

**OVERVIEW:**

To attain and achieve success, OJCF needs to be a proactive, "high touch" and "multiple touch" organization. Selective events that attract particular niche groups should be planned to start the process of building up our name and presence. This can be achieved in the following ways:

- Explore opportunities to co-sponsor events to widen our presence among new markets (eg: investment seminars with YAD, etc.)
- Offer information and parlor meeting-type events to attract like-minded peer groups
- Target a late-spring event that would be opened to a wider segment of the community such as a speaker event, Chairman's dinner, etc. (avoiding possible dates regarding the Book of Life launch, while exploring possibilities of joining these

- events to capitalize on shared costs and preserving OJCF financial resources)
- Create a program to honor the founders / founders' families for their trailblazing efforts, which may also prompt some families to add extra funds to already existing funds and engaging their families (i.e.: the next generation of donors).

Finally, in an effort to increase OJCF's visibility within the financial, legal and estate planning professional community, we will explore the development of events for these professional advisors. There are undoubtedly members of our local professional community who see the promotion of philanthropy as a meaningful aspect of their practice, and they are often best positioned to influence their client's decisions regarding philanthropy.

Following the lead of our organizational peers in other communities, we can explore creating events focusing on the role of charitable planning, with either annual or multiple events covering topics such as:

1. Tax & Legal Seminars
2. Impact of Ethical Wills
3. Financial, Tax & Estate Planning In Difficult Economic Times
4. Divorce Matters: Legal, Estate, Valuation and Income Issues

**ACTIONS:**

- ⇒ Create a list of potential programs and/or seminars (eg: parlor meetings) to attract:
  - Families
  - Niche groups
- ⇒ Pursue 3-4 events to be co-sponsored with different communal organizations, such as:
  - YAD
  - JFO
  - Local synagogues
- ⇒ Cultivate options for a large-scale event to take place in spring 2010 (eg. Speaker event, etc.)
- ⇒ Explore the possibility of creating a program to honor the founders and/or founders' families for their trailblazing efforts
- ⇒ Develop outreach strategies and/or events to engage professional advisors

Addendum:

OJCF 2010 Business Plan  
Action Items Timeline

**OJCF 2010 Business Plan Fundraising Timeline**

	<b>CFM</b>	<b>Intergenerational Transfer of Wealth</b>	<b>General Fundraising</b>
<b>January</b>	<ul style="list-style-type: none"> <li>* Hold Joint Task Force meeting to finalize project steps</li> <li>* Confirm CFM initiatives and strategies agreement with JFO</li> </ul>	<ul style="list-style-type: none"> <li>* Develop plan re: family philanthropy services and seminars (including relevant materials, events, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>* Access &amp; utilize JFO community needs analysis to target, focus &amp; guide OJCF fundraising goals</li> <li>* Establish committee to oversee OJCF fundraising &amp; overall development objectives, goals &amp; projects</li> <li>* Create list of niche groups re: consolidating untapped / prospective donations</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>* Provide education to OJCF &amp; JFO boards about intent &amp; benefit of CFM program, etc.</li> </ul>	<ul style="list-style-type: none"> <li>* Via website and other tools, ensure ease of access to different giving structures and opportunities</li> <li>* Ensure information &amp; donation information is available 24/7 (in particular by exploring cost-effective web-based solutions)</li> </ul>	<ul style="list-style-type: none"> <li>* Deliver reporting request to supported organizations in tandem with 2010 allocations</li> <li>* Develop work plan enhancing B'nai Mitzvah program</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>* Develop materials to provide targeted education &amp; training for select number of UJA canvassers re: planned giving options in advance of Campaign 2011</li> </ul>	<ul style="list-style-type: none"> <li>* Increase OJCF volunteer outreach to meaningfully engage 2<sup>nd</sup>-generation donors and non-board members in committees</li> </ul>	<ul style="list-style-type: none"> <li>* Create planned giving program/ legacy initiative</li> <li>* Host OJCF Parlor Meeting #1</li> </ul>
<b>April</b>		<ul style="list-style-type: none"> <li>* Send targeted donations information (ex: leave-a-legacy brochures sent with receipts)</li> </ul>	<ul style="list-style-type: none"> <li>* Send donors proof of return-on-investment (re: February reporting request)</li> <li>* Follow-up from parlor meeting</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>* Recruit approximately 12 new volunteers from UJA canvassers; offer education re: planned giving options in advance for Campaign 2011</li> </ul>	<ul style="list-style-type: none"> <li>* Parlor meeting to informally cultivate, involve and educate the various generations together and/or apart (ie: Family Philanthropy Services Seminar #1)</li> </ul>	<ul style="list-style-type: none"> <li>* Launch comprehensive planned giving program/ legacy initiative</li> <li>* Host OJCF Parlor Meeting #2</li> </ul>
<b>June</b>			<ul style="list-style-type: none"> <li>* Create OJCF marketing presentation to use at meetings with donor families beyond Ottawa (ex: Toronto, Florida)</li> <li>* Follow-up from parlor meeting</li> </ul>
<b>July</b>		<ul style="list-style-type: none"> <li>* Send targeted donations information (ex: leave-a-legacy brochures sent with receipts)</li> </ul>	<ul style="list-style-type: none"> <li>* Initiate contact project with donors (ensuring satisfaction re: advised allocations &amp; increasing communication to keep them informed re: new &amp; innovative donation methods &amp; tax-saving mechanisms)</li> </ul>
<b>August</b>			<ul style="list-style-type: none"> <li>* Launch new B'nai Mitzvah initiatives</li> </ul>
<b>September</b>		<ul style="list-style-type: none"> <li>* Family Philanthropy Services Seminar #2</li> </ul>	
<b>October</b>		<ul style="list-style-type: none"> <li>* Send targeted donations information (ex: leave-a-legacy brochures sent with receipts)</li> </ul>	
<b>November</b>			<ul style="list-style-type: none"> <li>* Host OJCF Parlor Meeting #2</li> </ul>
<b>December</b>			<ul style="list-style-type: none"> <li>* Follow-up from parlor meeting</li> </ul>

