

Summary of Staff consultation February 28th

Question 1: Greater engagement

Obstacles:

- Competition among too many orgs, fatigue as too many competing interests
- Younger generation less interested, complacency
- Finding the unengaged
- Finding out people's different preferences and desires
- Relevancy of Jewish orgs – how do they modernize their process
- Financial barriers
- Transportation/location, geographic distance
- People are busy – no time
- Lack of promotion, or messages not reaching people
- Fear of not belonging – perception of community as closed network, negative past experience, misconceptions and stereotypes, lack of inclusivity, who is a Jew and who is part of the highway, perception of barriers to different affiliations

Top strategies:

- Free trip lottery annually, incentive programs
- Revise the message for different generations
- Need to understand community's needs in order to address challenges
- Tools: free subscription to OJB, social media, free gift cards
- Tap into school networks, create pipelines and focus on connections at the intersections
- Use community connectors to bring new people into community, tap into community's diversity, educate on community diversity
- Microgrants for new Jewish experiences, offer wide range of opportunities to meet varied needs, encouraging innovation
- Share to a broader audience, research to find where the unaffiliated are, who and how to reach them
- Hosting events in satellite locations – overcoming geographic barriers, invest in transit and transportation initiatives, embrace the digital opportunities to bring people together, flexible venues

Question 2: Deepening understanding of what Federation does

Strategies:

- Tell core messages in every communication, conversation, event, etc..., less abstract messaging (instead of meaningful Jewish Journeys or a place for everyone, how about JFO: Convener and Fundraiser)
- Use OJB more to explain what JFO does
- Quarterly email to community or donors to explain what federation is doing with dollars, campaign updates, etc... "did you know..." email, focus on core values and avoid mission creep
- Get influencers to promote us within their networks, create a team of champions, ambassadors

- More transparency around what goes on in meetings
- Use mainstream Ottawa media
- More inter-agency promotion
- Use more social media
- Advertise what federation stands for and the roles we play in community, mobile tech-savy display at all funded agencies
- More face-to-face interactions
- Meet and greet at Federation offices, open house to meet team and ask questions

Strengthening Federation:

- Team building; understanding co-worker's jobs; inclusion of all staff in federation vision and mission; cross team collaboration; better understanding of what other departments are doing (avoiding silos)
- Having an engaged and happy staff, use tech better to create efficiencies
- More competitive salary to decrease staff turn-over
- Clearly define the meaningful purpose-driven role of Federation

Community Consultation March 4th

Engagement

Challenges

- Accessibility
- Communication: message, means used and frequency
- Not enough outreach into community. If you are not a member of a JCC, shul, community organization, you don't know what is going on. Even more pronounced for teens (6)
- Where to donate? Who? How much?
- "we take care of our own, really"? (1)
- Particular challenges engaging youth, adolescents, young adults and news families (1)
- Diversity: economics, geography (1) , and denomination
- More evening activities, too much on Sundays
- Not enough variety of activities, need more social gatherings, activities for teens. Not a lot of Jewish sports activities (e.g. ski club, tennis) and not broad enough advertising
- Family connection in other cities
- Ignored/snubbed if not from Ottawa or Montreal
- Bad mouthing of those who claim to be Orthodox, but will not follow rules of Kashruth
- Apathy/disinterest
- Affordability, high cost of school, camp kosher food, SJCC, shuls, donations (4)
- Lack of acceptance of those with different views of lifestyles (1)
- Being unwelcomed and judged (2)
- Indifference and infighting, Orthodox not recognizing others (1)
- Not Jewish enough (2); interfaith couples, children of interfaith couples, Israelis
- More inclusive schools for students with special needs

- Having programs that are for Jewish teens only
- Missing out on certain demographics (e.g. single adults (30ish crown with ought young families (3)
- No Jewish high school

Analysis of Most Common themes (Key take-aways): welcoming and inclusive and accounting for diversity; programming for teens; affordability

Suggested strategies

- Education & training: staff, volunteers, community
- Outreach to members of the Jewish community with diverse interests
 - Using different media to reach to reach different groups
- Geographically dispersed programing
- Big event that many come to – advertise other programs that they could attend and encourage to get involved
- Use Loblaws to connect people to the community
- Invite kids who are not attending to participate in special programs
- Engage Jewish leaders: take advantage of Jewish community young leaders to plan events; start with young interactions of varied background – food and alcohol events; young professional Jewish networking opportunities
- Mentorship to young people either new to the city or not connected
- Phone people personally to invite them to events
- Leverage PJ Library; holidays at the SJCC for kids
- Try to reach out to new people (converts, new to a shul, new to the city, new to a school)
- Develop protocol that is universal and easy re: accessibility to a synagogue
 - Ensure the policy is clear and public
 - Find way to involve people that dosen't necessarily involve membership (e.g. informal events)
- Better communication: what we do and what we need
- Not only creating one big huge event, but creating smaller events – meet people where they are at
- Connecting singles – EG and 50+
- Partnership with supported agencies

Analysis of most common themes (key take-aways): more and diverse programming for a variety of ages; leverage networks and existing events

Increased fundraising

Challenges

- People have finite financial resources
 - And want to be able to designate their resources
- Its expensive to be Jewish, particularly in Ottawa

