

# From the Strategic Planning Cabinet

to the Annual General Meeting  
of Congregation Shaarey Zedek

May 27, 2010

1

## Background

- The SZ Strategic Planning Cabinet was appointed in 2008 to develop a new Strategic Plan.
- The members of the Cabinet put in at least 1,000 hours in meetings, retreats and interviews with focus groups, individuals and members of other Jewish community institutions. Written input was also received.
- It is estimated that 15% of SZ's families have been involved in this process, ensuring that a cross-section of congregants with differing perspectives and expectations were engaged.
- Based on feedback, input, research and deliberations, the Cabinet has identified five critical Strategic Priorities that drive the Shaarey Zedek Strategic Plan.

2

## Data Gathering

---

- The committee conducted a series of individual interviews with:
  - All Clergy members
  - President and Vice President of Board
  - Executive Director
- Focus sessions were held with 10 different internal groups and 5 external organizations
- 38 responses were by mail
- Involved at least 180 respondents

## Data Collation

---

- All interview notes from focus group sessions and mail in responses were reviewed to identify common themes
- Notes from the 5 community focus groups were reviewed to identify common themes

# Congregation Membership

Year	Full					Non-		Total
	Family	Single	Young	Special	Comp	Resident	Staff	
2009	511	199	31	194	46	22	19	1022
2000	595	201	38	90	71	20	21	1036
							10-year average	1075

# Key Facts

- 10-year-average total membership is 1075; 2009 total is closer to that of ten years ago.
- **Membership has declined steadily over the last six years.**
- Full family membership is at its lowest point in 10 years, representing a **\$100,000** difference in revenue.
- Young membership is declining.
- Special (reduced) memberships are at an all-time high.

## HHD Seat Revenue

Year	1 <sup>st</sup> service	2 <sup>nd</sup> service	Total Persons	Total \$	Budget \$
2010	-	-	-	-	377,000
2009	1095+150*	662+104*	2011	377,170	<b>412,000</b>
2006	1233	844	2077	339,846	335,000
2003	1288	995	2283	349,783	310,000

## Some Key Facts

- Actual HHD **revenue** is at an all-time high.
- Total **seats** sold peaked in 2002/2003 and has declined steadily since.
- Seat revenue has been below budget in 5 of the last 9 years.
- The first HHD service has not sold out since 2007.
- Seats in the second HHD service are down 33% from 2003.

## One Big Key Fact

- Before a year-end capital transfer, SZ has incurred an **operating deficit** in recent years.

### *WHY?*

- Reduced membership = about \$100,000
- The budget allocation for administration and clergy has increased
- Costs in general have increased
- HHD seat revenue results in budget shortfalls

## *From The Interviews:* Key Concerns

- The current Board structure has proven ineffective in timely decision making and clarity of purpose.
- The clergy does not function as a cohesive team projecting a clear direction.
- SZ's historical role as the acknowledged leader in the community has diminished.
- Many congregants are holding lifecycle events outside the synagogue or have otherwise disengaged.

## The Five Strategic Priorities

1. Have a product that fosters spiritual growth.
2. Redefine the Board with a real paradigm shift.
3. State clearly the authority, hierarchy and accountabilities of the Board, Clergy and Administration.
4. Establish a sustainable revenue model to maintain ongoing operations and accommodate future development.
5. Have the necessary physical plant . . . . .

## Our Five Strategic Priorities

1. Have a product that fosters spiritual growth.
  - Shaarey Zedek's product is a worship experience that includes a cultural element – learning and meeting – all of which must exist in a sustained welcoming atmosphere.
  - Reach out among the membership, reconnect and stay connected.
  - Affirmative actions must be taken to identify and welcome diverse groups.

## Our Five Strategic Priorities

---

### 2. Redefine the Board with a real paradigm shift.

- Shaarey Zedek's Board of Directors must be streamlined, focused on policy with clarity of means and ends.
- Its size must be reduced and the responsibilities of each member clarified.
- Inherent in this is finding the correct selection, orientation and training processes.

## Our Five Strategic Priorities

---

### 3. State clearly the authority, hierarchy and accountabilities of the Board, Clergy and Administration.

- Articulate the Senior Rabbi's authority over the Clergy, and the Executive Director's authority over the Administration.
- Articulate the authority of the Board of Directors over the Senior Rabbi and the Executive Director, and their respective accountability to the Board.

