

Appendix D – Feedback Summary from Community Consultations

This document seeks to identify common themes, recognizing that there is always a degree in bias in doing so.

PART I Mission, Vision and Values

Mission

Draft Mission Statement: The mission of the Jewish Federation of Ottawa is to elevate the quality of Jewish life in Ottawa, Canada, Israel and around the world through forward-thinking philanthropic, volunteer and professional leadership.

- Mission statement needs a verb/action, elevate is the right concept, but the wrong word. Suggested alternatives include: enrich, fulfill, preserve, protect, enhance, promote, create, sustain, ensure
- Start locally – main focus should be Ottawa (although Israel was clearly very important to some)
- Philanthropy is the main engine of community
- Different words mean different things to different people – some view this as a positive, others find the ambiguity challenging
- Less is more, consider shortening. Many felt the mission statement could simply be “elevate the quality of Jewish life”.
- Inward looking, ignores broader community
- Concepts missing: continuity, inclusive, bring community together (convener)
- Should a mission statement be measurable?
- Lacks a wow factor
- How to bring Israel into our lives – foster a love/commitment?

Word	# people with whom it resonated	%
Elevate	24	8%
Quality	25	8%
Jewish	36	12%
Jewish life	14	5%
Quality of Jewish life	3 (for many, quality of Jewish life was one concept, should be viewed in the aggregate – Quality (24) Jewish (36) Jewish life (5) Quality of Jewish life (3) = 68	22%
Ottawa	6	2%
Canada		
Israel	6	2%
Around the world		
Forward-thinking	41	13%
Philanthropic	22	7%
Volunteer	16	5%

Professional	3	1%
Leadership	44	14%
Mission	1	0%

Vision

Draft Vision statement: Our vision is to be a thriving, educated, caring, inclusive and engaged Jewish community.

- Concepts missing: vibrant, growing, welcoming, promoting Jewish continuity, inclusive, tolerance, outreach, “ing” words, thriving, accessible (physical and socio-economic), engaged, learning, standing together, openness
- Need to reach the less educated, less affluent, less thriving.....
- Need more emotion, more poetic, not enough sizzle
- Outcome needs to be that people choose to live “Jewishly”
- Should be innovative and adaptable
- Classic debate of in-reach VS outreach – where to focus?
- Emphasis on affordable Jewish education (also on life-long education including culture, advocacy, Israel)
- Engaged meaning connected, energized & inclusive

Word	# of people with whom it resonated	%
Thriving	40	17%
Educated	35	15%
Caring	24	10%
Inclusive	54	23%
Engaged Jewish Community	78	34%

Values

Draft Values: We are able to provide the most benefit to the community by respecting our core values:

- Torah, Chesed (loving-kindness), K’lal Yisrael (peoplehood), Tzedakah (philanthropic giving), and Tikkun Olam (repairing the world)
- Collaboration and partnership
- Care and respect for every individual
- Transparency and accountability

- Federation has a responsibility to set an example
- Not all are values, some are a way to get there
- Important that concepts are measurable and achievable
- Jewish values are what differentiate us!
- Different views as to which Jewish value is of paramount importance
- Welcoming/respect for ALL

- Concept of giving time and/or money
- Tzedakah as the engine that drives the whole community
- Stronger together than as individuals
- Concepts missing: commitment to a strategy, Jewish education, inclusion, energized, support for the state of Israel, innovation, Jewish continuity

Word	# of people with whom it resonated	%
Torah	35	13%
Chesed	19	7%
K'lal Yisrael	25	10%
Tzedakah	35	13%
Tikkun Olam	21	8%
Collaboration and partnership	57	22%
Care and respect for every individual	47	18%
Transparency and accountability -	23	9%
Community	1	0%

PART II Proposed Goals

Increase financial resources to support the Jewish community of Ottawa, Canada, Israel and around the world

Obstacles: increased competition (Jewish and non-Jewish), donor fatigue, less desire to give to an umbrella/desire to direct, life is expensive /tough financial times

Key feedback

- Show impact/how \$ are used
- Make tough funding decisions
- Create mentality/opportunities for current and planned gifts (Note: this even came out an emerging generation consultation)

Manage a transparent and responsible process to allocate funds from the Annual Campaign

Obstacle: Never enough \$

Key feedback

- Insufficient transparency around decision making – who makes them and how
- More awareness is needed on how \$ are used
- Need to make tough decisions – align decisions with priorities
- Clear metrics and outcomes –to ensure accountability

Note: similarities between some of the feedback around raising more \$ and how to allocate \$

Foster greater cooperation and partnership among community agencies and organizations

Obstacles: Lack of \$ (competition mentality), fear of losing control, diverse points of view

Key Feedback

- Greater emphasis on shared resources/shared services
- Education, education, education – Federation has role to plan in bringing institutions together

Expand involvement and engagement in Jewish life and learning

Obstacles: Lack of resources (time and \$), lack of interest

Key Feedback

- Make better use of technology
- Focus on education as continuum (many different aspects)
- Should Federation be in the programming business?
- Measure effectiveness

Attract and develop volunteers and leaders from all demographics

Obstacles: lack of time/interest, competition, need to be inspired

Key Feedback

- Develop leaders, but do not call it Leadership Develop
- Matching interest with needs (matching program has traction)
- Pay attention to demographics (e.g. inclusion)
- Importance of mentorship
- People want to add value (meaningful experience) and be valued

Increase the population of Ottawa's Jewish community

Obstacles: Kosher food, jobs!

Key Feedback

- Make more of an effort to connect people already here (e.g. interfaith families)
- Market high quality of life, coupled with a reasonable cost of living
- Jobs, jobs, jobs and more jobs
- Invest more in young people (programs, incentives to participate, and employment)

Part III Key “take-aways” for Linda

Agency consultation #1

- Want feedback as to how input is being used.
- Think outside the box. Concerned that proposed solutions are overly traditional.

- Need a vision – can't get there if you don't know where you are going.
- Make use of research and best practices from other communities.
- Process is important and a part of community building.
- Key will be actualizing the goals (e.g. work plans).

Staff Consultation

- Follow-up is essential (should be seen as an on-going process) and learn from the lessons of the symposium.
- Ensure that all demographics are engaged and approached as part of the process (e.g. no dedicated session for seniors).
- Ensure that the final plan incorporates staff and community members' views – use the input.
- Tackle the myths around Federation and break down barriers.
- Strive to be inclusive – it is not just about people who work here and those with their names on the wall.
- Identify and contact individuals who are not presently involved to become involved.

Top Donors

- Listen, communicate, engage and push the envelope without fear.
- Evaluate the current health of our community (e.g. is what we are doing working) as a starting point
- Actions speak louder than words

Board consultation

- Exciting, sexy and appealing to all ages
- Synthesize information, communicate information and then execute
- Same words have different meaning for different people

Agency Consultation #2

- More than a funder, a facilitator of Jewish life for the whole community
- Look to the future, create sense of Jewish unity, maintain core leadership. Good luck!
- Lead change through partnership

Emerging Generation

- Be bold. Be loud and make a statement that Ottawa is doing something unique...it's not a box we are thinking outside of
- This is a relationship and this was a first date. We expect more.
- Do it already and give the next generation an opportunity to have an impact

Community Consultation #1

- Keep listening and act on what you have heard
- Importance of Jewish education and a commitment to core institutions
- We can talk a lot, but let's just Jew it!