- Many competing organizations all asking for \$ (Jewish and non-Jewish)
- Post secondary students who move to Ottawa and don't connect Ottawa Jewish community....do not put down roots
- Disconnected and alienated from any sort of Jewish community (secular and interfaith families)
- People aren't always seeing the end result, so why give more
- Lots of young professionals in downtown neighborhoods not at all Jewishly connected and are a great untapped network
- People who are not engaged will not give; having \$ on the table for those who are not engaged
- Desire to direct gifts to an agency and understanding the benefit of giving \$ to Federation VS directly to an organization
- Lack of understanding
 - Improve young adults understanding of how Federation benefits their age group
 - People don't always see the ROI

Analysis of most common themes (key take-aways): better connected/engaged people are more likely to contribute; demonstrating ROI for limited resources, high cost of Jewish life

Suggested Strategies

- Greater engagement with result in wanting to give back to the community (what is in it for me)
- Open a Jewish high school, the graduates will more likely to stay connected and make donations (2)
- Grow our numbers: Federation needs to connect across the community by:
 - Working directly with synagogues, Jewish youth (e.g. Hillel/university student, Chabad)
 - Other smaller pockets which don't have resources or capacity to access funding through normal channels
- Better training for people calling to ask for \$
- Give less \$ to Israel and more for Ottawa (1)
- More business networking opportunities for young(er) Jewish professionals and attended by business owners who are Jewish to encourage Jews helping Jews
- Enlisting support of Jewish stockbrokers to encourage clients to donate stock
- Merge OJCS and Torah Day; Merge afternoon schools; merge synagogues
- Glebe shul engages young adults; need more organizations that target young adults
- Federation leadership (lay and professional) should be more visible in/at community events
- Use technology more efficiently to reduce costs and result in increased funding levels
- Make Federation personally meaningful to everyone: when soliciting, know or identify that person's needs of the Jewish community or enjoyment of it that is already being at least partially funded by JFO (e.g. hey, I know you have a bubby at Hillel Lodge)
- Share more info more effectively across the community so donors can see the results/success
- To improve understanding of what Federation does for young adults: social media, email, text messaging; ask the young adults and engage them in strategic planning (1)
- Make Federation more present in people's lives
 - Social media strategy
 - Welcome gifts for newcomers
 - Key milestones

- Increase interest in Jewish life: More attractive events, good food! Family events, events that unite all sectors of the Jewish community more often – not just when there is a crisis/emergency

Analysis of most common themes (key take-aways): more engagement; more Federation presence (in person and through communication); demonstrate efficient use of resources

Communication

Challenges

- Lack of effective promotional material of what Federation does (5)
- So wide-reaching that its hard to describe easily (3)
- People might not be aware of where the money goes (3)
- Diversity of group makes it hard to target everyone (3)
- Lack of interest of the target group (2)
- People may have a narrow focus based on using Federation's programs without a) knowing that they are Federation's programs b) understanding that Federation serves a broader purpose than what they are engaged in (3)
- People get busy in their own lives and show apathy when it comes to supporting and getting engaged with Federation (3)
- Confusion: Federation VS Foundation and SJCC
- Transient Jews, not aware of Federation (1)
- Different explanations of how they divide the \$ to individual organizations
- Not everyone is on social media

Analysis of most common themes (key take-aways): diffuse message, complicated by diverse audiences; brand confusion, complicated by apathy

Suggested Strategies

- Partnerships with Federation supported organizations (e.g. PJ Library, make it clear where the support is coming from)
- Offer contests to the community to add to email list and to engage with people
- When federation is involved in an event or organization, their role in the event should be clearly stated (written and verbally). The goal of the event should also be clearly articulated
- Spotlight staff to promote their role in Federation; spotlight agencies; spotlight programs
- More outreach
- Different use of social media (e.g. targeted Instagram ads) (3)
- Use different forms of media to reach different groups
- Take off our blinders and realize that people don't know about events
- Apathy to Federation programs – Buddy program – partner and engaged community members with a disengaged community member.
 - Coffee date
 - Personal invite to a Federation event
 - Use other Jewish networks (e.g. synagogues to deepen understanding)

- Make sure that all beneficiary organizations have access to and are using Federation branding in their marketing materials and communications and at their events so that people who benefit from smaller organizations come to have an appreciation that Federation, as an umbrella organization, supports what is meaningful to them
- Finding commonalities between diverse groups and leveraging them within Federation's aims and goals
- Those in the "know" don't necessarily realize how unaware others are. Solution: get someone from outside to do the marketing
- Fundraising as an opportunity to make people feel part of the community (e.g. Yom Ha'atzmaut, mitzvah day). And at these events, don't miss the opportunity to say what Federation does
- Ambassadorship training – how to talk about Federation
- Mentorship

Analysis of most common themes (key take-aways): leverage partnerships (organizations and engaged people); enforce Federation branding

Organizational Consultation March 6th

Engagement

Challenges

- Lack of understanding about what engagement means
 - Information
 - Lack of education in how to engage
- Apathy (3)
 - Lack of the appreciation of the value of Jewish life and Jewish engagement
 - Ambivalence
- Finding out who to target as the un-engaged (where are they located and how do you reach them) (1)
- Lack of time available after work and family
- Relevance – living Jewishly for some families has no relevance (5)
- Priority in young families lives(3)
 - Getting involved Jewishly is not affordable
- Negative Jewish experiences in childhood
 - I don't think my Jewish is wanted
 - I don't like the current Israeli government and I got yelled at
- High cost of Jewish engagement (9)
- Accessibility (1)
 - Inclusivity
 - Financial resources

