



**SOLVED**  
STRATEGIC MANAGEMENT CONSULTANTS

---



# Jewish Federation of Edmonton

Town Hall Consultation Summary

---

Clive Oshry, Ellery Lew

Jewish Federation of Edmonton

**Prepared By:**

Chris Lavin, President

T: 780.409.2147 E: [chrislavin@solvedmc.com](mailto:chrislavin@solvedmc.com)

---

## Executive Summary

---

The Jewish Federation of Edmonton (JFED) places a high value on community consultation as they continue to make their way towards the best recommendation for investment in a Jewish Community Centre (JCC). Community consultation sessions were envisioned as an opportunity to give members of Edmonton's Jewish Community an opportunity to have input into building that recommendation. The objectives for the town hall meetings were straightforward:

- ▲ Build knowledge and awareness of work to date – continuing the goals of transparency and inclusiveness.
- ▲ Seek feedback from community on two leading JCC options.

Community consultations in respect to the future JCC took place on April 15, 26 and 27 in a town hall setting at Jewish Community facilities in Edmonton (Beth Shalom Synagogue, Beth Israel Synagogue, and Talmud Torah School). 188 participants provided input over the course of the three town hall meetings. Facilitation of the town halls was divided into two sessions. The first session focused on prioritizing community needs; the second engaged participants in a conversation about the challenges presented by each site and ideas to overcome those challenges.

### Input on Community Needs:

One way to characterize the participants' views about the priorities for the JCC was in defining a place for the community to "do" things. The following statements define the *tangible needs* that must be encompassed in the JCC. The order reflects the cumulative priority of the participants across all sessions.

The JCC must allow members of the Jewish Community in Edmonton to have:

1. Somewhere to eat;
2. Somewhere to host events and celebrations;
3. Somewhere to gather and socialize;
4. Somewhere to house offices;
5. Somewhere to participate in diverse programming for multiple age groups, including physical recreation;
6. Somewhere to conduct meetings; and,
7. Somewhere to park close to the facility.

There was also a perspective that the JCC could be a facilitator or coordinator for the community, helping people source space or facilities that can't be addressed within the JCC or the associated shared space.

While the many table discussions regarding *intangible needs* didn't always land on the same outcome, the overriding sentiment can be summed up in the following statement:

*Participants believe that the Jewish Community needs a space where it can come together with friends and family to participate in Jewish life regardless of the degree of their religious participation. They want a place that connects the Jewish people of Edmonton across generations in a way that is open and welcoming to the entire community.*

Another key intangible need that was voiced in a number of different ways was the need for the JCC to be a hub of activity, that there needed to be programs that catered to and attracted a broad cross section of the Jewish Community. The ability to bring people into the JCC through activities, programs, events and things to do, learn, or see for all ages was seen as something essential to the long term success of the facility. The Jewish Community must *want* to come to the Centre.

## Input on Challenges with Each Site Option:

Participants shared a number of challenges related to both sites and came up with a wide variety of unique and creative solutions to overcoming the challenges.

The two most **shared or common challenges** raised were: 1) the management of shared use space and 2) the safety and security of the community members interacting with the facility.

The three key **Talmud Torah site challenges** focused around the need for a Kosher Kitchen, Parking, and the Joint Use Agreements with Edmonton Public School Boards (EPSB) and the City of Edmonton.

The predominant **Beth Israel site challenge** was that the religious nature of the Beth Israel could limit or prevent the use of the JCC by a significant segment of the Jewish population in Edmonton. This was a commonly held concern amongst virtually all participants. Two somewhat less common concerns related to a lack of Green Space and potential Engineering issues.

## Conclusions

The most important trends in the input from participants Solved. took note of during the town hall process can be summarized in three statements:

- ▲ The question of the JCC and its relationship to the denominational/non-denominational sites proposed is of utmost importance to the community. This will be a considerable challenge to surmount at the Beth Israel site in particular.
- ▲ The community members who participated in the town halls are passionate about the future of Edmonton's Jewish community and seek a JCC that will last for years to come, adapting to the changing needs of the community.
- ▲ There are more needs for the JCC than there is space and resources to accommodate. The JCC will need to serve as both a centre of community activity and as a coordinator / linkage to other facilities and resources throughout the Jewish Community and across Edmonton.

