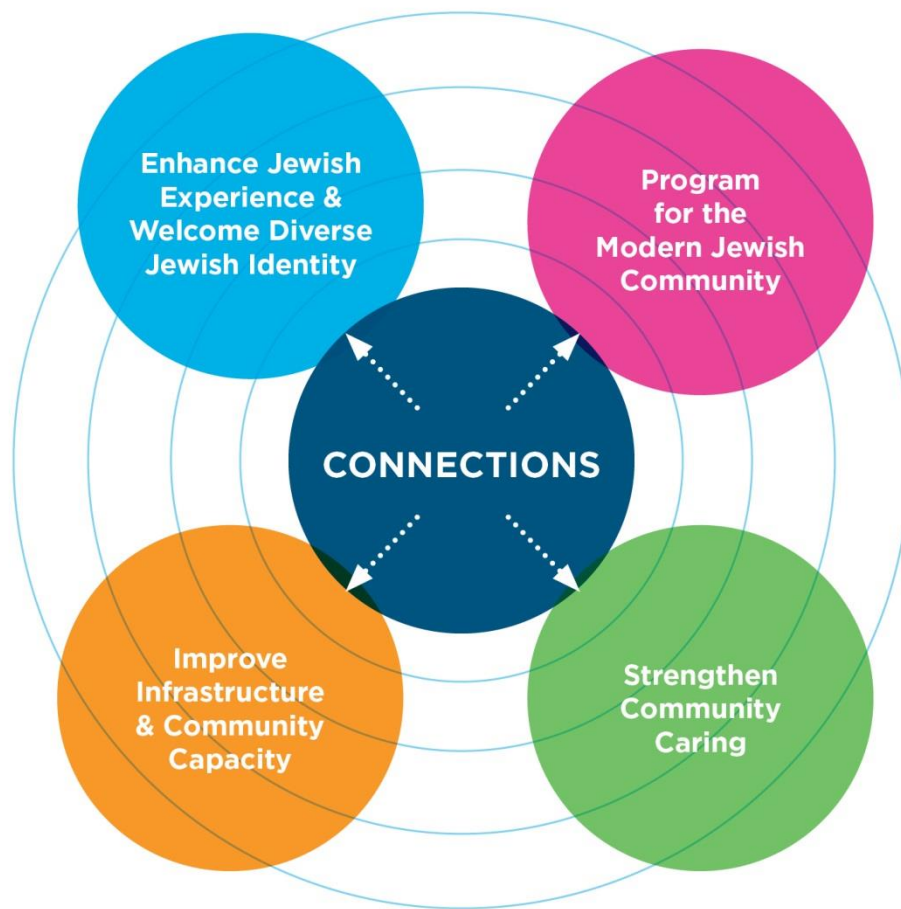


Community Forward: Planning for the Future of the Jewish Community of Winnipeg

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

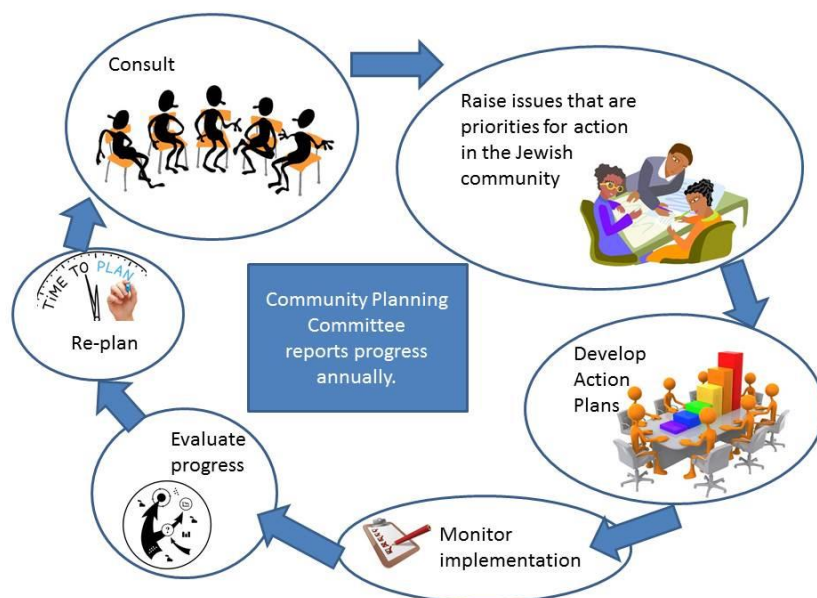
This mandate is outlined in the Federation Bylaws:

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.