Analysis of Most Common themes (Key take-aways): high cost of Jewish living; relevancy & priority

Suggested strategies

- Greater on-line interactive – may attract more young people
 - Geographic reach
 - Multiple portals
 - Subsidies for young families
- Welcome and have a place for all kinds of Jewishness
- Point of entry to start the education on why it is important/valuable to be engaged (e.g. lecture series, cooking class
 - 1 on 1 encounters
- Sophisticated social media
- Once non-engaged are identified – messaging needs improvement
 - Those who are interested – figure out how to get them engaged
 - Those who are not interested – figure out how to get them interested
 - Create safe environment to bring together similar groups
- More personal engagement by Rabbis/teachers reaching out to individuals/families; creating and deepening personal relationships in Jewish settings (does require time)
- Truly live (and fund) big tent acceptance
- Better resources to track engagement process
- Better definition of Jewish engagement
- Jewish events in other less Jewish populated areas of the city
- Building on the PJ model - public space Judaism
- Better bridges between Federation and organizations
- Bundling (already engaged)
- Planful word of mouth
- Jewish education for parents
 - Give them ownership
- Place funding on what is working (growth) and remove money from programs that are as engaging of families (2)
- Applications for subsidy for almost anything in community is demeaning
- Independent Jewish living facility
- Kosher restaurant; where Jews can meet/gather
- Drop in centres for seniors; where people can meet/gather
- Community high school (2)
 - New families will move to Ottawa (bigger base to work with)
 - Prevent Jewish engaged families from leaving Ottawa

Analysis of most common themes (key take-aways): segmented approaches; welcoming to everyone

Increased fundraising

Challenges

- Alignment of beliefs (does the funding structure align with how I feel about community) (3)
- Concern over how funds are spent (3)

- Dissatisfaction with funding decision (3)
 - Lack of transparency about how and why decisions are made
- The Israel issue
 - Political reservations about Israel's policies (2)
- Declining Jewish population
- Expectation that everything is free (e.g. Birthright Israel, PJ)
- No benefits to their family (or perceived benefit) from what Federation funds
- Federated approach doesn't speak to a donor's need for connection
- Giving outside of the Jewish community
- Competing charitable obligations (2)
- Where donor dollars go: competing charities; in & out of community...prioritization
- Increased demands for living expenses (child care, etc.) and cost of living
- Many components (e.g. Synagogue, JCC, school, camp)
- Intermarriage
- Competing lifestyle obligations (1)
- Finite financial resources (e.g. external income obligations, family expenses, lifestyle choices); retirement and no pension

Analysis of most common themes (key take-aways): Concern/alignment with how funds are spent; competition and finite resources

Suggested Strategies

- Modifications to the allocations process; more equitable funding across the board; a more fair process (1)
- Legacy giving through Federation with future planning and benefits
- Perhaps alternate year-to-year any Jewish organization not funded
- Cooperation of agencies to make Jewish life more accessible/affordable (1)
- Blended model - donor choice (2)
- Build capacity for fundraising in agencies
- Events to recognize smaller donors
- Incentive to give – bundling community services such as school, synagogue, camp – one discounted price and donation to cover the bundle
- Work on attracting Jews from outside Ottawa; work on keeping Jews in Ottawa (1)
- Get people behind agency solutions and not just funding. The dollars will flow. Agencies must be clear as to their solution to problems (impact and \$ per impact)
- Teaching the importance of the levels of Tzedakah
- Federation has to show that \$ given can accomplish things that won't be accomplished by merely giving directly to the agency of your choice
- Show benefits of donations
- Transparency and involvement of all aspects of community in decision making
- Better listening to people's passion and their stories (2)
- Improve engagement – improve messaging; create direct personal connection; personalize message; use celebrity power; use various forms of communication

- Draw direct line between new money and named new programming (1)
- Clear communication re: which services of Jewish organizations Federation supports and why and which Federation does not support and why
- Get agencies to share stories of how the money is spent (1)

Analysis of most common themes (key take-aways): transparency and communication re: allocations; storytelling re: impact

Communication

Challenges

- Branding: using acronyms can be confusing and isn't relatable to the average person (1)
- Separate Federation from the SJCC as an organization
- Distinguishing the role of Federation and that of other agencies (5)
- Community is asked for money from so many organizations (6)
- Not enough or on-line, or clear on-line information
- Preconceived notion that Federation supports certain organizations that it does not
- Not impact focused
- Vague general goals
- It's complicated (1)
- Preconceived notions
- Incorrect/inaccurate preconceptions
- Lack of understanding in hierarchical role; lack of coordination with agencies
- No connection between my synagogue and Federation
- Remoteness that looks like a clique organization
 - Who and what decides relevancy
- Historic grievances
- Why give to Federation – I can give directly (6)
- No micro-loans i.e. specificity for my money
- Bad experiences in another city
- You won't solve my problem with another agency
- Feels like a country club. A lot of an old model
- Organizations always show up with their hand out, no engagement

Analysis of most common themes (key take-aways): confusion amongst the alphabet of Jewish organizations; demonstrating value-add and impact and relevancy for things that people care about

Suggested Strategies

- Dramatic solutions to community challenges steered by Federation
- New approaches to reporting, sharing of stories, etc.; based more on individual needs/cases demographics as opposed to statistics
- Making communication deliverables more accessible (e.g. if you don't get the Bulletin, you don't get the impact report)
- How each organization addresses community problems. Show the larger community impact (2)

