



# Soloway JCC Strategic Plan

2025 - 2029



## Enriching Lives

The SJCC will be a model of excellence where the Jewish and broader community want to spend more time – feeling connected, safe and welcome, and engaging in high-quality activities and programs.



## Goal of the Strategic Plan

The Soloway Jewish Community Centre (SJCC) is proud to be the hub of Jewish life in Ottawa – a vibrant gathering place where individuals and families from all denominations come together to celebrate traditions, explore lifelong learning, engage in fitness and wellness activities and meaningful social experiences, and strengthen their connection to the community.

We are committed to nurturing a strong, inclusive, and dynamic centre that meets the evolving needs of our community. Embracing technology wherever it facilitates our efforts, our goal is to ensure the SJCC continues to be the place where everyone, regardless of their background, feels welcomed, connected, and safe.

## Process

To guide the development of this Strategic Plan, we established a Strategic Planning Committee made up of SJCC leadership and members. To ensure a thoughtful and inclusive approach, we engaged a professional consultant from Collaborative Strategies Inc. who helped design and distribute a comprehensive survey to approximately 3,000 SJCC members and users, and open to the community. In addition to the survey, we held a series of community feedback sessions with key stakeholder groups, including SJCC professional staff, JCC and community leadership, members and users. These conversations provided valuable insights and helped shape the priorities and direction outlined in this plan.

# Mission & Vision



## Mission:

The Soloway JCC is the gathering place to build community through lifelong learning, recreation, wellness and cultural connection.



## Vision:

To be the multigenerational hub of Jewish life in Ottawa and a leading community center for those who wish to join and participate.

Over the next four years we will become the **HEART** of Jewish life in Ottawa — a thriving hub for Jewish culture, education, and community, reaching far beyond fitness to inspire those of all ages.

## Goals



**Highest Standards**  
of excellence in service.



**A Top Priority**  
for philanthropy.

**The Heart of Jewish Ottawa**



**Strong Leadership**  
and governance.



**Outstanding Programming**  
for families, and a leading cultural arts destination.

# Strategic Priorities

## 1. Elevate the user experience across all touchpoints

**Objective:** Leading with heart and purpose, our staff team will deliver consistently exceptional and welcoming experiences across departments. Our aim is to delight members and users at every interaction.

**We will know we are successful** when member surveys indicate increased user satisfaction, and the number of those who want to join as members increases.

### Key Activities:

- Set standards of excellence in service, and support staff to consistently meet and strive to surpass the standards.
- Expand hours of operation by opening at 6:00 AM to better serve members.
- Invest in Phase 2 renovations to make the SJCC an attractive place in which people want to spend more time.

## 2. Invest in new and innovative programming

**Objective:** Develop and expand programs to draw more people together and strengthen our identity as a hub for Jewish life, with a focus on engaging more young families and expanding cultural arts offerings.

**We will know we are successful** when the number of offerings increases, participant surveys indicate satisfaction with the quality, and program revenues increase.

### Key Activities:

- Develop new Summer Camp programs to attract more and older campers.
- Develop more family and youth oriented recreational, cultural and athletic options which also provide the opportunity to connect with other families.
- Seek new partners and more funding to deliver more robust and attractive arts and culture programs for adults.

## 3. Raise the resources needed to realize our goals

**Objective:** Become a top priority for philanthropy within the community in order to build a base of committed donors who support our efforts.

**We will know we are successful** when we raise the operational funds needed to support those who require financial support to participate, when we deliver the highest quality programming, and are able to undertake the capital upgrades required to maintain an attractive gathering space.

### Key Activities:

- Make a compelling case for giving by telling our story more often and more powerfully, using a broader range of platforms and formats.
- Develop a plan for philanthropy to increase annual fundraising.
- Demonstrate that we are effective stewards, operating an efficient organization using funds wisely and strategically.

## 4. Strengthen our leadership

**Objective:** Develop our board's capacity to lead in governance and in championing our mission by serving as effective ambassadors within the philanthropic and broader communities.

**We will know we are successful** when the SJCC board becomes a board of choice in the community, drawing in the skill sets required to meet our strategic priorities.

### Key Activities:

- Focus on succession planning and leadership development.
- Conduct annual board retreats to help develop the board's skill in supporting the strategic and philanthropic needs of the organization.
- Activate a new board recruiting process prioritizing desirable skills for our future board members.