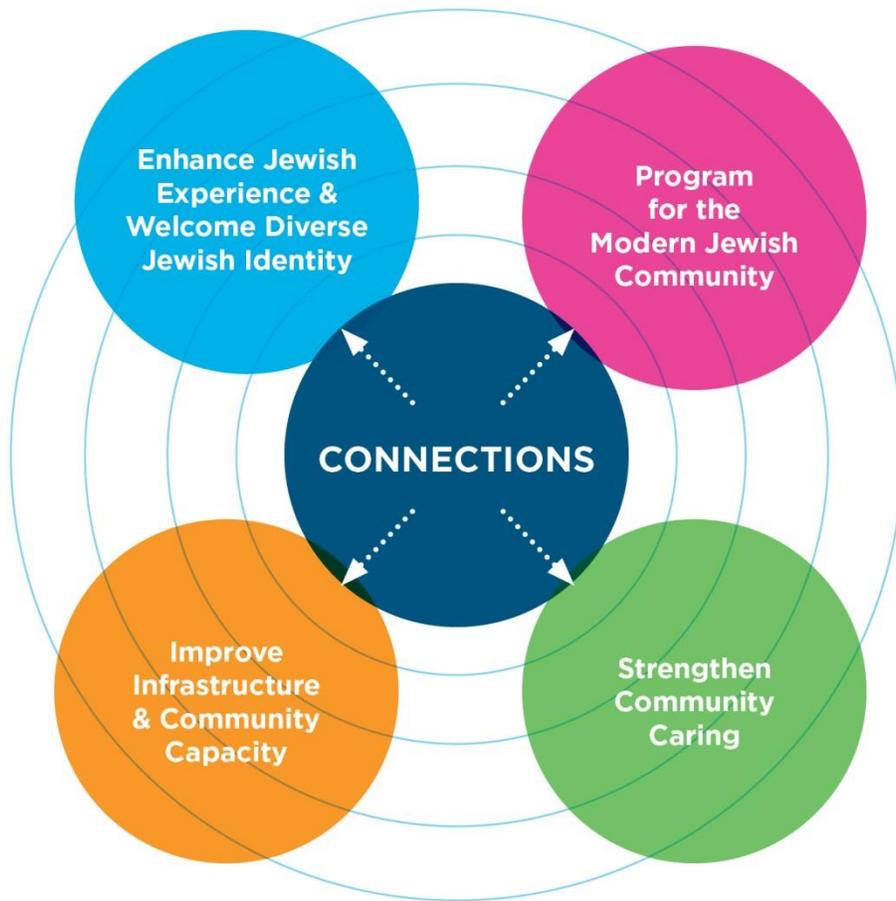


Community Forward: Planning for the Future of the Jewish Community of Winnipeg

September 1, 2017



Jewish Federation | Community
OF WINNIPEG | Planning

Our future.
Powered by you.

I want to give thanks to the dedicated and very hard working members of the Planning Committee and to Faye of course for all of their time and the expertise they lent to getting our strategic plan under way.

I also want to thank all of the members of our community who participated in our conversations and the planning day. I am very excited about leading the action planning process and look forward to continuing our work together to ensure a strong and vibrant Jewish Community now and in the future.



Chair, Community Planning

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Presented by the

Community Planning Committee

As of June 2017

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The committee gratefully remembers the guidance and contribution of Arthur Blankstein, of blessed memory, during the initial stages of planning this consultation process.

A. Federation and Community Planning

The Community Planning Committee fulfills the mission and vision of the Jewish Federation of Winnipeg by gathering Jewish organizations, stakeholders, expertise and information to plan with the Jewish community for the future of the Jewish community.

Mission: Acting as the representative body of the Winnipeg Jewish community, building and sustaining a strong, secure and connected community rooted in Jewish values.

Vision: Building a vibrant, connected Winnipeg Jewish community

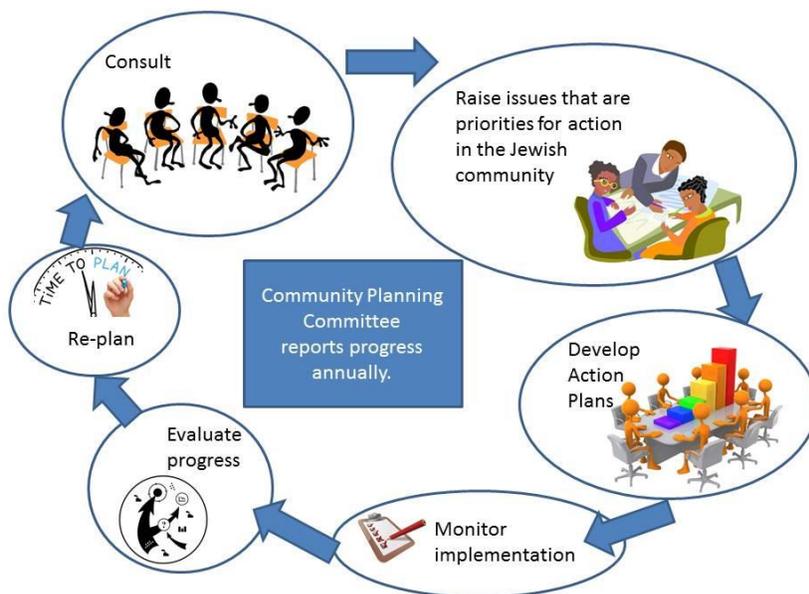
This mandate is outlined in the Federation Bylaws:

Determining community priorities: To co-ordinate an ongoing community planning and priority-setting process;

Implementing priorities: To carry out programs from time to time as needed in the judgement of Federation although the primary function is the planning and co-ordination of programs with appropriate community organizations

To build an understanding of community needs and priorities, and develop strategies that span across organizations in order to serve specific populations, it is valuable to gather the views of community members and organizations on priorities and issues for action. With a gap of almost 7 years since the last broad based planning process, it became clear that it was timely to conduct community consultations.

The Community Planning Committee is committed to an ongoing planning cycle:



This report completes the first phase in this cycle by reporting on consultations and assigning action planning tasks to committees.

B. Consultation Methodology

In the winter of 2016, the Community Planning Committee undertook the **Community Conversations** as the first step in long range planning for the future of the Jewish community of Winnipeg. Consultations began by asking participants to consider how they saw the community today and how they'd like to see it tomorrow. The process:

- 1 online survey to solicit interest
- 3 written responses to Community Conversation questions
- 4 weeks of poster board feedback in front hall of Asper Campus
- 7 Community Planning volunteers to moderate conversations over
- 9 months of individual meetings and
- 45 groups of various sizes including boards with
- 400 participants of diverse ages, Winnipeg geography, country of origin, and other characteristics
- 4700 lines of data from notes taken at every meeting
- 11 major "codes" to group data, clustered into
- 5 main categories reflected in the key findings that follow

Consultations culminated in the **Community Forward Planning Day** which provided some additional focus to the priorities for action with 50 community leaders. They discussed themes through the lens of two questions – "What speaks to you from the consultation results?" and "What are the priorities for action?". The priorities were highlighted through "Dotmocracy" process.

The Community Conversation process and summary results are included in the Appendix 2.

Our sages debated this process of using discussion to illuminate a matter. But they didn't stop there.

ב עמוד מ דף קידושין מסכת בבלי תלמוד

גדול מעשה או גדול תלמוד: בפניהם זו שאילה נשאלה, בלוד נתזה בית בעלית מסובין וזקנים טרפון רבי היה וכבר מביא שהתלמוד, גדול תלמוד: ואמרו כולם נענו, גדול תלמוד: ואמר ע"ר נענה, גדול מעשה: ואמר טרפון רבי נענה מעשה לידי.

Talmud Kidushin 40b: The Rabbis and Rabbi Tarfon were reclining (studying) in an attic in Bet Nitza in Lod. The question was asked before them:

Is study greater or is action greater?

Rabbi Tarfon said action is greater while Rabbi Akiva said study is greater. Together they all proclaimed:

Study is greater for it brings one to action.

We have studied.

It is time to act!

C. What we Heard

Connections and Jewish Identity – Programs and institutions must go beyond establishing a sense of welcome, to deepen the sense of inclusion in and connection to Jewish community, strengthening Jewish identity for all. The overall desire for visible acceptance crossed the demographics of the community regardless of religious diversity, ethnocultural diversity and intermarriage, geographic dispersion, abilities and vulnerabilities. This became the **overarching theme** that permeated all conversations.

Program for the Modern Jewish Community – Expand our institutional framework to:

- Create more environments for Jewish Social Networking, providing more opportunities to make friends and develop deeper connections.
- Innovate Jewish programs that reflect the desire to broaden the list of available experiences as well as deepen the Jewish experiences, using arts and culture as well as Jewish tradition as the setting.
- When one program ends, another should begin, keeping children, youth and young adults engaged.
- Both experiential and informal Jewish education that strengthen Jewish identity.

Enhance Jewish Identity and Experience – There was strong interest in innovative new experiences both inside and outside synagogues with new approaches to education across the demographic spectrum. These experiences strengthen Jewish identity in both new and traditional ways, e.g.:

- Increase the availability of Jewish educational options for Jewish Studies at university, adults, children who don't attend dayschool.
- Involve Jewish community members in social justice matters in the larger Canadian community.