## Our Five Strategic Priorities

4. Establish a sustainable revenue model to maintain ongoing operations and accommodate future development.

- A sustainable and comprehensive financial model is required, documented in a Five-Year Business Plan.
- The Business Plan must reflect the impact of these Five Strategic Priorities
- Business Plan elements include fundraising, capital campaign, revenue analysis, cost containment, adherence to a balanced budget . . . . .

15

## Our Five Strategic Priorities

5. Have the necessary physical plant to enable us to operate.

- It is first imperative to develop the financial Business Plan before reaching a conclusion on the best option.
- Short and long term decisions on the physical plant and facilities can only be made responsibly after a determination and further examination of the congregation's priorities and demographic trends, financial resources available and strategic alliance opportunities.

16

# Implementation Expectations:

## 1. Fostering Spiritual Growth

### A. What needs to be addressed?

Communicate the nature and mission of the synagogue to the congregation and potential members.

### B. Expected results/measuring success

Program attendance, level/manner of welcoming, set targets and dissemination measures, membership levels/trends, communications reach, focus groups/surveys/other feedback, member satisfaction levels.

### C. Task assignments

Establish Board roles in communications and/or member satisfaction role, regular reporting, involve ED and Clergy.

### D. Accountability

Monitor feedback/survey every six months.

17

# Implementation Expectations:

## 2. Redefine the Board

### A. What needs to be addressed?

Constitutional amendments, contractual obligations, Board nomination criteria, vacate all Board seats for November AGM, apply policy-governance principles.

### B. Expected results/measuring success

New Board will reflect and apply new model, regular evaluation.

### C. Task assignments

Draft amendments, reduce Board to 11 voting members; permit non-voting members to include Immediate Past-President and Cemetery, Sisterhood and Investment representation.

### D. Accountabilities

Be organized in time for November AGM

Nominating Committee will respect intent of, and make new Board reflect, these strategies.

18

## Implementation Expectations: 3. Board, Clergy, Staff Hierarchy

### A. What needs to be addressed?

Formalize organization chart showing Board primacy, with direct authority for Committees, Senior Rabbi and Executive Director; Clergy report to Senior Rabbi, Staff report to ED.

### B. Expected results/measuring success:

Mechanism established to clarify responsibilities, reporting lines and accountabilities within this framework, improved transparency and Board engagement, improved membership confidence in Board role and authority.

### C. Task assignments:

Involve President, Rabbis, Cantor, Lay Clergy and ED in the implementation

### D. Accountability

An immediate priority after this AGM

## Implementation Expectations: 4. Sustainable Revenue Model

### A. What needs to be addressed?

Current/ongoing operational requirements, scenario-based future needs, financial plan for operations, facilities, worship, education, other programming.

### B. Expected results/measuring success

A study on future projections, funding and physical plant needs, sensitivity analysis, establish fundraising strategy.

### C. Task assignments

Strike a financial planning committee, establish study criteria, investigate utilizing a fundraiser, engage sensitivity analysis experts

### D. Accountabilities

Complete and present financial analysis by November 2010  
Create post-analysis 5-year plan at a Special AGM in May 2011.

## Implementation Expectations: 5. Physical Plant

### A. What needs to be addressed?

Determine requirements as a result of financial analysis, design needs to reflect results of financial analysis and future needs, assess impact on congregation of both remodelling and a move, study demographics of local Jewish communities and factor into plans.

### B. Expected results/measuring success

Facilities are sustainable or attainable.

### C. Task assignments

Establish team to prepare facilities plan once financial sensitivity analysis is delivered.

### D. Accountability

This has to be delegated to the right group(s).

## Good things that should happen are already happening....



## Current Mission Statement

---

Shaarey Zedek Synagogue  
is a centre for Conservative Judaism  
that welcomes the community to experience  
spiritual growth, continuing education  
and the enrichment of lifecycle events.

## A Vision Statement (Circa 2000)

---

The Shaarey Zedek Synagogue offers:

- A welcoming environment that provides comfort, support and inspiration
- A centre for relevant spiritual growth
- A home for enriched lifecycle events
- Continuing educational programming for all generations
- Leadership in the Jewish community

# A Draft Of A Revised Mission Statement

---

Shaarey Zedek Synagogue  
is a place of worship, learning and meeting.  
It is a congregation with Conservative roots  
and an inclusive approach to the worship experience  
with relevance and consideration for diversity.

# What Is Strategic Planning?

---

## **Planning Is Not An Event**

It is the continuous process of strengthening what works and abandoning what does not, of making risk-taking decisions with the greatest knowledge of their potential effect, of setting objectives, appraising performance and results through systematic feedback and making ongoing adjustments as conditions change.