---

## CONTENTS

---

Executive Summary	1
BACKGROUND	4
PROCESS	4
SESSION 1 Prioritizing Community Needs	5
SESSION 2 Facing Challenges Moving Forward	10
Conclusions	14
<a href="#">Appendix A: Town Hall Agenda</a>	<a href="#">15</a>
<a href="#">Appendix B: Facilitator's Guide</a>	<a href="#">16</a>

---

---

# JFED Town Hall Consultation Summary

---

## BACKGROUND

---

The Jewish Federation of Edmonton (JFED) places a high value on community consultations as they continue to make their way towards the best recommendation for investment in a Jewish Community Centre (JCC). JFED created the JCC Committee to work with stakeholders and the community to determine the best path forward in the creation of a new Jewish Community Centre. The committee has spent considerable time working with the Community and developing several scenarios that would meet community needs and engage different partners in the Community to help leverage the investment. Community consultation sessions were envisioned as an opportunity to give members of Edmonton's Jewish Community an opportunity to have input into building that recommendation. Using this input you intend to further investigate and build out one or more of the scenarios before it is brought to the Community for a decision.

The approach to determine those preferences was to conduct a series of town hall meetings. The objectives for the town hall meetings are straightforward:

- ▲ Build knowledge and awareness of work to date – continuing the goals of transparency and inclusiveness.
- ▲ Seek feedback from community on two leading JCC options.

---

## PROCESS

---

Community consultations in respect to the future JCC took place on April 15, 26 and 27 in a town hall setting at Jewish Community facilities in Edmonton (Beth Shalom Synagogue, Beth Israel Synagogue, and Talmud Torah School). A great deal of effort was taken to inform the community of the town halls and consisted of letters, advertisements in community newspapers, emails, and on the website. Participants were asked to pre-register to help with coordinating the volunteer facilitators needed but were also able to participate if they attended on the day without registering. 188 participants provided input over the course of the three town halls, including 25 who were accommodated without registering in advance.

The town halls agenda (Appendix A) was developed to provide participants with enough context to understand what had happened to date, the broad cross section of stakeholders who had been consulted during the process and where the committee had reached in their process. Following a presentation by members of the JFED Committee, facilitators used a facilitator's guide (Appendix B) and led participants at each of the 8-9 tables through a series of discussions and captured feedback from the community members. The results of those discussions have been incorporated into this summary report.

To ensure the input supported the work of the JCC Committee, facilitation was divided into two sessions. The first session focused on prioritizing community needs; the second engaged participants in a conversation about the challenges presented by each site and ideas to overcome those challenges.

In Session 1 the following two questions were addressed.

1. Have we missed any important community needs that should be assessed? What are those additional needs?
2. What are the most important needs that need to be met for the community? What is the consensus at the table on the 5 most important priorities to the community in each category?

In Session 2 the following questions were posed to the members of the community in respect to both the Talmud Torah and the Beth Israel site. The emphasis was on producing positive future focused solutions that would enable either site to be a workable option.

- 1) What are the three biggest challenges to implementing each option presented earlier?
- 2) How should the committee address these challenges to make the option successful?

## SESSION 1 Prioritizing Community Needs

At all three town halls robust conversations were had regarding the needs of the Jewish Community. In addition to the list developed by the JCC Committee through their discussions with stakeholders over the past 18 months, participants identified a number of additional needs that should be considered. Participants recognized, for the most part, that not all of these needs can be addressed within the investment constraints of the JFED. They also recognized that some of these needs could be addressed in other parts of the community or in other City of Edmonton, public, or private facilities.

A number of additional needs emerged from the discussion and can be themed in a few categories.

