

# The Strategic Plan Structure

Approved by the Board of Governors December 13, 2016

## Our Mission:

Beth Tzedec is a vibrant multi-generational congregation, providing our members with a place for prayer, spiritual guidance and growth, observance of life cycle events, lifelong learning, social and cultural programs, and opportunities for *tikkun olam*.

## Our Vision:

We seek to inspire our members to deepen their connection to Judaism, Israel, our community and each other, by offering meaningful, relevant and excellent programming and prayer services, led by compassionate and inspirational clergy. We strive to foster a welcoming, caring community that recognizes and is responsive to individual needs, as we share in joyous celebrations and provide comfort and support in difficult times.

## Our Strategies:

### 1. Team of dynamic, inspiring, warm and welcoming clergy

- a. Inclusive community builders
- b. Leaders in the Toronto Jewish community and larger Conservative movement
- c. Fully inclusive *Halakhic* positions
- d. Priority focus on engaging members

### 2. Meaningful and relevant prayer services, life cycle events and programs that inspire people to connect to Judaism and Jewish values and culture

- a. Spiritually engaging, participatory, shorter services
- b. Members supported in achieving their vision of life cycle events
- c. Excellent, meaningful and relevant programming

### 3. Personal engagement within our larger community through multiple smaller, caring communities

- a. Many welcoming entry points and clear paths for ongoing engagement
- b. Off-site programs and services
- c. Increase opportunities for member participation
- d. Execute collaborative joint initiatives with strategic partners (e.g. Robbins Hebrew Academy)
- e. Develop and nurture lay leadership to participate in and lead services
- f. Develop systems to support caring for one another in times of need

### 4. Visible, accessible, responsive lay and professional leadership

- a. Transparent and responsive Board and committees
- b. Updated governance structures and processes
- c. Evolved staffing model to support member engagement
- d. Improved communications with members

### 5. Flexible, inviting, user-friendly physical spaces

- a. Ongoing membership consultation in renovation phases
- b. Execute fundraising strategy to support ongoing renovation
- c. Develop and implement a long term improvement plan

### 6. Maintain affordable membership contribution structure and develop alternative revenue sources

- a. Ensure membership contribution structure recognizes the challenges of young families, young adults and the financially vulnerable
- b. Increase other sources of revenue