

# Our Legacy Our Community Our Future



2019 - 2023



**PLANNING FOR SUSTAINABLE IMPACT  
IN A CHANGING LANDSCAPE**

# Evolving to Serve Our Changing Community



**Driven by their shared faith and values, a group of women formed the National Council of Jewish Women of Canada (NCJWC), Toronto in 1897. In just a few years, the concept expanded across the country, bringing together women motivated to make a substantive, positive impact in their communities.**

For more than 120 years, our members have used their collective strengths to create meaningful change, identifying Jewish and non-Jewish community needs and providing leadership, energy, and financial resources to address these challenges.

**With modern demands and cultural shifts, however, the norms and standards of our organization are changing.** We are motivated to find the best ways to serve our community, review our initiatives and understand their impact, and identify the work we need to do to ensure our organization remains sustainable to serve future generations.

Our 2019-2023 Strategic Plan charts a clear path to achieving our vision to engage and impact the community through relevant and meaningful programs that provide education, service, and social impact.

Through thorough research, our organization's leadership gathered thought-provoking data to help create this plan. We consulted with Directors, Past-Presidents, and members for input and ideas. We scanned our own operating environment extensively, also interviewing similar organizations to gain external perspectives. We delved deeply into Canada's charitable, volunteer, and service club

sectors to better understand growing trends and compared them to NCJWC, Toronto's experience.

Finally, our Board and leadership undertook an open, collaborative process to review our vision, mission, and values to ensure they truly reflect community needs. We committed to evaluating these programs and measuring their impact to ensure that we are meeting our objectives and making the highest and best use of our resources.

We have faith in the future, and a strong belief in the ultimate good that results in the practice of socially conscientious actions. With this focused action plan, our goal over the next five years is to ensure we enhance NCJWC, Toronto's role and effectiveness as a community-based organization while continuing to honour our rich history and our values.

We hope you will join us in our bold — and achievable — mission.

A handwritten signature in blue ink that reads "Eva Karpati". The signature is written in a cursive, flowing style.

Eva Karpati, President  
National Council of Jewish Women of Canada,  
Toronto

# The New Normal

## The charitable and volunteer ecosystem are changing. Are we prepared?

There is no doubt that the norms and standards of our organization — and the broader charitable and volunteer landscape in Canada — are changing. Significant shifts are also happening in the communities we serve.

How can we best prepare for a future in which NCJWC, Toronto is forward-looking, sustainable, and relevant? For more than 120 years, our members have been motivated to find the best ways to serve our community. With this same spirit, our leadership committed to an extensive review to answer this question.



### IT'S ABOUT IMPACT

We started by delving deeply into Canada's charitable, volunteer, and service club sectors to better understand growing trends. At a high level, here's what we learned:



For charities and non-profits, it is increasingly critical to measure and demonstrate impact. While our supporters are motivated by our visions and values, enduring, committed funding relationships call for results. Donors, sponsors, and foundations are demanding a clear and compelling connection between our work and real outcomes.

Ensuring impact means deeply understanding our community's needs, developing targeted, relevant programs, and setting realistic, measurable goals.

We cannot have meaningful impact without dedicated champions and passionate volunteers. And our work is not sustainable for the long term unless we put a special focus on attracting new volunteers. To do this, we need to be aware of how volunteerism is evolving in Canada.

At the root of our work is a shared vision and common values. We have the best opportunity for impact when we maintain a healthy, well-structured organization and a happy, collaborative team that believes in our cause.



## What does this mean for NCJWC, Toronto?

We scanned our operating environment, also interviewing similar organizations to gain external perspectives. We undertook an open, collaborative process to review our vision, mission, and values to ensure they truly reflect community needs. Most importantly, we consulted with Directors, Past-Presidents, and members for input and ideas. Our conclusion:

***To remain relevant and sustainable, we must be vigilant. Our 2019-2023 plan calls for us to regularly review our initiatives and understand their impact, and to identify the work we need to do to ensure our organization remains sustainable to serve future generations.***

The following pages outline our renewed vision, statement of purpose, and core values, as well as our plan of action for 2019-2023.

## VOLUNTEERING TRENDS



- Volunteers have less time and want short-term, targeted opportunities. They tend not to want to make multi-year commitments.<sup>1</sup>
- In most two-parent families, both parents work. When they have free time, they spend it on family activities rather than volunteering.
- Volunteers want a win-win arrangement. They want to feel passionate about what they're doing, rather than "anything to help out." More than ever before, nonprofits are finding they need to match the needs of the volunteer with the needs of the organization.

