



# OUR STRATEGIC DIRECTION

*Moving our Jewish Federation from Strength to Excellence*



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## Setting our Strategic Priorities



We listened, we heard, and we are responding. As an organization we are committed to advancing our ability to be more inclusive, diverse and flexible.

When we began our strategic visioning process, we sought agreement on critical issues for the future. One of our first steps was to engage key constituencies and consult a broad cross-section of community stakeholders. They shared their perspectives on the challenges and opportunities our growing community faces, and how we at Jewish Federation can incorporate their ideas in planning for 2020 and beyond. These organizations, volunteer leaders, communal professionals and community members are an important part of this work and this journey.

Throughout the consultation process a number of key themes emerged about how we can become a more flexible, inclusive, and responsive Federation.

## Our Mission

Inspired by our Jewish values we strengthen the quality of Jewish life locally, in Israel and around the world. Together, we create a vibrant, caring and inclusive community.

Our work is inspired by the Jewish values of:

**Tikkun Olam** — repairing the world;

**Tzedakah** — justice, charity;

**Klal Israel** — the unity of all the Jewish people;

**Chesed** — loving kindness.

These include:

- Increasing the flexibility of our funding models to support innovative start-up programs;
- Strengthening Jewish life and connections in our regional communities, embracing different population groups, and attracting the next generation;
- Engaging a broader range of community members in the planning process; and
- Working collaboratively with partner agencies to create and facilitate opportunities to engage current and new donors.

These key themes will inform our approach to our work going forward.

For more information about the consultative process we undertook to examine our strategic priorities, please visit [jewishvancouver.com](http://jewishvancouver.com).



## Meeting the Challenges Ahead

Our Federation and our community are preparing to move from a position of strength to a position of excellence by the end of 2020. We are fortunate to have a vibrant, growing Jewish community, but it is not without its challenges.

Here is a snapshot of some of the many changes and challenges coming our way.

**Affordability:** The high cost of living in Vancouver means more people struggle to afford to live Jewishly.

**Accessibility:** Nearly half of our community lives in underserved areas, often beyond the reach of Jewish organizations.

**Seniors:** Our population of seniors is expected to double by 2030.

**Engagement:** Successfully connecting key groups like young adults and young families (many of whom are interfaith) will directly affect community continuity.

**Security:** To keep our community safe, we must continue to be proactive in our approach to addressing frequently changing security considerations.

## Planning for our Future Starts Now

We are committed to providing both the planning resources and the financial resources that will underpin the growth to come, and to being flexible, responsive and innovative in our approach.