- Convener – bring people to the table for important conversations
- Build capacity in organizations
- Learn how to evolve new and devolve less relevant community agencies (1)
- Rebrand – always referring to Jewish Federation of Ottawa (JFO) as FEDERATION – say what it is (1)
- Realize role of Federation as support/coordinator with agencies e.g. coordinate with security; advise agencies on fundraising
- Transparency – clear understanding of why some groups get funding and others get less (or none) (3)
- Get the message out that Federation can and has a responsibility to serve all the diverse elements of the community (1)
- Universal metric that measures impact per \$ for each organization (1)
- Introduce the board to the community
- Constantly talking about what Federation does – bite sized pieces
- Make it more clear (better communication) to where a specific donation is going
- Its all about communication (1)
- Advocacy for community
- Consistent communication

Analysis of most common themes (key take-aways): more and clearer communication; support for other organizations

What am I most hopeful will happen that will lead to positive outcomes in our Jewish community?

“Every organization has as its main goal to continue to exist – even those who support to serve a greater purpose. This makes a fundamental conflict of interest. I’m wary of being hopeful.”

“Understanding that meaningful Jewish outcomes, requires continuous meaningful Jewish experiences. This requires more \$ for staffing to work with Jewish families & individuals.”

“More accountability, transparency, flexibility of funding and personalization in Federation process.”

“Many excellent initiatives & outcomes – small, but steady changes: EG innovative grants – Leaders emerge + contribute – built in – Jewish Value System.”

“We will live in a broader tent.”

“Greater participation and support by individuals & Families in the Jewish community.”

“More opportunities for experience, like trips to Israel that create bonds between community members and make people want to engage.”

“Depth understanding of community leaders to more meaningful engagement and increased giving.”

“More acceptance & inclusion in the community through all ages and stages of life. An increased opportunity for engagement (at minimal or low cost) for those seeking entry, involvement in the community.”

“A heightened awareness that with support of and establishment of educational institutions our community can grow & attract new people to Ottawa & to retain those who live here.”

“More individuals and families will be availed of opportunities to engage in some Jewish activities, and at the same time see the relevance in their participation.”

“Better coordination B/W agencies + federation -> Funding, strategy, building capacity, convening, adding value as well Dollars”

“JFO to empower & help Jewish organizations to grow the success of what they do best.”

“Federation is listening which will begin to implement most effective solutions proposed”

“Federation will be viewed as a critical community builder”

“Keep on doing the outreach of connection with Ottawa Jewish agencies. -> summarize community recommendation + again re engage before implementing them.”

“Confluence of programs for young families thru the PJ Library, SJCC and JFO, will hopefully result in ongoing commitment to the community + Jewish education.”

“More equitable funding for smaller organizations and for all Jewish schools (preschool and day school). – A committee should be established to fundraise for a new Jewish high school. (This is the future of the community).”

“Stronger focus on Jewish education and particularly high school – leading to increased and more informed engagement in community life, and building of community population.”

“Positive engagement along with community agency cooperation”.

“A more evenly distribution funding model that may remove some funding from certain agencies not allocated some resources to aspects of the community that would also benefit from Federation/community dollars.”

Board Consultation March 19

Summary of responses

Question 1

How can we best measure Federation's success? The committee is grappling with the following issue: it is easy to measure success around fundraising. What is harder to measure is whether or not we have moved the needle on becoming a more welcoming community.

Aside from using surveys, what are some suggested techniques for measuring impact in the following 2 areas:

- A) Creating a more welcoming community
- B) Increasing engagement in Jewish life

Several do-able and good strategies were suggested:

- Tracking of newcomers and their engagement; Prepare package for newcomers, and track
- Tracking through social media, other media (OJB)
- Better attendance taking at events, count volunteers
- Working with other orgs to share their data, share enrolment numbers and engagement in programs
- Measure same people over time
- Candid conversations with people. Ask "do you feel Ottawa's Jewish community is welcoming?" "what interests you in the Jewish community?" Record and evaluate the answers
- Find those not engaged or under-engaged and invite them to specific events. Use diverse community connectors and track this.

Question 2

It is apparent that there is a lack of understanding of what Federation does and does not do, and the impact that it has in the community. A simple example is brand confusion between Federation and the SJCC.

- A) What are the best strategies to address this challenge?
- B) How can we measure if the strategies have increased understanding about Federation?

Strategies:

- Establish a simple and consistent brand that is repeated; Establish a 30 sec. elevator pitch that everyone can do (board, staff, volunteers); Better articulate Federation's value proposition – simple and easy to understand. Make the info important for people to know
- Segment the messages based on people's interests/demographics
- Identify key connectors and get them to help with communicating message out to a wider audience/amplify our reach
- Make JFO more personal – outreach by board, and make the Board more well known in the community

Measuring success:

- Surveys
- Ask people when they are being canvassed
- Increase in dollars raised

Question 3

The Strategic Planning Committee has faced a challenge in how to best communicate that there are a variety of activities that it continues to do, in addition to the “strategic initiatives” that will be the main body of the Strategic Plan.

Where in the Strategic Plan is this best communicated, and do we include “...*all the while continuing our mission to...*” in the one-page overview of the Plan?

2 ideas were preferred:

- Layer Cake image
- Feedback loop – put this piece in the middle
- Also, clearly communicate where we are today

Question 4

The goal of increasing financial resources includes the milestone:

“Working in conjunction with Day Schools, and supporting their independent efforts, secure a significant endowment toward ensuring financial sustainability for Day Schools.”