### *Additional Tangible Needs*



*Additional Intangible Needs*

<p><b>Programming</b></p> <ul style="list-style-type: none"> <li>•Singles' programming</li> <li>•Senior's programming</li> <li>•Youth programming</li> <li>•Continuity of programming (child - youth - young adult - adult)</li> <li>•Programming personnel &amp; infrastructure</li> </ul>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>•Adaptability</li> <li>•Long-term feasibility</li> <li>•Growth planning (physical and demographic)</li> </ul>
<p><b>Community</b></p> <ul style="list-style-type: none"> <li>•Face of the Community</li> <li>•Inclusivity</li> <li>•Community buy-in</li> <li>•Cultural Centre</li> <li>•Synergies (interaction between patrons &amp; tenants)</li> </ul>	<p><b>Other</b></p> <ul style="list-style-type: none"> <li>•Adequate hours of use</li> <li>•Pleasing aesthetics</li> <li>•Security</li> <li>•Maintenance</li> </ul>

Once participants had landed on a set of needs, they were asked to establish the most important priorities at each table. Over the three town halls and 8-10 tables at each session, a number of clear priorities began to emerge. This is not to downplay that many of the community needs on the list were also seen as important to the community, only that participants felt these were the ones that needed to be accommodated with the JCC options.

**Tangible Needs**

It should be noted that many participants took a very practical and utilitarian approach to the prioritization of the tangible needs, grouping similar needs together and keeping financial and physical constraints in mind when making their "choices." One way to characterize the participants' views about the priorities for the JCC was in defining a place for the community to "do" things. The following statements define the needs that must be encompassed in the JCC in priority sequence.

The JCC must allow members of the Jewish Community in Edmonton to have:

1. Somewhere to eat;
2. Somewhere to host events and celebrations;
3. Somewhere to gather and socialize;
4. Somewhere to house offices;
5. Somewhere to participate in diverse programming for multiple age groups, including physical recreation;
6. Somewhere to conduct meetings; and,

7. Somewhere to park close to the facility.

It is also worth noting that many participants indicated that the ability to deliver in the vast majority of the specific needs in the table below is crucial to both the immediate feasibility and long-term sustainability of the JCC. In general, participants indicated that so long as these basic needs are met, the finer details to become of less importance. There was also a perspective that the JCC could be a facilitator or coordinator for the community, helping people source space or facilities that can't be addressed within the JCC or the associated shared space.

A more detailed ranking of the needs as determined by the participants is provided in the table below.

*Tangible Needs Scored and Ranked from Highest to Lowest*

TANGIBLE NEEDS	RANKING					TOTAL
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
Somewhere to eat <ul style="list-style-type: none"> <li>• Kosher Kitchen</li> <li>• Café/Eating Area</li> </ul>	6	5	7	4	1	<b>51.5</b>
Somewhere to host events and celebrations <ul style="list-style-type: none"> <li>• Auditorium</li> <li>• Multipurpose Auditorium</li> <li>• Banquet Hall</li> <li>• Space for Community Events (any size)</li> </ul>	6	6	2	2	1	<b>41</b>
Somewhere to gather and socialize <ul style="list-style-type: none"> <li>• Social Gathering Space</li> <li>• Teen Longue</li> <li>• Space for Youth and Children</li> </ul>	2	6	4	2	4	<b>36</b>
Somewhere to house offices	5	3	2	2	2	<b>31.5</b>
Somewhere to participate in diverse programming for all age groups, including physical recreation <ul style="list-style-type: none"> <li>• Gym</li> <li>• Dance</li> <li>• Indoor Playground</li> <li>• Leisure Sports</li> <li>• Daycare</li> <li>• Afterschool Care</li> <li>• Summer Day Camp</li> </ul>	2	0	4	6	4	<b>27</b>
Somewhere to conduct meetings <ul style="list-style-type: none"> <li>• Meeting Rooms</li> <li>• Multipurpose Room</li> </ul>	0	2	2	1	1	<b>11.5</b>
Somewhere to park close to the facility	0	0	1	4	2	<b>10</b>



Solved. tabulated the most prioritized tangible and intangible needs by applying a simple scoring system: 3.0 points for needs ranked most important, 2.5 points for second, 2.0 points for third, 1.5 points for fourth, and 1.0 points for fifth. In the tangible needs conversations, enough participants grouped together different categories that it made sense for us capture priorities in groups according to the seven categories listed earlier. For example, Café/Eating Area and Kosher Kitchen warranted the creation of new category as did the number of tables that identified the need for a Space for Community Events without designating a preferred size. In general, participants recognized that events of various sizes will likely look to the JCC as a venue, but there was less agreement that there was a need to offer a space for really large groups as they could be supported by other facilities in Edmonton.