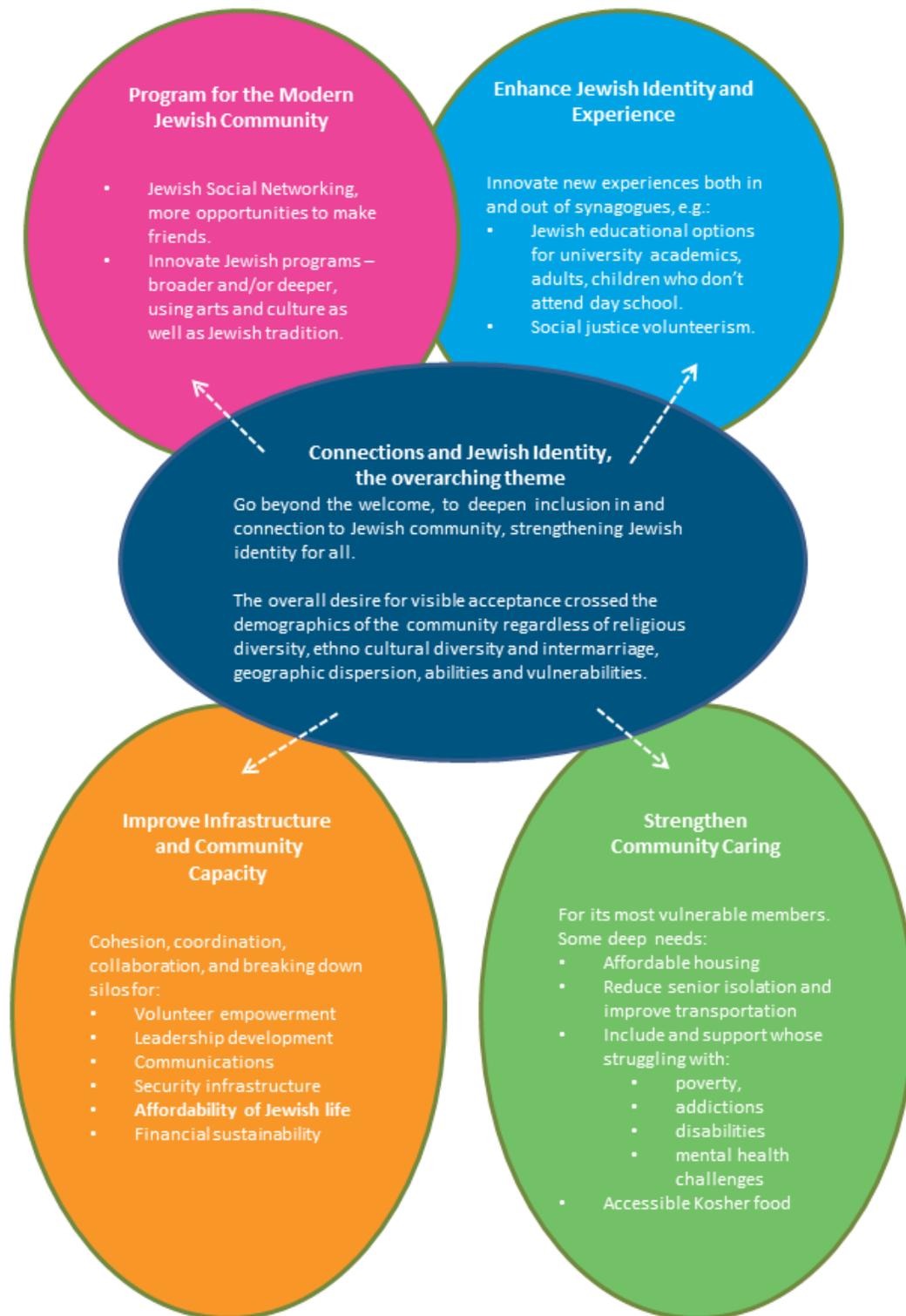
Strengthen Caring Community – A community is measured by the way it treats its most vulnerable members. **Some of the deep needs in the Jewish community were named repeatedly:**

- Develop affordable housing for seniors to include support services and kosher food.
- Reduce senior isolation and improve transportation to promote access to Jewish life.
- Include and support those struggling with poverty, addictions, disabilities, and mental health challenges.
- Ensure availability of kosher food at an accessible price.
- Reduce poverty, mitigate its effects and support emergent needs.

Improve Infrastructure and Community Capacity – Cohesion, coordination, collaboration, and breaking down silos were often used to express a desire for a more visibly unified community. Participants looked to Federation to take the lead. The range of specific suggestions for areas for coordinated action range include:

- Volunteer empowerment and recruitment
- Leadership development
- Communications – effective strategies for informing the community of all that is available
- Security - strengthening the security infrastructure
- Addressing affordability of Jewish life for the middle class
- Strategies for financial sustainability

Graphic: What we Heard



D. Priorities for Action

Connections and Jewish Identity

Infuse the community with a powerful sense of **Jewish identification and community connection**

- Create awareness in Jewish organizations and the Jewish community at large of the need for connectivity and Jewish context in every Jewish organization. Foster an environment of acceptance and inclusion.
- Adhesive and Inclusive – Gather a think tank on inclusion in the Jewish community to develop new strategies for inclusiveness throughout the community.