- A) What challenges does this present?
- B) What are possible strategies that will lead to success with the endowment?
- C) Are there other ideas to address Day School sustainability?

Response:

This issue of Day Schools is complex and requires deep discussion. A board retreat was suggested as a way to focus on these issues and have strategic discussions about Jewish education in Ottawa.

Questions and challenges:

- What if an endowment is secured for one school not the other?
- What if donors value Jewish education, but not at tens of millions of dollars? What could we do with less \$\$?
- Need to demonstrate significant need; ratio of approx. 25 million to support less than 300 students; need to understand the needs and numbers better; limited funds in the community and 25 million is a lot; donor fatigue for day schools; not everyone cares about day schools; how do we make this about children and not the organizations and instead about the Jewish future and the future of Jewish Ottawa?; marketing the value proposition, and that schools have the potential to be financially sustainable.
- Need message clarity: immediate needs vs long term sustainability

Strategies:

- Look at other funding models: Fund families instead of schools
- Fundraising techniques: Matching program; Outside money; Legacy gifts and the new Foundation Legacy initiative with Grinspoon Foundation
- Put both schools under 1 roof; merge; consolidate; investigate different models

Community Consultation EG March 27th

Engagement

| Challenge | Strategies |
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| Opportunity cost or prioritization | Empower people to plan events (with funding) that they want to attend |
| | Find people’s priorities and piggyback on them (meet people where they are) |
| Quality of full time Jewish education – cost, French, continuity to high school | Full French immersion program |
| Lack of time | Babysitting/concurrent parent/child programming |
| | Make it attractive and people will find time |
| Good quality Jewish high school – to solidify Jewish identity at a time when they are heavily peer influenced and creating identity. Without one, losing a cohort of engaged Jews who then become Jewish adults (with disposable income and time to donate and eventually raise families) – much agreement on this issue | Engaging teens is vital, but doesn’t necessarily mean a high school – teen programming |
| Cost of Programs and Pricing | Donation/membership includes tickets to events at certain levels (all included) |
| | Caucus donors for types of events, finance mentors, Sephardic groups, real estate club, games, drag queen seder |
| | Loss leader programs (below cost) |
| Perception of belonging/identifying as part of the community | Low barrier entry points (e.g. camp) |
| | More camp like experiences |
| | Different groups for different interests |
| | Accept people’s definition of their own Judaism and show them they belong. From Jew-ish to religious |
| | Buddy system – have everyone bring a friend who is otherwise unengaged with them, to each event |

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| | Make mentors feel important like they have a message to share. Tap into professional networks (Nurses, lawyers, stockbrokers, hedgefund managers) |
| | Outreach/engagement with personable ambassadors |
| Not wanting to be involved in Federation initiatives/events; negative perception of Federation always asking for \$ | Teach people about Federation – education (coffee shops, living rooms, 1:1 conversations) |
| | Low-barrier to entry activities |
| | Support events in people’s homes (e.g. provide funding for in-home Shabbat dinners) and call upon people’s own networks |
| | Don’t stretch federation thin. Focus on fewer better quality programs (e.g. new money should go to current, successful programs, not new initiatives) |
| | Divert the focus away from monetary donation being the most important form of contribution |
| Location of JCC programs | Satellite locations for programs (fitness, mobile library, classes in other sites) e.g. at different shuls, also promotes cohesion |
| Small community means larger cohorts/groups; encompassing people of different stages/places in life | Support pre-existing initiatives that tie into Federation narrative |
| | Tailored events/Specialty events |
| | Get people together based on goals or geography, not demographics |
| In its effort to promote only its institutions (like CBB), it creates a closed door to other worlds of camps with different religious/social groups | Try to allow promotion of all types of camps through newsletter of OJCS and TDSO. Stop the rigid opposition to promoting different camps in our schools |
| | Allow advertising for camps for children of LBGTQ or other camps (e.g. Ramah, Habonim, Moshava). If you do this, you will not lose people, you will grow the community |
| Obstacle might be mass exodus of Jewish community – might means there are fewer people to attend certain types of event | The “highway” metaphor is a sad metaphor as so many members of the frum community are leaving (a list was provided). And when they leave, the teachers go, the school changes... |
| | Bus service to Jewish schools (that services all schools) from different neighborhoods, supports sense of community and engagement in the kids and families |
| | Equalize funding between the Jewish day schools so the Orthodox community stops leaving those |

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| | are the people that also buy kosher meat, eat at Shabis, etc. |
| | Try to rebuild certain infrastructure over the next 5 years |
| Less resources in our city – programs are lower quality programs, repetitive, and no one wants to come | Focus on results – weed/curate what isn't giving results |
| | Ottawa teachers would love a central location to do: laminating, die cutting, color copies, buying alef bet stickers, Torah stickers, shofar stickers, etc. so kids in Ottawa can have amazing crafts, arts, books, posters, etc. (like Torah immersion teacher's centre in other cities) |
| Engage the demographic between post university and the next stage of life. A time when people are meeting partners, etc. We lose contact with people during this pivotal transition time (first jobs, etc.) | |

Analysis of Most Common themes (Key take-aways): greater market segmentation (including around location of programs; greater variety of activities; challenges with services currently provided to the Orthodox community; cost is a barrier