**OJCF 2010 Business Plan****Board Development Timeline**

	<b>Board Education &amp; Governance</b>	<b>Board Size &amp; Committee Structure</b>
<b>January</b>		* Draft new board structure plan
<b>February</b>		* Develop strategic succession plan for Board and committee members
<b>March</b>	* Board Retreat	
<b>April</b>	* Evaluate & update job descriptions for Board members, committee chairs & committee volunteers	
<b>May</b>	* Delivery of OJCF-related presentations to various community organizations	* Present new board structure plan
<b>June</b>	* Distribute job descriptions to Board members, committee chairs and committee volunteers (following AGM) * Launch 2010/2011 mentorship program * Semi-annual review of 2010 Business Plan	
<b>July</b>	* Distribute annual Board self-assessment survey	* Offer special training for committee chairs re: setting targets, developing annual strategies, etc.
<b>August</b>	* Collect & interpret annual Board self-assessment survey	
<b>September</b>	* Start annual review of 2010 Business Plan * Draft 2011 Business Plan	
<b>October</b>		
<b>November</b>	* Finalize 2011 Business Plan * Final review of 2010 Business Plan	
<b>December</b>		

**OJCF 2010 Business Plan**

**Marketing, Education & Outreach Timeline**

	<b>Brand Development, Marketing &amp; Promotions</b>	<b>Book of Life</b>	<b>Outreach &amp; Events</b>
<b>January</b>	* Launch comprehensive marketing campaign for increasing OJCF visibility – lawn signs		
<b>February</b>	* Finalize new logo and slogan/tagline for all OJCF materials * Winter Newsletter with Feedback forms * Revamp OJCF brochures & flyers	* Confirm committee chair * Hold committee meeting (confirm 2010 launch date; start recruitment of initial signatories)	
<b>March</b>	* Questionnaire re: feedback on OJCF activities & programs sent with annual statements * Launch OJCF website 2.0	* Develop & Design book	* OJCF parlor meeting #1 (see General Fundraising)
<b>April</b>	* OJCF Ottawa Bulletin ads * Online poll feedback on OJCF activities and programs * OJCF Day	* Design web-based version	* OJCF Speaker- Main Event
<b>May</b>	* OJCF Focus group * Finalize Annual Report		* Co-sponsored event (ex: Women’s Division, YAD, etc.) * OJCF parlor meeting #2 (see General Fundraising)
<b>June</b>	* Summer Newsletter (with feedback form)	* Finalize initial signatories list	
<b>July</b>			* Professional advisors forum #1
<b>August</b>			* OJCF Co-sponsored event * Ensure OJCF presence re: UJA Campaign Launch
<b>September</b>	* OJCF Ottawa Bulletin ads		* Professional advisors forum #2
<b>October</b>		* Launch BOL / inaugural event	* OJCF Co-sponsored event
<b>November</b>	* Fall Newsletter (with feedback form)		* OJCF parlor meeting #3 (see General Fundraising)
<b>December</b>	* OJCF Ottawa Bulletin ads * 2011 lawn signs		