Program for the Diverse and Modern Jewish Community

Foster innovation in Jewish life, and educational programming and experiences, that reflects the **diversity** of the Winnipeg Jewish community and strengthen Jewish identity in a **modern Jewish context**.

- Jewish Social Networking
- Jewish Program Innovation
- Beyond Welcoming to Friendship
- Jewish Education Options
- Tikkun Olam – Jewish community involvement in Canadian social justice
- Youth Engagement

Caring Community

Demonstrate that the **community cares** about all its members.

- Dignity and affordability – Centralize subsidy access method
- Reduce isolation – e.g. affordable transportation and affordable supported housing for seniors and other adults
- Raise awareness of poverty, advocate for access, support and inclusion in Jewish life
- Emergent needs and Jewish spirituality – hospice care, emergency shelter

Infrastructure and Community Capacity

Develop foundational strategies and plan central coordination services to increase the overall capacity of the Jewish community.

Strategies

- Build bridges and break down silos
- Volunteer Empowerment
- Affordability
- Financial sustainability
- Youth program continuity strategy

Central coordination

- Communications to the community
- Security
- Kashrut
- Leadership development

Community Planning

- Gather data to better analyze and inform community
- Understand long term collective Impact of strategies

E. The Action Planning Committees

Who will address which issues?

The **Jewish Education and Engagement Committee** will be formed by September 2017 and will address action planning in the following areas:

- Jewish Social Networking
- Jewish Program Innovation
- Beyond Welcoming to Friendship
- Jewish Education Options

They will form subcommittees to address community wide collaborations and engagement, and volunteer recruitment, which will also support this action planning.

The **Community Relations Committee** will consider ways of Acting on Jewish Values – Jewish community involvement in Canadian social justice.

The **Community Planning Committee** will form new subcommittees to address the remaining issues, inviting **organizational partners and community members to add their intelligence to the development of action plans**. Some items will require the formation of specialized work groups within these committees.

- The **Adhesive and Inclusive** task force will form a think tank on inclusion and invite conversation on how best to lower barriers for various populations in the community, to address the overarching desire for Connections and Jewish Identity.
- A new **Caring Community Committee** will gather the appropriate partners to address the Caring Community agenda. Some of the issues on this list will require task forces to address specific projects, such as investigation of affordable housing.
- A new **Infrastructure and Community Capacity subcommittee** will invite participation from the Federation Executive and other leadership groups to develop strategy for building cohesion, affordability, financial sustainability, and volunteer empowerment. New work groups are required for communications and leadership development planning while the plans of existing work groups on security and kashrut will be part of future planning reports.

The work groups that identify new policies will table discussion papers with the Federation board and vet the strategies with senior leadership in other organizations as needed.

Community Planning will also take on the matter of understanding and measuring **collective impact**. This approach considers how the community can work cooperatively to gather the data needed and analyze results. These results describe to what extent goals are achieved and in what ways the community changes over the next decade.

These issues are explained in more detail in Appendix 1.

F. Milestones

Winter 2016: Established methodology, began consultations

February - March 2016: Community Planning committee committed to long range planning, beginning with consultations in the community.

April 2016: Proposed consultation methodology

May 2016: Elana Schultz provided consultation guide that scripts the process and trains committee members as facilitators

June 2016: Online starter survey to elicit interest in the Community Conversation process.

July 2016 – March 2017: Community Conversations, notes taken at each session as well as audio recording, no pictures taken to respect promise of confidentiality

- Summer 2016 -Age Friendly Study of Winnipeg Jewish community elders in conjunction with consultations
- Fall 2016 – Susan Freig engaged to guide analysis of data collected
- February – April 2017 – data analysis and theme development

May 2017: Community Forward Planning Day
(preceded by facilitation training, publication of themes and summary data)

We are here. → June-August 2017: Brochure and Report development

September 2017: Announce committees and distribute brochure style report on Community Conversations by the High Holidays

December 1, 2017: For each committee and subcommittee, produce:

- Terms of reference -
 - Description of the subject area – the overall agenda and definitions as required
 - Composition - partners and membership required
- Plan for creating Goals, Deliverables – short, medium, long term
- Timelines and reporting

March 15, 2018:

- First goals and actions, including “low hanging fruit” (early deliverables)
- **Community Planning Committee work plan that reflects the commitment to annual action plan implementation and reporting.**

G. Appendices

1. Community Forward Planning – Framing the Agenda of Action Items	
Each committee will be provided with background papers on the issues raised that is the starting point, with additional materials researched and supplied as needed.	<u>Page</u>
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○ Survey	
○ Results	
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