Increased fundraising

| Challenge | Strategies |
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| How do we engage 20% more people to raise more money | Increased transparency on where dollars go. Give people their why |
| | Men's challah bake for newcomers; men's meatball night; men's instapot night |
| | Make an alliance with women's newcomers tea |
| | Bring back newcomers welcome baskets |
| | Connect people who are moving between communities |
| | Engage 80% more people to raise 20% more money |
| | Introduce newcomers to Ottawa. How do we grab and connect people? |
| | Teen engagement; events geared to them |
| Jewish life is expensive for the engaged; approaching unaffordable; have to make difficult choices, there are only so many dollars | Schools are subsidized |
| | Consider how many years someone has been paying for Jewish day school in subsidy for tuition or camp |
| Mandatory donation for events a part of ticket price = prohibitive | EG event membership instead of mandatory donation |

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| | 3 rd seder with non-Jews. Cool idea, as would expose others to Judaism. Would need to check with Rabbis that it is ok, and figure out how to make it not too long and fun |
| Recognizing limitations of stage of life in terms of donations | |
| Ethos of Federation | Show breadth of what Fed does that benefits the full Ottawa community |
| | Do something with Montreal and/or Toronto |
| Different approaches for different age groups | Action parties (CJPAC) |
| | More equal funding to TDSO and OJCS |

Analysis of most common themes (key take-aways): more engagement; High cost of Jewish life a significant barrier to giving

Communication/Understanding Federation

| Challenge | Strategies |
|--|---|
| Apathy | More collaboration; more use of community calendar |
| | Fewer silos/more inter-agency collaboration |
| | Too much competition for attention, time and \$ |
| | Build a sense of communal responsibility "I am my brother's keeper" |
| | Time is currency |
| | Broader demographic of people e.g. blue collar, immigrants, socio-economic demographic |
| | Bring back real involvement of J-Fellows and follow-up |
| Not enough understanding of Fed's work/impact beyond Ottawa/Ottawa's Jewish community (global context) | Periodic updates to community in newspaper on amazing things learned at Federation cabinet meetings |
| | More 1-on-1 conversations |
| | Targeted events/conversations |
| More champions | Distinguish federation from other groups; show which groups are supported by Federation |
| | Go with the critical mass |
| One must self-subscribe to Federation | More friendsraising/casual connection |
| Geographic location may not be suitable | Russian community pinpoint where they are and create a history night or mini-book club re Russian novels |
| | Federation programming spread to other areas (e.g . Kanata, Israeli night/where a speaker in brought in). |
| | Diversify locations for events/activities |

| | |
|---|--|
| Target message to audience | Tie in tangible Fed outcomes to message “our efforts go_____”and tailor it |
| | Search engine optimization (SED) |
| | Use best key search words on internet |
| | Twitter |
| | Instagram |
| Appealing social media | Google advertisements |
| | Re-evaluation of mission, vision and values |
| | Personal contact (many agreed) |
| | Facebook |
| Highlighting good that comes from members public and private kindness | “the unknown donor” from Federation donor base |
| | Branding/articulate better |
| Motivation – why should I attend? | Meet people at similar stage of life |
| | Volunteer work |
| | Interest – a movie fan will attend the Israeli film festival |
| Difficulty meeting the needs of different groups that federation serves (e.g. young adults, teens, seniors, etc.) | Activities that address need for meaning, and that people count, not just kids being entertained |
| Fed activities are age/demographic customized | |
| More tailored programs (will appeal to more people overall) | |
| Not seeing a direct link between Federation and its services | |
| Mandate is difficult to articulate | Group together by stage of life rather than age |
| | Define + express what does EG encompass: Ages 25-40? Stage of life? |
| Name change | Create an interactive 2 min video that explains the ethos of the Federation and spread it |
| Name does not indicate Mission | Branding |

Analysis of most common themes (key take-aways): Greater and more sophisticated use of social media; stage of life segmentation as well as geography and interest

Top donor consultation Feedback April 23rd

What excites you about the plan?

- Engagement aspects
 - Wide net/broader base
 - Young families
- Educational endowment
- Federation’s identity in the community
- 15% shift to strategic funding – allowing a change to the “locked-in funding”

- Welcoming – not just to the new people, but the people already here
- It is so important to improve understanding of Federation, great to see it in the plan
- Love the idea of new people and unaffiliated and those less engaged*
- Plan allows for new ideas that serve many needs. Something for everyone
- Strategy: new app as a platform to engagement*

What do you see as the main challenges to achieving this vision?

- Fundraising*
 - Donor fatigue
 - Education
 - Approach
 - Pressures of \$
 - Need to determine what the capacity is
- What is Federation? What does the name even mean?*
- The children of involved parents do not want to be involved and they will not be givers*
- Outreach to those unaffiliated
- The younger generation needs to feel that the community is theirs*
- We are not celebrating success enough
- Lack of emotional connection
- Challenge of following up with people and keeping them connected throughout their lifestyle
- Volunteerism
 - Time
 - Diversity – even out of community

As a valued community investor, what metrics do you want to see along the way in order to measure our Return on Investment (ROI)

- Collaborative dialogue
- Spreadsheets – tracking click throughs
- Quick easy on the spot exit interviews from programs
- Follow up with new people*
 - E-communication
- Influencers/connectors
- Membership/enrollment (e.g. schools, shuls); attendance at events, repeat programs
- Donations to community organizations (not just Federation) and more donors
- More diverse programming for underserved communities
- Use outcome measures from beneficiary agencies
- Participation and repeat customers (an app would help track)

Results of On-Line Consultation

The on-line survey received 154 responses, in the 2-week period in which it was open to the community.