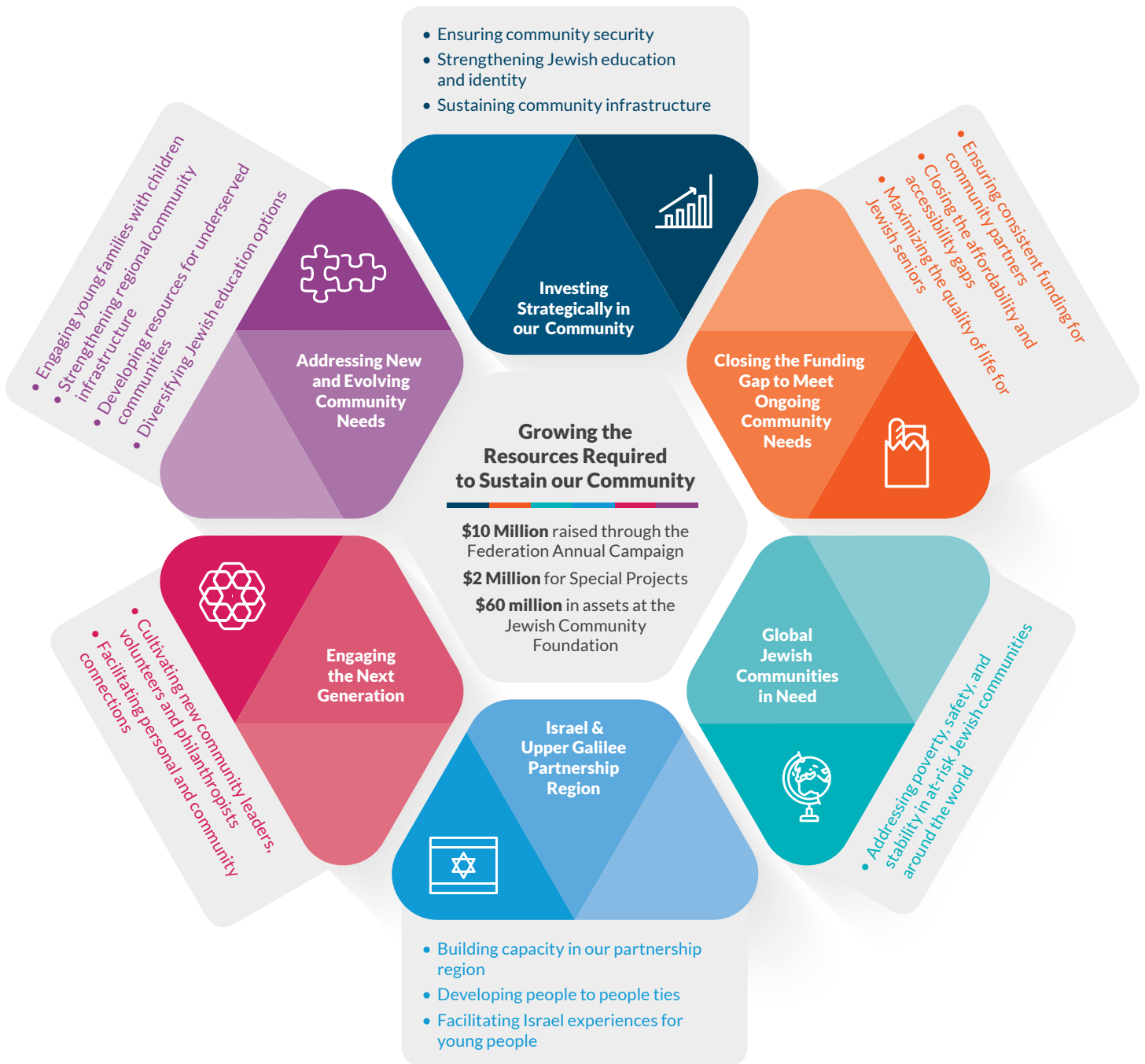
Jewish Federation has the privileged role of being the central address for building the community of our future. The work we do today and in the coming months and years will create alignment between the complex issues our growing population is facing and the resources required to propel our community forward. In fact, through our collaborative community planning process, we are already deeply immersed in planning for long-term community needs in the areas of youth, seniors, education and security.

This document summarizes our community's current and long term needs, and what is required to address them. We have introduced the opportunities that exist with concrete numbers in our supporting document, so the financial resources that are required to address them are clear. These needs have been grouped into the following categories:

- [Investing Strategically in our Community](#)
- [Closing the Funding Gap to Meet Ongoing Community Needs](#)
- [Addressing New and Evolving Community Needs](#)
- [Engaging the Next Generation](#)
- [Israel & Upper Galilee Partnership Region](#)
- [Global Jewish Communities in Need](#)

For a summary of the increased financial resources required to meet these needs, please see page 12.

# Our Strategic Priorities



## Investing Strategically in our Community



Strategic investment is crucial to ensuring we continue to have a strong and vibrant community for generations to come.

Complex initiatives, like community security, Jewish education, and community infrastructure, rely on the type of stable funding that only Jewish Federation can provide.

### Community Security

With the changing global environment and the re-emergence of anti-Semitism in Europe, threats to North American Jewish communities have grown. To address the needs of our vulnerable institutions, provide ongoing training, and emergency preparedness a new security grant program needs to be created.

### Jewish Education

We support six schools that provide our community with an array of educational choices. The cost of providing Jewish education, maintaining a strong sense of Jewish identity and delivering a level of excellence that our families have come to expect is growing.

The recently completed Jewish Education Task Force was established to provide Jewish Federation with an action plan to ensure high quality, innovative education opportunities affordable and accessible to all, and to have adequate funds to maintain high levels of academic and Judaic learning.

### Infrastructure

Existing core grants have not kept up with rising costs and changing technology. The infrastructure fund will enable partner agencies located in stand-alone buildings to address operational costs ranging from new computer networks to heating systems.

## Closing the Funding Gap to Meet Ongoing Community Needs



Our partner agencies can only reach as far as their resources allow.

Every year we receive approximately \$1.44 million more in local requests than we can fund, and many programs and services are currently funded at a level far lower than what they need to effectively address current needs – let alone future needs.

We need to close the gap between what is currently being funded and what we believe is really needed by increasing the resources available for our agencies in these key areas.

### Income Support

Current funding to assist individuals and families living in poverty and address their basic food and shelter needs is not sufficient for the growing number of poor living in our community.

### Affordable Housing

There is a lack of affordable housing options in our community, and additional professional resources are needed to help address this.

### Camperships

Jewish summer camp is one of the most impactful experiences a child can have. Current support funds 110 camperships, but does not meet increased demand.