In the end, “Somewhere to eat” came in as the highest ranked need at 51.5 points. “Somewhere to host events” came in second at 41 points and “Somewhere to gather and socialize” came in third at 36 points. The Top 5 was rounded out by “Somewhere to house offices” (31.5 points) and “Somewhere to participate in programming” (27 points). It is crucial to understand that participants perceived many of the needs discussed as mutable or flexible spaces with a variety of potential uses. This makes categorizing these needs somewhat difficult and any results should be reviewed and/or analyzed with this flexibility in mind.

## Intangible Needs

Similar choices were sometimes required when tabulating the results of the prioritization of intangible needs, however, in this case, participants were often able to identify additional needs and incorporate them into their Top 5, such that they were able to identify more precisely what was important to the Jewish Community. That said, it was five previously identified intangible needs that made up the Top 5.

Two priority needs were clearly the most discussed items at every table at each of the town halls. While the discussions didn’t always land on the same outcome, the overriding sentiment can be summed up in the following statement:

*Participants believe that the Jewish Community needs a space where it can come together with friends and family to participate in Jewish life regardless of the degree of their religious participation. They want a place that connects the Jewish people of Edmonton across generations in a way that is open and welcoming to the entire community.*

Another key intangible need that was voiced in a number of different ways was the need for the JCC to be a hub of activity, that there needed to be programs that catered to and attracted a board cross section of the Jewish Community. The ability to bring people into the JCC through activities, programs, events and things to do, learn, or see for all ages was seen as something essential to the long term success of the facility. The Jewish Community must *want* to come to the Centre. The implication to those in charge of JCC operations is that they may need to invest in resources to develop and support these activities.

*Intangible Needs Scored and Ranked from Highest to Lowest*

INTANGIBLE NEEDS	RANKING					TOTAL
	1st	2nd	3rd	4th	5th	
Nondenominational	12	3	2	1	0	49
Community Gathering Space	3	8	2	2	0	36
Central Address	1	2	3	5	0	21.5
Branding Challenge	2	0	3	1	1	14.5
Location	0	1	4	1	1	13
Programming	1	2	0	0	2	10
Community Buy-in	1	1	0	0	0	5.5
Inclusivity	0	1	0	2	0	5.5
Cultural Centre	0	0	1	1	0	3.5
Sustainability	0	1	0	0	0	2.5
Security	0	0	1	0	0	2
Casual Meeting Place	0	0	0	1	0	1.5
Revenue Generation	0	0	0	1	0	1.5
Visibility	0	0	0	0	1	1
Growth Potential	0	0	0	0	0	0

The importance of intangible needs lower down on the list should not be overlooked. Many participants voiced concerns over issues such as sustainability, programming, revenue generation, and growth potential (i.e. future physical expansion of the JCC site). While most participants respected the parameters set by the Committee members for the town hall sessions, these intangible needs were frequently tied into discussions around financial viability and/or governance. Many participants cited the history of past incarnations of the JCC as exemplifying the need to strategically address and plan for the future sustainability and growth of the facility, much of which rests in forward-looking programming and adequate revenue generation. Security was a topic that often came up in the Session #2 discussions as noted later on in this report. Other needs, such as Inclusivity and Casual Meeting Place can perhaps be lumped together with Nondenominational and Community Gathering Space respectively.

---

## SESSION 2 Facing Challenges Moving Forward

---

During the second discussion session at each town hall, facilitators sought input from the community on what challenges will be faced implementing either option. Participants were asked to provide insight on both what those challenges might be, as well as how they might be successfully addressed moving forward. The focus at the tables was to be positive and geared towards finding solutions. For the most part the participants responded exceptionally well to the challenge and came up with creative solutions to some really tough challenges. Discussion of the main challenges facing each site was often passionate and lively. The facilitators at the tables used the following questions to engage their group in a round table discussion:

- 1) What are the three biggest challenges to implementing each option presented earlier?
- 2) How should the committee address these challenges to make the option successful?