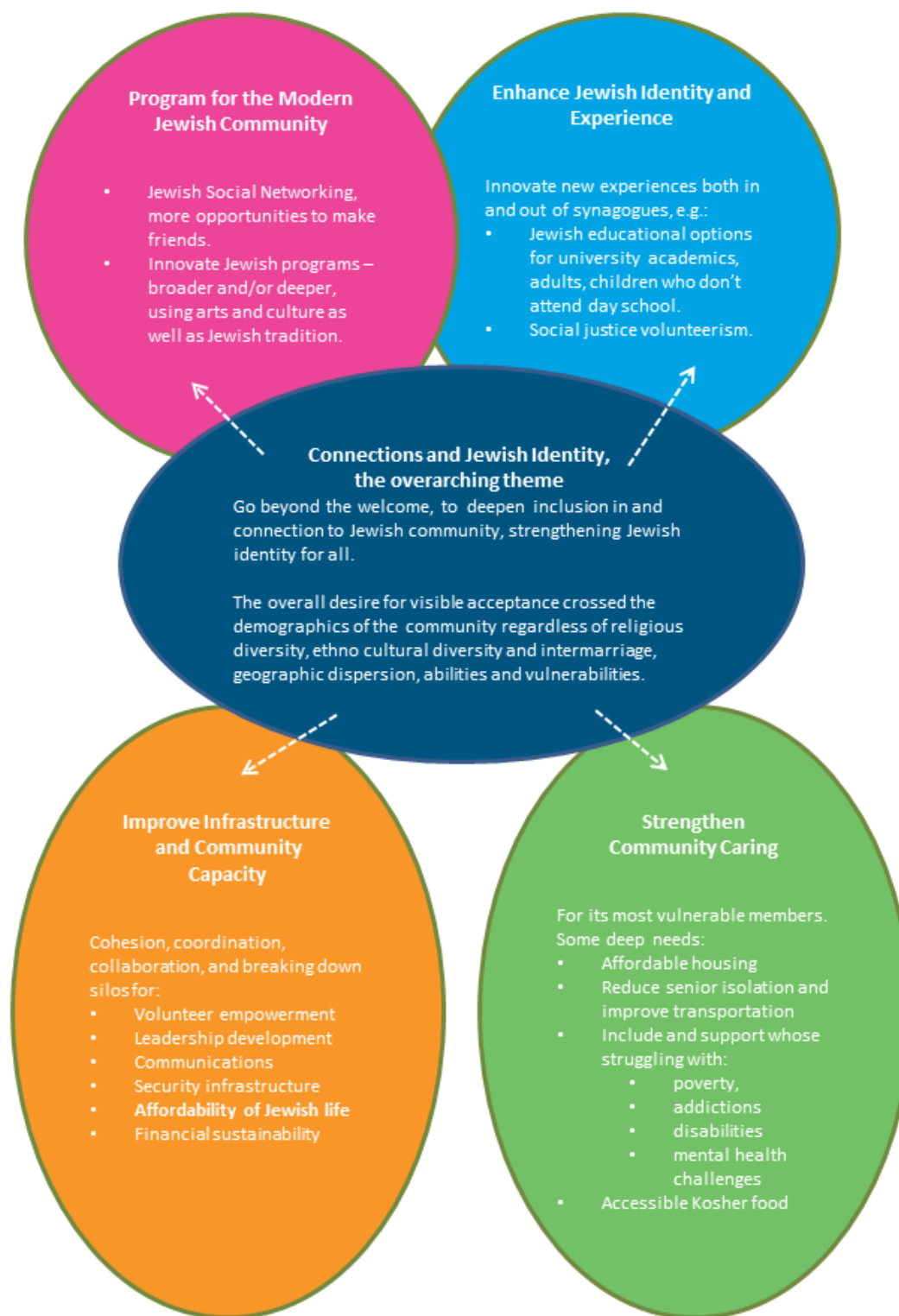
Strengthen Caring Community – A community is measured by the way it treats its most vulnerable members. **Some of the deep needs in the Jewish community were named repeatedly:**

- 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. Page

- Connections and Jewish Identity – The Adhesive and Inclusive Task Force 11
- Jewish Education and Engagement 13
 - 1. Programming for the Modern Jewish Community
 - 2. Jewish Education Options
- Social Justice Volunteerism 24
- Caring Community 27
- Infrastructure and Community Capacity 31
 - 1. Strategic Thinking 32
 - 2. Central Coordination Issues 38
 - 3. Community Planning for the long term 41