### Mental Health Support

Jewish adults struggling with mental health issues receive inadequate or no support from our community. In addition, current funding limits the support available to an increasing number of campers with special needs and/or mental health issues.

### Children and Youth in Transition

Children and youth are struggling with anxiety, depression and family pressures. They need support as they transition through various life stages (elementary to high school to university to adult life).

### Inclusion Services

Children and youth with special needs are unable to participate fully in Jewish life. Many families struggle to find appropriate community services and to meet various funding requirements.

### Program Subsidies

More than 120 people receive assistance to participate in informal and extracurricular Jewish programs. For many, these are their primary community connections.

### Seniors Engagement

Our seniors population is expected to double by 2030, and more of them want to age in place. To enable them to remain healthy, safe and engaged, we need to provide additional peer and professional services.

### Arts and Culture

This traditionally underfunded area has been very effective in reaching out to otherwise unengaged community members.



## Addressing New and Evolving Community Needs



Jewish Federation's planning processes and development initiatives must be diverse and flexible enough to meet the evolving needs of our community.

Our community is growing, with almost 50% of our population made up of children, youth, and young families. It's also spreading out, with nearly half of community members living outside of Vancouver, many of whom are beyond the reach of Jewish community institutions.

Through the work of our Planning Council and our collaborative approach with all our partners, we are planning strategically and setting priorities to address the evolving needs of our community.

### Emerging / Underserved Communities

Nearly 50% of our community now lives beyond the border of the City of Vancouver. Over 850 children do not have access to Jewish programs and education. Most existing community institutions do not have the capacity or resources to expand their scope and engage new members in Jewish community life.

### Complementary Jewish Education Programs

The current funding for the eight K – 7 programs and four high school programs does not allow for growth and innovation or expansion to underserved communities that have limited access to other forms of Jewish education.

### Food Security

Approximately 45% of community members residing in the regional communities live in poverty and have limited access to Jewish food security programs.

### Engaging Young Families

Currently, 750 children ages six months to eight years old participate in PJ Library, an important outreach program that sends free Jewish children's books and CDs to their homes. There are currently 60 children on the waiting list.

### Early Childhood Education

Access to high quality, affordable childcare is a significant challenge for working families. There are very limited options for families who want their children to learn and grow up in a Jewish environment. This is a new priority developed in response to the needs of community members.



## Engaging the Next Generation



Jewish Federation is committed to developing, facilitating and supporting a broad range of social, cultural, educational and philanthropic initiatives to engage young adults and nurture their interest in and commitment to Jewish communal life locally, internationally and in Israel.

Whether they are university students exploring their Jewish identities, young adults with a desire to connect to Israel, or new professionals developing their networks, we are here to help them engage Jewishly.

Focusing on engagement, Jewish Federation is leading with innovative programs like Axis to create a platform for the involvement and leadership of Millennials themselves.

### Generation Now

Axis provides a space in the community where young adults feel empowered to explore their Jewish identities, meet like-minded individuals, and create diverse programs and events that are meaningful, relevant, and fun.

We recognize the need to develop new young leaders to ensure our Jewish future. Through Axis we are engaging the next generation to take on needed leadership and philanthropic roles within our community.

Axis currently reaches approximately 500 young adults.

### Campus Programs

The growing number of Jewish post-secondary students means demand for services on seven BC campuses is exceeding capacity.

With Jewish university students now on the frontline of anti-Israel sentiment and BDS initiatives, rich Jewish programming that helps students explore and develop their Jewish identities in a safe and supportive environment is more important than ever.

### Israel Experience Follow-Up Programming

Currently, we provide funding to send more than 200 young adults on high school, gap year and peer group trips to Israel every year, including Masa, Taglit-Birthright Israel, and March of the Living.

Upon their return, they do not receive any follow-up programming to harness their enthusiasm.

By engaging them at the peak of their experience, we can harness their potential to continue to make a positive impact in our community.

## Israel & Upper Galilee Partnership Region



By funding educational and social services projects in our partnership region, and supporting long-term economic drivers, we are helping residents of the Upper Galilee overcome the disadvantages that stem from the geographic isolation and socioeconomic challenges prevalent in Northern Israel.

Through the Partnership2Gether program, we are improving the quality of life for residents with support for capital projects, strategic investments, and the collaboration and real friendships developed through the *Gesher Chai* (Living Bridge) programs.

In addition to our work in the Upper Galilee, we support programs for vulnerable populations in other parts of Israel.

### Building Social and Cultural Bridges in Israel

Current funding only scrapes the surface and does not address the growing and changing needs of disadvantaged youth and young adults in our partnership region. With challenges emerging constantly from the dichotomy in Israeli society, there is a dire need to build social and cultural bridges.