One of the outcomes of the discussion was that many of the challenges were not unique to only one of the sites. Participants realized that some of the issues would have to be addressed regardless of where the JCC was situated.

### Shared challenges:

Although a number of shared challenges were raised the two most often discussed were: 1) the management of shared use space and 2) the safety and security of the community members interacting with the facility.

- ▲ Scheduling and Managing Shared Use Space – Both sites present challenges regarding the scheduling, availability and rules associated with shared space. Both have restrictions on the periods it can be made available and the types of uses that would be appropriate in the facility. *Solution:* most groups believed that the issues could be overcome through the development of clear usage guidelines and processes, as well as the implementation of a shared governance model.
- ▲ Security Concerns – Both sites raise challenges regarding security issues that would need to be addressed. Participants felt that in order for the facility to be safe and accommodating, community members must be comfortable that their families would be safe accessing the facility. *Solution:* invest in improved lighting and security around the new JCC. Work with the partner to mitigate safety and security concerns, potentially including on site security staff.

### Challenges with the Talmud Torah site:

Participants consistently identified three key challenges with regard to the Talmud Torah site focused around the following issues: Kosher Kitchen, Parking, and the Joint Use Agreements with Edmonton Public School Boards (EPSB) and the City of Edmonton.

- ▲ Kitchen Space – The Talmud Torah site does not currently have a kosher kitchen which could be a costly addition to the site plan. Food was seen as a very important need for the appeal and use of the space; kosher food is an important aspect to Jewish life and needs to be accommodated. *Solution:* a kosher kitchen is built in the new facility or a portion of the existing Talmud Torah building is repurposed to fit the bill. Many participants felt that a number of kosher facilities nearby and in Edmonton could be used to cater events if a cost effective on site facility was not possible. The JCC could develop a list of alternate caterers and establish agreements with them to facilitate use by the Community.
- ▲ Parking – A number of participants indicated that parking could be a challenge. *Solution:* work with architects as the facility plans are drawn up to ensure adequate parking is included in the design.

- ▲ Joint Use with EPSB/City – The joint use agreements with EPSB and the City of Edmonton may create barriers to the development of the JCC. The agreements involve both the use of the school building (gymnasiums, etc.) and the park space. *Solution:* JFED and Talmud Torah will need to negotiate with the City and EPSB early on in the design process to ensure that the joint use agreement is workable for all parties.

### Challenges with Beth Israel:

That the denominational nature of the Beth Israel site would limit or prevent the use of the JCC by a significant segment of the Jewish population in Edmonton was the one overriding and commonly held concern amongst virtually all participants in regard to the site.

- ▲ Denominational (religious restrictions) – Participants were concerned that the religious restrictions that would be necessary given the sacred nature of Beth Israel could cause significant challenges on the broad use of the facility for the type and breadth of programming and activities that they saw as important. *Solution:* while many saw this as a very difficult problem to solve, the solution would need to rely on a shared governance process where the separation of Sacred from Secular space would allow for rules and guidelines that would welcome all members of the community regardless of the religious perspective to participate in the broad set of activities that the JCC envisions to be enabled within the Shared Space.

Two somewhat less common concerns related to Green Space and Engineering issues.

- ▲ Lack of Green Space – The Beth Israel site doesn't have a significant amount of green space on site for active sports or other outdoor activities. *Solution:* Wolf Willow Park is only a short distance away and an indoor play area could be built inside the JCC.
- ▲ Engineering Issues – Concerns regarding the structural integrity of the Beth Israel building and the placement of the JCC along the ravine were raised. *Solution:* JFED commits to ensuring that due diligence is carried out during the design and construction process to ensure that any concerns are investigated with the aim to determine if there is any validity to the concern, and to then appropriately address and mitigate the issue.