Canadians volunteering per year<sup>2</sup>



Almost 50% of Canadians volunteer their time, but

**25%** of those volunteers make up  
**77%** of all volunteer hours<sup>3</sup>

<sup>1</sup> Volunteer Canada <sup>2,3</sup> Statistics Canada, 2013

# Vision, Purpose, and Values

## Our Vision

National Council of Jewish Women of Canada, Toronto is recognized as engaging and impacting the community through relevant and meaningful programs that provide education, service, and social impact.

## Statement of Purpose

NCJWC, Toronto exists to:

- Create positive change by empowering women, assisting the vulnerable, educating the public, and advocating for others
- Identify the needs of the vulnerable in the community through a Jewish lens; educate about those issues; mobilize change
- Foster leadership opportunities for women
- Create a community amongst our members
- Create community and project opportunities for all volunteers
- Advocate and be a voice for Jewish women.

## Core Values

Our Board of Directors, staff, members and volunteers share these common values.

- Integrity
- Respect
- Compassion
- Inclusivity
- Transparency

## PROJECT SPOTLIGHT

# Project LISA

*“I learned about Project LISA at a vulnerable time in my life. I’ve been receiving support and it makes me realize I don’t need to be ashamed. I’m still a part of a community that accepts me and is willing to help me. I am really grateful. There really is no other place like this.”*

— Project LISA Client

Project LISA supports women fleeing domestic abuse by supporting clients with their family law matters. Using a case management model, the program helps clients obtain legal aid certificates, ensure accompaniment to court and legal appointments, and receive referrals to vetted lawyers and community resources. Since opening in September 2018, Project LISA has served more than 40 women and 70 children.

[projectlisa.ca](http://projectlisa.ca)



# Our Plan of Action

To ensure NCJWC, Toronto remains a critical, effective community-based organization for years to come, our 2019-2023 Strategic Plan sets forth six imperatives that address each area that contributes to meaningful social impact.



## 1 Create focused, relevant programs and initiatives.

We need to effectively evaluate existing programs and all proposed initiatives.



## 4 Improve communication and engagement with all stakeholders.

Building committed support starts with targeted communication.



## 2 Ensure financial sustainability.

We must plan for long-term financial sustainability.



## 5 Establish human resources plan.

Teams, boards, members and volunteers thrive when they have clear roles and responsibilities.



## 3 Implement measurement data and processes.

We need to ensure we set realistic goals and regularly evaluate performance.



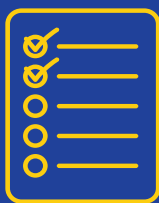
## 6 Ensure governance practices are up-to-date.

We must ensure we remain in compliance with Canadian charitable laws, assess risks, and lead a plan for the future of our work.

# 1

## CREATE FOCUSED, RELEVANT PROGRAMS AND INITIATIVES

With our renewed focus on impact, we need to effectively evaluate existing programs and all proposed initiatives. Before we move forward with new programs, we must agree that they meet a need or gap and determine how best to deliver them meaningfully.



### INITIATIVE:

## Program Assessment and Recommendations

- Hold new program work until assessment is complete
- Establish criteria for determining program fit going forward (e.g. financial levers, internal/external impact, strategic alignment etc.)
- Assess each program against criteria established
- Prepare recommendations
- Develop plan to stop programs that do not meet criteria, accelerate those programs that do, slow to stop those that have a natural completion

### Accountability

Small group of individuals selected by the President

### Timing

June - September 2019



# 2

## ENSURE FINANCIAL SUSTAINABILITY

To foster a healthy organization, a well-supported team, and effective programs now and into the future, we must plan for long-term financial sustainability.



### INITIATIVE:

## Prepare financial model for baseline program testing

- Prepare baseline financial model over a 5 year planning horizon
- Include all current revenue and expense streams
- Define and record all assumptions used
- Define levers for testing current and future program viability over 5 year period

### Accountability

Treasurer and staff team

### Timing

- 2019
- Execution ongoing as dictated by plan

### INITIATIVE:

## Prepare fundraising plan and approach

- Fundraising Chair and Committee: create terms of reference for chair and committee, recruit for fundraising chair, identify committee members
- Develop fundraising case for support with dollar goal/target
- Identify prospects: update donor database with past donors, identify/research new donors based on fundraising case
- Plan fundraising program that identifies annual and 5 year targets and timeline

### Accountability

President to identify Fundraising Chair who will own this initiative

### Timing

- 2020
- Execute over 5 year horizon as per plan



# 3

## IMPLEMENT MEASUREMENT DATA & PROCESSES

We can't manage or improve what we don't measure. To ensure that our programs and operations are effective and always improving, we need to ensure we set realistic goals and regularly evaluate performance.