### Youth and Families at Risk in Israel

In Kiryat Shmona there are over 15,000 vulnerable children who need our help. Their situations range from living in poverty, to parents who are under-employed, to being victims of neglect or abuse. Very few are enrolled in programs that can change their lives.

### Israel Scholarships

Building Israel engagement among our youth is a key predictor of future communal leadership. There is a growing demand for financial assistance to enable teens and young adults to participate in short term education programs or enroll in post-secondary education in Israel.

### Israeli Cultural Connections

Events that feature culturally diverse Israeli artists, performers and art exhibitions help connect unaffiliated Israelis and others Jews to our community. It also helps introduce Israel to the broader community. However, we are currently only able to support a very limited selection of cultural events.

## Global Jewish Communities in Need



*Kol yisrael arevim zeh bazeh* —  
All Israel is responsible for one another  
(Talmud, Shevuot 39a).

When poverty and crisis strike Jewish communities around the world, we have a responsibility to act.

Whether it is providing medical packages, food subsidies, and heating oil to impoverished Jews in the Former Soviet Union or supporting re-emerging Jewish communities in Europe, Jewish Federation and our international partner agencies are working to create sustainable change.

### Frail Elderly in the FSU

The more than 165,000 elderly Jews in the former Soviet Union (FSU) are among the most destitute Jews in the world. They need food, medication, home care, and heating oil in the winter.

There are also many families with children in critical need of nutritional assistance, health care, financial support, and child-development services. War in Ukraine and the re-emergence of anti-Semitism has put these Jewish communities at increased risk.

### Strengthening Jewish Life in Jewish Communities in Need Overseas

Today, European Jewish communities face a growing number of challenges, including a marked increase in anti-Semitism, economic uncertainty, educational challenges, assimilation, and rapid shifts in modes of Jewish identity and affiliation.

Developing community infrastructure, educational resources, and leadership are necessary to revitalize Jewish communal life.

## Growing the Resources Required to Sustain our Community



Jewish Federation generates the financial resources to fund programs and services that address our community's current, emerging and future needs. This is accomplished through the Federation Annual Campaign, our community's central fundraising initiative; through supplemental giving opportunities outside of the Annual Campaign; and through Jewish Community Foundation endowments.

In order to achieve our goal of community sustainability, we must increase our financial resources to meet community needs locally, in Israel, and in overseas Jewish communities in need.

### **\$10 Million – Federation Annual Campaign**

Through our community's central fundraising initiative, we have the opportunity to increase the base of funding to the programs and services on which thousands of community members rely, and to fund new initiatives that are needed but are not yet funded. The Federation Annual Campaign provides stable and predictable funding for the work of our partner agencies, and for community-wide initiatives like security and emergency preparedness. The growth of the Federation Annual Campaign, year after year, is key to achieving community sustainability.

### **2020 Allocations Goals:**

- Overseas allocations goal: \$700,000 increase
- Local allocations goal: \$1,300,000 increase

*2015 Campaign: \$8.3 Million*

### **\$2 Million – Special Projects**

Jewish Federation works with donors throughout the year to connect them with special giving opportunities to enable our community either to pilot new programs and services or sustain existing programs. These opportunities provide key ways to engage donors in projects of particular interest to them, while launching new initiatives like PJ Library and developing community assets like Beit Vancouver in our partnership region. Expanding these opportunities for donors is an important way we can be flexible in our approach to addressing emerging community needs.

*\$250,000 as of March 31, 2016*

### **\$60 Million – Jewish Community Foundation**

The Jewish Community Foundation plays an important role in the long term financial health of our community, and enjoys the well-deserved reputation of being the trusted, central address for legacy giving in our Jewish community. Funds managed by the Foundation are invested based on the requirements of preservation of capital, liquidity and yield. Growing the assets managed by the Foundation will provide our community with vital resources to respond to new and emerging needs, and a stable source of funding for generations to come.

*Assets of \$46 million as of March 31, 2016*



# Strategic Priorities Working Group



## Jewish Federation Board of Directors Executive Committee

Stephen Gaerber  
*Board Chair*

Diane Switzer  
*Immediate Past Board Chair*

Judi Korbin  
*Chair, Jewish Community Foundation*

## Members-at-large

Jill Diamond

Karen James

Robert Pekeles

Tom Winkler

## Jewish Federation Staff

Ezra S. Shanken  
*Chief Executive Officer*

Shelley Rivkin  
*Vice President, Planning, Allocations and Community Affairs*

Marcie Flom  
*Vice President, Financial Resource Development*

Becky Saegert  
*Director, Marketing and Communications*