The following is a summary of the responses. Additionally, all comments were carefully reviewed.

Question 1:

Jewish Federation of Ottawa’s target is to increase engagement in Jewish life by **20%** over 5 years. Greater engagement is defined by a variety of indicators (e.g. self-reported participation in Jewish life, synagogue membership, Jewish education enrolment, etc.). In community consultations, the following were the most frequently identified challenges to increasing participation in Jewish life. How do you rank these challenges, where 1 = most serious to the 8 = least serious

- Quality of programs
- People’s lack of time
- Cost of Programs
- Challenge of gaining people’s interest
- Lack of understanding of the role, or negative perception of the Jewish Federation of Ottawa
- Challenge of making people feel welcome
- Location of programs
- Lack of communication about programs/people not hearing about them/not enough or the right outreach

Results:

Gaining people’s interest ranked as the greatest challenge to increasing engagement in Jewish life. The other top challenges to increasing engagement in Jewish life included: lack of time, cost of events/activities and their quality. Note that location events was ranked as the factor least likely to affect engagement.

| <u>Challenge</u> | <u>Score</u> |
|----------------------------|--------------|
| Gaining interest | 5.95 |
| Lack of time | 5.16 |
| Cost | 4.81 |
| Quality | 4.7 |
| Making people feel welcome | 4.47 |
| Communication/outreach | 4.21 |
| Understanding/perception | 3.52 |
| Location | 3.19 |

Question 2:

How can the Jewish Federation of Ottawa help improve the life of our community?

Please rank the list in terms your priorities, where 1 = highest priority to the 8 = lowest priority

- Focus on quality of programs
- Address the cost of programs
- Make the community and programs more welcoming
- Improve the community’s understanding of the role played by the Jewish Federation of Ottawa, and thereby improve perceptions of it
- Focus on location of programs
- Improve communication about activities and programs

Results:

When asked to rank their priorities, the majority of survey respondents said Federation should focus **first on the quality of events and offerings**, and then on improving the welcoming nature of events/activities and then their cost. Of lower priority for the majority of respondents, was improving understanding and perception of Federation, and the location of offerings.

| Focus on... | Score |
|-------------------------------------|-------|
| Quality of offerings | 4.46 |
| Welcoming nature of offerings | 3.8 |
| Cost of offerings | 3.71 |
| Communication | 3.69 |
| Improve understanding of Federation | 2.92 |
| Location of offerings | 2.42 |

Question 3

Are there other priority areas that the Jewish Federation of Ottawa should focus on to increase participation in Jewish life?

Results:

- Jewish involvement i.e. environment, health etc.
- Youth: engaging youth, university-age individuals; Young singles and families;
- Bringing new people in: It's always the same people that attend events.
- Inclusion: Programming that is inclusive to everyone , all ages, families, singles and to all levels of observance. Also issue of affordability; When you say welcoming, you need to include inclusiveness - not just about being nice to people, it is the perception that Ottawa Jewish organizations are not open to different points of view on Israel or in fact open to different levels of religiosity.
- Transportation for handicapped persons or those who cannot drive
- Jewish Peoplehood: fostering a sense of community and understanding our Ottawa Jewish community as part of the bigger picture
- Promote Jewish Ottawa to bring more people here; Recruit Jewish immigrants to settle in Ottawa.
- Building bridges within Jewish community; Be more pluralistic on political issues
- Volunteering
- Cost of Jewish day schools

Question 4

How can the Jewish Federation of Ottawa help you better understand the role it plays in the community?

Results:

- Distinguish between local community support vs. support for Israel- and "political support for the state" vs the people of Israel- heritage trips, education etc.
- Email, Facebook
- More outreach and availability of information about what Federation does and how it is different today from what it was years ago
- Publicity - wider circulation of Bulletin, social media
- Backgrounder / brochure explaining its role and providing examples of previous programs and related results.
- Profiles of people involved - or better yet- people on whom Federation has had a positive personal impact.
- Create ambassadors for each age range to share the message with their peers. Let us be known by our actions: our programs should define us and be clearly linked to the organization by branding. Perhaps "JFO Does" as the slogan for an awareness campaign, portioned out weekly, as it can be overwhelming to consider the scope of our work all at once For example: Week One: "JFO Does PJ Library", with a brief description, lots of images, Jordan's photo and contact information Week Two: Microgrants Next up: MOL, Holocaust Commemoration and Education, Volunteering, etc. Final week: "JFO Does Jewish" accompanied by a bullet point listing of all our programs with individual staff photos, emails Summary slogan: Do Jewish with JFO
- To provide lecture/presentation.
- Have events at the SJCC and for a few minutes, have a representative share what the Federation is currently doing.
- By communicating regularly. Right now I am unaware of any of the programs that the Federation represents.
- Sending annual report out
- Contextualize our touchpoints. If we're at an event, share information about how that event relates to the mission.
- Open house, sermons at synagogues, booths at community events
- Use language that recognizes that there is a community regardless of what JFO does or doesn't do. Explain the niches/strategic advantages that you bring/add to the community table.