Session 2, Talmud Torah Challenges

	CHALLENGE	TIMES VOICED	SOLUTION(S)
Talmud Torah	Who determines shared space usage? / Limitations of shared space availability.	15	Establish booking structure/process ahead of time (governance); maybe look at Winnipeg JCC as an example; give priority to JCC programming after hours; reinforce possibility of reciprocal use of JCC facilities by TT
	Security (and associated cost)	14	Establish physical barriers and put security staff in place; improve lighting and fencing; work with EPSB
	Parking dearth	11	Build more parking; share with school; agreements with community for street parking; investigate park n' ride option
	Lack of kitchen space	10	Need to build kosher kitchen in new JCC facility
	Agreement with EPSB	9	Establish good working relationship with EPSB early in process; reinforce the positivity to the community as a whole
	Loss of green space (detached)	4	Good negotiations with the City (shared-use zoning); select attached model and build higher and/or build basement
	Exclusivity (leading to poor attendance)	3	Good programming and branding; ensure independence from TT
	Concerns over the neighbourhood	3	Good security and lighting
	Less attractive to seniors and/or adults without school-aged children	3	Ensure rich programming for all ages including adults
	Cost of land / opportunity for expansion	2	Small footprint; capital campaign
	No large meeting room or auditorium	2	Build in new facility; share with other sites in community including BI
	Noise, traffic	2	
	Mosque nearby (hypersensitivity)	1	
	Has fewer facilities worth sharing	1	Generate more money to build bigger
Current gym not particularly usable	1	Renovate the gym	

Session 2, Beth Israel Challenges

	CHALLENGE	TIMES VOICED	SOLUTION(S)
Beth Israel	Denominational (religious restrictions)	24	Mitigate through governance agreement as much as possible; work on effective branding; maybe better as detached building
	Engineering Issues (ravine, issues with existing structure)	14	Work with builder to ensure quality construction; build a basement for new construction; conduct feasibility study
	Who determines shared space usage? / Limitations of shared space availability.	7	Establish booking structure/process ahead of time (governance)
	Location lacks significant green space / outdoor recreation space	6	Utilize Wolf Willow Park and other nearby playgrounds; build indoor playground
	Distinguishing from synagogue could be difficult	4	Ensure the JCC is effectively marketed/branded
	Parking dearth	3	Build more parking
	Lack of gym and/or recreation facilities	3	Build bigger JCC; maybe share with TT
	Sanctuary/theatre is not adequate/appropriate for needs	2	
	Not enough space for an effective JCC	1	Focus on office space and meeting rooms
	Location lacks vibrancy	1	
	Banquet room is not an effective space	1	
	Getting enrollment in afterschool programs	1	Bus children to the site
	Visibility	1	Install effective signage
	Wear and tear on site	1	Governance

Participants often found it difficult to associate certain broader or more general challenges with one particular option. Many of these challenges are quite large in scope and have, no doubt, been identified many times by the Committee. They often overlap with or inform one another such that it can be difficult at times offer straightforward solutions. This type of general broad-scale challenge includes:

- ▶ Physical (interfacing) challenges to both “attached” options
- ▶ Keeping cost under 4.8M while ensuring the facility will meet community need
- ▶ Construction of a building that will be large enough to meet need
- ▶ Building with future expansion in mind (phasing)
- ▶ Generating widespread community support
- ▶ Sense of community/hub suffers with detached options during bad weather
- ▶ Revenue generation as a key design piece
- ▶ Ownership of the JCC building and land on which it is built
- ▶ Logistics and zoning challenges
- ▶ Operational challenges (including cost sharing)
- ▶ Effective branding of the JCC to help build distinct identity

The issues listed above are complex and, in many cases, common to any building project. As such, general solutions to some of the challenges listed above might include:

- ▶ Potential for capital campaign drew mixed views from participants, though shouldn't necessarily be discounted
- ▶ Potential to make use of off-site facilities in the community (and beyond)
- ▶ Establish strong governance structure and ensure effective planning

---

## Conclusions

---

Analysis of the compiled data indicates a number of discernible trends and, in several cases, when combined with general observations, these trends can be argued as approaching the level of consensus. The most important trends Solved. took note of in the town hall process are summarized below.