### INITIATIVE:

## Identify needed data and process to capture such

- Define and establish metrics for evaluation purposes: internal, external, quantitative, qualitative, program data etc.
- Establish target results as appropriate or as dictated by financial model
- Establish processes and database for capturing data ongoing

### Accountability

Treasurer and staff team

### Timing

- 2019
- Update metrics on regular basis

### PROJECT SPOTLIGHT

# Turning the Page Libraries

Turning the Page Libraries provide a safe, quiet haven for children living in shelters for abused women, promotes child literacy, and builds interest and confidence in reading.

Because reading is a key part of mother and child bonding, this special place provides resources that create the ability to engage in quality time together in a safe, warm setting.

NCJWC, Toronto has added new libraries in Anduhyaun Shelter for indigenous women, Juliette's Place, and Yorktown Shelter for Women. The program now counts 10 libraries in total across the Greater Toronto Area.



# 4

## IMPROVE COMMUNICATION AND ENGAGEMENT WITH ALL STAKEHOLDERS

Building committed support from members, clients, donors, funders, and community partners starts with targeted communication.



### INITIATIVE:

## Prepare and execute stakeholder/communication plan

- Prepare an inventory of all stakeholder groups who need to be addressed including Board, staff, members, volunteers, partners etc.
- For each stakeholder group determine best communication vehicle (perhaps using survey)
- Determine types of messages required for each stakeholder group
- Determine frequency of updates/stakeholder group
- Prepare communications as per plans
- Execute ongoing as per plan

### Accountability

Communication Chair and staff team

### Timing

- Q4 2019 – 2020 year end
- Execution ongoing as dictated by plan

### INITIATIVE:

## Assess role of social media and website

- Research how other similar organizations are leveraging social media and website presence
- Understand pros, cons, relevancy etc.
- Discuss and develop social media approach that best suits the organization
- Prepare a recommendation for communication chair
- Execute according to recommendations

### Accountability

Communication Chair and staff team

### Timing

- 2020
- Execution ongoing as dictated by plan

# 5

## ESTABLISH HUMAN RESOURCES PLAN

Committed, engaged teams, boards, members and volunteers thrive when they have clear roles and responsibilities, opportunities for further education and training.



### INITIATIVE:

## Update role descriptions and educate

- Define roles and responsibilities for all roles: staff, volunteers, members etc.
- Define rules of engagement/inter-relationships
- Identify any education requirements

### Accountability

President to prepare and recommend to Board

### Timing

2020 on

### INITIATIVE:

## Identify and embed culture

- Work with Communications Chair to articulate organizational culture based on new programs, vision, mission identified
- Create elevator speech: simple and concise language
- Identify education plan for communicating culture to all stakeholders: town hall meetings, written material etc.
- Prepare Q & A to address areas of concern or to emphasize points

### Accountability

President to prepare and recommend to Board

### Timing

2020



# 6

## ENSURE GOVERNANCE PRACTICES ARE UP-TO-DATE

Our organization’s integrity depends on its governance. To set the tone for our organization, we must ensure we remain in compliance with Canadian charitable laws, assess risks, and lead a plan for the future of our work.



### INITIATIVE:

## Review and update governance practices

- Undertake an annual review of by-laws to ensure relevancy and to update
- Identify major risk areas and ensure mitigation plans are in place where appropriate
- Concentrate on leadership development and succession planning

### Accountability

President

### Timing

2019 onward annually

### VOLUNTEER SPOTLIGHT

# Ena Cord

*“For more than 50 years, NCJWC, Toronto has offered me diverse and meaningful volunteer options. The rewards have been plentiful, and I am truly honoured to have served as Co-President and President. This organization is a vital force that recognizes the changing needs in our community and takes action to address them.”*

— Ena Cord

Since joining NCJWC, Toronto in 1964, **Ena Cord** — a Member and Immediate Past President — has not only been involved in her local branches (first Yachad, then Etobicoke Study), but also in the Toronto Section. Through the decades, she has contributed to several programs that provide aid to underprivileged people of all ages and cultures. “The rewards have been plentiful,” she says. “I’m proud to be part of this group of dedicated women.”



# Roadmap of Strategic Initiatives

Management will oversee the roadmap, and is responsible for providing monthly status updates, as well as quarterly updates to the Board of Directors.

The Board of Directors will conduct an annual review and refresh of the Strategic Plan to update the status of our work, as well as incorporate new findings and relevant changes.