Question 5

We are curious as to your primary source of information about the Jewish Federation of Ottawa. On a scale of 1-5 (1 = frequently, 2 = occasionally, 3 = rarely, 4 = never), how frequently do you receive and read information about Jewish Federation from the following sources:

- Social media (Facebook, Instagram, and twitter)
- Ottawa Jewish Bulletin
- Federation publications (e.g. annual report, impact report)
- Community eblasts
- Friends and family
- Other organizations promoting Federation initiatives
- Other sources of information about Federation

Results:

The largest number of respondents said that the OJB and Federation e-blasts were their primary sources of information about the Jewish Federation of Ottawa. Almost half of the respondents also selected Federation events and word-of-mouth (friends and family) as primary sources of information. Surprisingly, of the 154 respondents, only 33% said that social media was a primary source of information about Federation.

| Sources of Info about Federation: | Percentage of Respondents |
|--|---------------------------|
| Ottawa Jewish Bulletin | 64% |
| Federation e-blasts | 64% |
| Federation events | 41% |
| Friends and family | 40% |
| Social media | 33% |
| Federation Reports | 32% |
| Other organizations | 26% |
| Other (Synagogue Shabbat sheets and newsletters, websites) | 7% |

Question 6

What are you most hopeful will happen over the next 5 years that will lead to positive outcomes in our Jewish community?

Responses:

- To concentrate on our commonalities rather than our differences; A more integrated Jewish community in Ottawa, less sectarian fragmentation, more "togetherness".
- involvement of youth/young adults; Increased participation of young people; PJ Library programming will elevate all community programming and create new synergy and connections.
- That more people become engaged within all the areas in which Federation and the Jewish Community work.
- Cost of education and overnight camp (CBB) becoming more affordable. Possibly bringing back Sunday funday for the elementary school age children so even if you are enrolled in full-time school, there is weekly programming where kids and their parents can socialize together
- I hope that it will grow and that events will diversify and will not only happen in the west end.
- Create welcoming and engaging access points for members and interfaith couples
- Having those who are not involved in the Jewish community to come and be a part of the community and feel welcome and not to feel like outsiders (or they are being judged). All are welcome no matter how observant a person may or may not be.
- Another community will find answers and share their successes and experiences
- Having affordable assisted living for Jewish Seniors.
- Open JCC ON Saturday (daytime)
- Greater interest among the community in itself
- More help and care for our Jewish Seniors. Get them more involved.

- A more cohesive community; Divisions less intense; increased participation in Jewish schools, more people participating in events, greater unity
- That Emerging Generation will have WAY more program so that we can connect with others in our demographic and will make us want to stay in Ottawa and be involved in the Jewish community.
- collaboration among institutions/programs
- The cost of Jewish education will be brought down. The costs of eating kosher will come down and most importantly there will be a renaissance in programming. Strive to have 50% of your activities be completely new for this community.
- Fewer intermarriages, more Jewish school attendance, more Jewish literacy among adults, Jewish identity that is active, participatory and meaningful, not just social or historical.
- The Federation system - It should not be a top down organization, but a grassroots based one. Funding decisions for example should not be decided by a board, it should have wider community consultation. There also needs to be better data collection to make informed decisions.
- Increase in the number of people who identify as Jews.
- From a staff perspective: A reduction in the number of programs or an increase in staff numbers to support the current pace of programming - both measures to focus on improving program quality
- Bring more people together; Improved and affordable programs; Engaging Orthodox members of the community; Great connection to those individuals who are new comers to Ottawa so they feel included and part of the overall community; Regular events that are free and open to all.
- The community at large will come together to support joint initiatives - regardless of sectarian interests. The community will expand on its outreach activities to non-Jewish organisations in order to stem the increase in antisemitism.
- Active inclusion of marginalized communities (disabilities, LGBTQ, interfaith, Jews of colour, etc.); Greater tolerance and inclusivity for people with disabilities of all kinds in our community. Start with the schools.
- Including partnerships in city of Ottawa programming, which may help ease the burden of distance/location, and may appeal to those who are secular.
- Increase if the number of Jewish residents. Slowdown in Jewish emigration, eg to Toronto and Israel; that young families will be drawn into the community to set a good foundation for the future years; People from other cities will be attracted to Ottawa and increase the Jewish population; Jewish young adults not moving out of Ottawa
- Sense that the community is truly open and welcoming to a diverse group of Jewish individuals and families; Sending a message of inclusiveness
- Regular Jewish activities across the city, especially downtown
- Push for Jewish education; Addressing the cost of Hebrew school tuition and seeing an increase in enrollment; Establishment and stability of quality Jewish Day Schools both at the elementary and high school level, both community and religious. Without strong Jewish schools, people will not move to Ottawa, the community will not grow and people here will not be educated to understand the commitment to participating in the Jewish Community which includes on-going financial co

- more opinion diversity ; less groupthink ; leadership from the top about the importance of dialogue, critical thinking and debate; Keep the day school on track and encourage cooperation across all streams of worship (community togetherness)
- Better reflecting diversity in levels of identification, observance, family situation. Encouraging donations from those with the means.
- Community collaborative planning; More unity between various communities and synagogues
- Enhance volunteer leadership
- Outreach to educate the secular community about Israel and the Jewish people.
- Better use of community funding related to cross utilization of religious community and buildings. Having multiple agencies fundraising for capital improvements is really counter productive
- Dramatic increase in Jewish school attendance. Establishment of a Jewish high school (day school).
- Strengthen the Orthodox school so families stop leaving the city. When TDSO and OTI aren't successful, involved and engaged families leave the city which automatically reduces the number of engaged families. Maybe by damming the flow to Toronto we can keep families happily settled in Ottawa.