1. The question of the JCC and its relationship to the denominational/non-denominational sites proposed is of utmost importance to the community. Similar sentiment appears to come from those favouring both the Talmud Torah and the Beth Israel sites, indicating an innate understanding across the various cross-sections of the community of the challenges involved in resolving the issue in a way that satisfies community members (i.e., future JCC users) both now and in the years ahead. This will be a considerable challenge to surmount at the Beth Israel site in particular.
2. The community members who participated in the town halls are passionate about the future of Edmonton's Jewish community and, by association, seek a JCC that will not only serve the immediate wants and needs of the community but one that will last for years to come, adapting to the changing needs of the community. A backbone of openness, financial stability (including revenue generation), effective planning, flexibility, robust programming, and top quality facility management is crucial to the ability of the JCC to satisfy this fundamental community need.
3. There are more needs for the JCC than there is space and resources to accommodate. The JCC will need to serve as both a centre of community activity and as a coordinator / linkage to other facilities and resources throughout the Jewish Community and across Edmonton.

# Appendix A: Town Hall Agenda

## Jewish Federation of Edmonton

Dates and times:

Wednesday, April 15th at Beth Shalom, 11916 Jasper Ave. 7:00 pm to 9:30 pm.

Sunday, April 26th at Talmud Torah, 6320-172 St. 2:00 pm to 4:30 pm.

Monday, April 27th at Beth Israel, 131 Wolf Willow Rd. 7:00 pm to 9:30 pm.

AGENDA		
Time	Session	Overview
7:00 – 7:10 pm or 2:00 – 2:10 pm	<b>Introductions and Context</b> Objectives for the session: <ol style="list-style-type: none"> <li>1) Build knowledge and awareness of work to date – continuing the goals of transparency and inclusiveness.</li> <li>2) Seek feedback from community on two leading JCC options.</li> </ol>	JFED President (Ellery) to Introduce Facilitator Chris Lavin
7:10 – 7:30 pm Or 2:10 --2:30 pm	<b>Overview of Background and Process.</b>	Presentation by Chair Clive Oshry
7:30 – 8:00 pm Or 2:30--3:00pm	<b>Two Leading Options for JCC Building.</b>	Clive Oshry presents feasibility studies.
8:00 – 8:05 pm Or 3:00—3:05 pm	<b>Transition</b>	
8:05 – 8:45 pm or 3:05—3:45 pm	<b>Prioritization of Needs.</b>	Tables discussions
8:45 – 9:15 pm or 3:45—4:15 pm	<b>Facing Challenges Moving Forward.</b>	Table discussions
9:15 – 9:30 pm or 4:15—4:30 pm	<b>Wrap up and next steps.</b>	Chris and Ellery to summarize the day



---

# Appendix B: Facilitator's Guide

## JFED Community Workshops Facilitator's Guide

This document is to help facilitators make the most of the Community Workshops. Please use this as a notepad and conversation starter. We will use it to frame the conversations in each of the workshop's sessions.

**Context:** JFED wants to consult with the community so that they are able to provide the best recommendation for the investment in a community centre. This workshop is meant to give the Jewish Community an opportunity to have input into the direction the options are going. Meaningful input will be used in the development of the final proposal to be brought to the AGM. Specific objectives for the session include:

- Build knowledge and awareness of work to date – continuing the goals of transparency and inclusiveness
- Seek feedback from community on two leading Jewish Community Centre options

Ground rules: Facilitators should commence the discussions at each table with a brief summary of the ground rules for the conversation.

- Everyone's ideas and input are valued and equally important
- Engagement by all is the key to success today; we want to hear from everyone
- Share all relevant ideas/information focused on our topics
- Be specific and reason out your perspective
- Listen to others' point of view
- Disagreement is natural and imperative to moving forward; embrace it by discussing ideas not people
- We will use a "parking lot" to capture ideas and thoughts not specific to our topic, to be raised with the committee later

### Community input sessions

#### Session 1: Prioritization of Needs

Participants have just heard presentations that have provided a comprehensive description of the process and information that the Committee has used to develop the options under consideration. The community has been involved in a number of different ways in helping shape the committees understanding of community needs. This session will help to deepen that understanding and provide the Committee with some guidance regarding what needs are most important to the Community.