INITIATIVE	2019	2020	2021	2022	2023
<b>1 CREATE RELEVANT, FOCUSED PROGRAMS</b>					
Program Assessment					
<b>2 ENSURE FINANCIAL SUSTAINABILITY</b>					
Create Financial Model					
Execute on Actions					
Prepare Fundraising Plan and Approach					
Begin fundraising as per plan					
<b>3 IMPLEMENT MEASUREMENT DATA AND PROCESSES</b>					
Identify needed data and processes for capturing such					
Ongoing execution					
<b>4 IMPROVE COMMUNICATION AND ENGAGEMENT WITH ALL STAKEHOLDERS</b>					
Prepare and execute stakeholder/communication plan					
Assess role of social media and website					
<b>5 ESTABLISH HUMAN RESOURCES PLAN</b>					
Update role descriptions and educate					
Identify and embed culture					
<b>6 ENSURE GOVERNANCE PRACTICES ARE UP-TO-DATE</b>					
Review and update Governance Practices					
Annual review of by-laws					

## NEXT STEPS

# A Bright Future for NCJWC, Toronto

While NCJWC, Toronto is celebrating more than 120 years of service, our work is just getting started. With this plan, together we are laying the groundwork to create social impact in a productive and sustainable future.

For the next five years, we will focus our efforts on developing effective programs and initiatives that fill critical gaps and meet real needs. We are also committing to being accountable for results. This means evaluating our work to ensure we are achieving purpose.

To support this work, we are strengthening our organization, ensuring a well-supported team, seamless operations, and opportunities to meaningfully engage members and volunteers. We are improving and fortifying relationships with funders and supporters, with an emphasis on communicating our successes and our community's needs.

**It's an exciting, motivating time to be part of NCJWC, Toronto.** We're committed to making this bold transition – one that considers our changing community and the charitable landscape. We have faith in our plan, and we look forward to working together with you to make it happen.



## Join Us!

**Motivated to make a difference?  
Join NCJWC, Toronto today!**

Visit [ncjwctoronto.org/become-a-member](https://ncjwctoronto.org/become-a-member)

## VOLUNTEER SPOTLIGHT

# Naomi Kingston

*“When I joined Council 40 years ago, I became part of a community of women and contribute to an organization with a legacy of doing good deeds. Today, I cherish the friendships I’ve made over the years, and I’m proud of the work we’ve done together. As volunteers, we’ve made a positive difference in the lives of people in our community.”*

— Naomi Kingston

As a long-time member of the NCJWC family, Communications Chair **Naomi Kingston** has worked on several community programs and projects, including eye testing for young children, Jewish genetic testing, filling backpacks with school supplies for underprivileged youth, the Passover Food Drive, and creating a children’s library in a women’s shelter. “My volunteer work is deeply satisfying,” Kingston says. “It has helped me grow as a person, giving me opportunities to learn leadership skills and head up committees, both in Toronto and nationally. At Council, I feel valued and know I’m part of a great team.”

# About Us

National Council of Jewish Women of Canada, Toronto is a non-profit, volunteer service organization of 800+ women who are dedicated to enhancing the lives of individuals.

## OUR TEAM

### Board of Directors 2019-2021

Eva Karpati, President  
Ena Cord, Immediate Past President  
Bonnie Wells, Secretary  
Bev Hutner, Treasurer  
Linda Steinberg, President, BPC Foundation  
Naomi Kingston, Communications  
Susan Austin, Service  
Elkie Handelman, Branch Member Liaison  
Marion Tully, General Members' Liaison  
Jill Garazi, Board Member  
Shelly Feldman, Board Member  
Sheila Neuburger, Board Member

### Staff

Shabina Arfeen, Manager of Administrative Operations  
Navi Mann, Development and Communications Co-ordinator  
Ariella Boehm, Program Director & Legal Support Worker, Project LISA  
Tina Tsiribis, Accounting Services

### Toronto Section Branches

Aviva	Orah
Chai	Shalom
Council 60	Study & Service
Council 63	Suburban Study
Etobicoke Study	Thornhill Study
Evening Study	Violet Davis
International	Yachad
Nashay Orah	York Mills
Nova Study	Zion

### Affiliations

- International Council of Jewish Women
- Coalition of Jewish Women against Domestic Violence and the Coalition for Agunot Rights
- UNESCO Sub-Commission on the Status of Women

### Foundation

Linda Steinberg, President

Established in 1984, NCJWC, Toronto's Foundation provides affordable housing to low and moderate-income families, individuals, seniors, and people with disabilities in Toronto. Our building has 160 units and includes market value, rent geared to income, and government assisted apartments. The Toronto Section is the community sponsor of the Foundation.

## PROJECT SPOTLIGHT

# Passover Food Drive

Starting as a small grassroots project in 1982, NCJWC, Toronto's annual Passover Food Drive aimed to feed a few dozen families. Since then, the project has dramatically expanded to meet community needs. For 37 years the Passover Food Drive provides people facing food insecurity within our community with Kosher for Passover food.

During the 2019 drive, there was a total of 52 packing shifts, each with an average of 20 volunteer packers, a minimum of three supervisors for each shift. Approximately 2,000 boxes were delivered to families in need.

[passoverfooddrive.org](http://passoverfooddrive.org)





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