

Beth Tikvah
2017-2022 Strategic Plan
Passing the Torch
The Next Generation of Community, Learning and Spiritual Growth
v. Sept 26, 2017

Beth Tikvah is committed to divine worship according to the rites and practices of Conservative Judaism. While remaining faithful to Beth Tikvah's core values and traditions, the following is our 2026 Vision and our 2017-2022 Strategic Plan.

Beth Tikvah Vision 2026

- In 2026, Beth Tikvah Synagogue will be a thriving, active, accessible, warm, egalitarian community that is a centrepiece for prayer, study, music, connection and social action.
- We have a fully engaged generation of leaders that actively volunteer to support programs, create community, inspire philanthropy and grow meaningful participation in our shul
- We will offer a meaningful experience that welcomes a truly diverse membership with choice in services, learning opportunities and programs that balance innovation and tradition and inspire connections to Judaism, Jewish life and Israel
- Our creative outreach and membership options will attract members of all ages, abilities, types of families and singles to intimate settings and virtual connections that are reminiscent of our roots.
- We will measure our success by the commitment of our members to the community, to each other and to Judaism.

Our Core Purpose / Mission:

- Build a thriving community of Jews of all ages that find connections and points of entry to engage with meaningful explorations of Jewish life, Torah, Jewish thought, ritual, worship and sustenance in daily life.
- Create exceptional connecting experiences that meet the needs of existing members and inspire future generations of committed Jews

Strategic Priorities 2017-2020

- 1. Engage Our Community: Attract and Engage the Next Generation of Beth Tikvah Members and the Wider Jewish Community in Meaningful Participation in Our Community and Our Shul**
- 2. Inspire Volunteerism, Hesed and Tzedaka**
- 3. Grow Leadership in Our Shul**
- 4. Plan for a Sustainable Future and Financial Health**

Strategic Priorities

1) Engage Our Community: Attract and Engage the Next Generation of Beth Tikvah Members and the Wider Jewish Community in Meaningful Participation in Our Community and Our Shul

Focus Areas	2020 Goals / Desired Outcomes	Focus for 2017/18
<ul style="list-style-type: none"> • Build a community that is truly engaged in Jewish life and our shul. • Provide as many paths as possible for our members and community to feel connected to our shul and Jewish life • Ensure our programs and services foster connections in our community • Introduce innovations in Jewish Programming, Prayer and Study that Reignites a Sense of Connection and Commitment to Judaism and Jewish Life 	<ul style="list-style-type: none"> • We will have daily, weekly and festival based practices that meaningfully welcome and connect our members and the community to Jewish life • 30% of our members will be under 50 • We will have expanded options for learning and participating at high holidays • We will have unique programs that attract members of our community for Shabbat and other festival gatherings • We will have formal policies around inclusivity and egalitarianism • We will have expanded programming that attracts youth and young families • Our community will have access to prayer, study and connection to Jewish life through virtual portals • Clergy will engage in community outreach outside the shul • Opportunities for learning will be at times that are accessible to the working members of the community 	<p>Create novel alternatives for celebration, learning and teaching around Shabbat and festivals</p> <p>Each learning, program or activity will be benchmarked by how it incorporates and facilitates connections between our congregants</p> <p>Create policies / process around egalitarianism and inclusivity</p> <p>Create learning opportunities for the working members of our community</p> <p>Expand programming that attracts youth and young families (teen service, shorter services, full participation of kids and youth in programming)</p>

<ul style="list-style-type: none"> • Enhance outreach, marketing, message and promotion 	<ul style="list-style-type: none"> • Our community will be attracted to Beth Tikvah because of our unique marketing message, outreach and promotion • Leadership of the synagogue will invest resources into active outreach activities • We will be a destination for programming that attracts the broader community of non-members and unaffiliated Jews and inspire their participation in Jewish life 	Create a marketing and outreach strategy and clear message about Beth Tikvah and the benefits of participation and membership
<ul style="list-style-type: none"> • Explore New Fee and Membership / Participation Structures 	<ul style="list-style-type: none"> • We will have diverse options for membership and participation that attract new members of all ages and from diverse communities • We have new fee structures in place (e.g. reduction in membership fees for kids in day school) that makes membership more attractive 	Create proposal for new membership / fee structures

2) Inspire Volunteerism, Hesed and Tzedaka

Focus Areas	2020 Goals / Desired Outcomes	Focus for 2017/18
<p>Create a culture of giving and volunteerism at Beth Tikvah.</p> <p>Be responsive across our generations to the needs of our shul, our congregation, and the larger community.</p>	<ul style="list-style-type: none"> • 50% of our members will be active donors of time and or money to our shul activities • 25% of our members will be active volunteers contributing to meaningful programming and supports for members • It will be easy and rewarding to be an active volunteer at Beth Tikvah 	<p>Elevate the role of hesed, tzedaka and tikun olam within our shul and with our shul community</p> <p>Empower and educate our members about giving and volunteering opportunities within our shul</p> <p>Continue to mobilize our community to address big issues related to the Jewish people and Israel</p>

		<p>Explore ways to make volunteering easier and more rewarding</p> <p>Create a volunteer “Chair of Volunteers” role to help raise awareness and energy for volunteerism and organize training opportunities for volunteers</p>
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3) Grow Leadership in Our Shul

Focus Areas	2020 Goals / Desired Outcomes	2017/18 Focus
<ul style="list-style-type: none"> Enhance the productivity and effectiveness of our board of governors and committees 	<ul style="list-style-type: none"> Every board member will be engaged in broader volunteering / representation at all programming and leaders well versed in what is going on at Beth Tikvah We will have clear expectations for leaders and board members and mechanisms for accountability 	<p>Create clear expectations for board members</p> <p>Leverage the strategic plan to guide and focus discussion at the board and with staff</p> <p>Expand board member engagement in programming across the shul</p> <p>Target and attract people with specific skills to help grow our leadership</p>
<ul style="list-style-type: none"> Create a system for the cultivation of new and future leaders, ensuring that leaders can grow into positions and develop leadership skills. 	<ul style="list-style-type: none"> Members will be attracted to leadership roles in the shul including participation in our board and committees We will have streamlined and productive board and committee structure and supports for leaders that make volunteer leadership in the shul easy and rewarding 	<p>Cultivate a new set of leaders for our next board of governors</p> <p>Provide leadership tools and training for board members and other leaders</p> <p>Streamline committee structure</p>

		Improve process and efficiency at board meetings
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4) Plan for a Sustainable Future and Financial Health

Focus Areas	2020 Goals / Desired Outcomes	2017/18 Focus
<ul style="list-style-type: none"> Create a clear plan for our home and financial health of Beth Tikvah Synagogue 	<ul style="list-style-type: none"> We will have a clear plan in place for the home of Beth Tikvah Synagogue (here or somewhere else?) We will have sustainable membership and funding models / streams that will support our future 	<p>Create a case to support decisions around our facility needs (is the current home sustainable etc.?)</p> <p>Explore other revenue generating streams</p> <p>Form a committee to look into our facility needs to report back to the board with recommendations by June 2018</p>