The workshop participants are asked to provide their feedback on the options and how each might fulfill community needs and desires. The committee would like the input and thoughtful discussion from the community on the relative importance of each need. At the tables following we will engage in a round table discussion to address the following questions:

1. Have we missed any important community needs that should be assessed? What are those additional needs?
2. What are the most important needs that need to be met for the community? What is the consensus at the table on the 5 most important priorities to the community in each category?

**Process:** Take a few minutes to go over the ground rules stated above, ensure that everyone has the opportunity to understand that their participation is encouraged and needed to make this successful. Review both questions with the participants by reading them out.

**Focus on question 1 first.** Repeat the question and then open it up to comment. On this first question you want to get multiple participants talking so I would suggest using the idea of a “round table” and ask each participant for their thoughts. **(See handout at the table)**

If items that come up are off topic, specific concerns with one of the options, put them in the parking lot for discussion in the next session. If the comments are completely off topic put in the parking lot to be raised to the committee later.

Take notes on the participants responses to each questions. Use this guide or a flip chart, but make sure that the participants are seeing you capture their thoughts. Ask follow up questions to confirm your understanding, this helps to show that you are actively listening.

This question should take 10-15 minutes of discussion.

Move on to question 2. Now that you have highlighted a set of needs and added a few additional ones begin a discussion on which are the most important needs to be addressed by the JCC options. Have each participant provide their input and capture their priorities. After everyone has spoken try to gain consensus on what the top three needs to be addressed are.

Capture those 5 items in the facilitators guide. This question should take 25-30 minutes of discussion. As outlined in the Presentation, the Committee has identified a number of tangible and intangible community needs through the consultation process. These include:

### Tangible Needs

- After School Care
- Auditorium
- Banquet Hall
- Dance Space
- Daycare
- Gym
- Indoor Playground
- Kosher Kitchen
- Leisure Sports
- Meeting Rooms
- Multipurpose Auditorium
- Multi-purpose Room
- Office Space
- On-site Parking
- Social Gathering Space
- Space For Community Events 50-100 People
- Space For Community Events 100-500 People
- Summer Day Camp
- Teen Lounge

### Intangible Needs

- Community Gathering Space
- Community Hub
- Independent Facility Identity
- Located Close to Community
- Non-denominational

- 1) Have we missed any important community needs that should be assessed? What are those additional needs in each category?

Tangible Needs	Intangible Needs

- 2) What are the most important needs that need to be met for the community? What is the consensus at the table on the 5 most important priorities to the community?

Tangible Needs	Intangible Needs
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

## Session 2: Facing Challenges Moving Forward

The next conversation we would like to have with the workshop participants will help make whatever option is finally chosen successful. The committee would like input from the community on what challenges they may face implementing either option in order to best meet the needs of the community. Participants are asked to provide insight on both what those challenges might be, as well as how they might be successfully addressed moving forward.

- 1) What are the three biggest challenges to implementing each option presented earlier?
- 2) How should the committee address these challenges to make the option successful?

**Process:** Review both questions with the participants by reading them out.

Start the conversation focused on capturing what the challenges are for each option presented earlier in the evening. Ask the participants to be specific in describing what the challenge is and why it is a concern. Be careful not to provide commentary or judgement on ideas. If other participants start to argue against a particular challenge, work to recognize the concern and capture it. Be careful that the ideas are not cut off.

Once you have captured the challenge, ask participants to provide ideas on how to overcome the challenge. I.e. design features that would be needed, communication needs or other ideas.

Spend approximately 10 minutes on each option. Make sure that each challenge has a corresponding idea for addressing the concern. At the end of the discussion ask participants to identify the three most important challenges to be addressed. Capture the comments in the facilitators guide.

**Wrap up:** Thanks the participants for their contributions. Explain that the results will all be consolidated into a single report for the committee.

- 1) What are the three biggest challenges to implementing each option presented earlier?
- 2) How should the committee address these challenges to make the option successful?

Challenges @ Beth Israel	Overcoming the Obstacle

Challenges @ Talmud Torah	Overcoming the Obstacle