2. Community Conversations: 45

The collected documentation and summary results from the consultation process:

- Your Voice Counts 46
 - CEO Email with survey evite
 - Survey
 - Results
- Community Conversations 66
 - Evite samples
 - Facilitator’s Guide
 - Sample forms – registration list, “drawing the current and future”, Summary writing exercise
 - CEO Email with summary and evite for planning day
- Community Forward Planning Day 80
 - Agenda
 - Dotmocracy Totals
 - Consultation Summary
 - Presentation of results
- Specific Results Analyses 108
 - Word count
 - Participant Demographics
 - Data item counts by category

Appendix 1. Community Forward Planning – Framing the Agenda of Action Items

Connections and Jewish Identity

The overarching theme that appeared in every conversation was the desire for and the challenge of feeling strong connections to the community. Who feels included in the community? A relatively small number of strong-willed individuals who are strong in their Jewish identity.

Who feels excluded? A large proportion of those who are participants and obviously non participants in the community. The range includes the full spectrum of views on Judaism and religious practice, diverse geography, people with challenges from disabilities to financial stress, individuals with diverse political opinions that they feel are not accepted or expressed by community leadership, some who are new to Winnipeg and others whose families have lived here for generations, and some of those who are heavily involved in various Jewish organizations.

Words like connection, belonging, outreach, and inclusion were used frequently.

Winnipeg Jews are friendly but don't easily make new friends.

Significant questions:

- How can we best make Jewish Winnipeg a more welcoming place for everyone where any Jew or their loved one can feel that they belong and have a stake in our community?
- What are the characteristics of an inclusive community? What should we strive for?
- What does it mean to feel included in the community?

The challenges include:

Religious Diversity: *e.g. Responding to a strongly expressed view that the requirement to have expensive kosher food at events inhibited event planning and programming, a religious individual wrote back to "note that I indeed value the fact that food served at Federation events is kosher. It is one of the few places ...where I can just eat..."*

One person used very strong language: *"Winnipeg is where Judaism goes to die."* While other younger Jews expressed the wish that their contemporaries would accept rather than challenge their Jewish practice, e.g. choosing to keep kosher or go to shul.

With references to a "religious/secular divide" the spectrum of views was broad. There are those who look for Jewish society without religious practice to find inclusiveness. The word tradition was used to describe having a Jewish milieu without prayer or religious practice as the primary purpose to be together, e.g. havdallah at a Saturday night social event.

Intermarriage: With more than 150 comments related to acceptance of interfaith/intermarried/mixed couples the challenge of acceptance by institutions and community members was clear and pervasive!

Geography: *Are we “putting an end to the north end”* was one of many comments about North Enders feeling left out. (56 references to the North End)

One Winnipegger who grew up in Transcona commented that other Jews were surprised: *Cocooned to the point of being shocked that he went to Transcona on the bus.*

Inclusion and Integration came up for a wide variety of populations including the above as well as: people with disabilities, mental health challenges, addictions, and health challenges; immigrants; elders; those struggling with poverty; gender differences; single parents; and more.

One participant summed it up with two words. The community needs to be more

adhesive and inclusive,

exhibiting the stickiness of belonging and the warm welcome of inclusion.

The Adhesive and inclusive Task Force

Action one: Present the findings and desires of the community to all so that they can adapt their thinking and planning to community needs.

Action two: Hold think tanks:

"Adhesive and Inclusive" - Developing strategies for Inclusion and Integration of special populations

North End
Intermarried/Interfaith/intercultural families
LGBTQ/Gender fluid
Religious Jews
Immigrant integration
individuals with disabilities, mental health challenges, etc.
poor families
single parent families
isolated geographically
Middle aged, single adults
Elders

Action three: Develop an action plan for raising awareness in the community.

Community Forward Planning - Framing the Agenda of Action Items

Jewish Education and Engagement Committee

The newly forming Education and Engagement Committee will take on the discussion of and planning for issues that arose through the Community Conversations consultation process. The mandate of the committee is broad and includes all forms of Jewish education and experience as well as outreach and engagement strategy.

The following major areas are priorities for action planning:

1. Programming for the Modern Jewish Community

Conversation participants brought both new and old ideas to renew emphasizing continuity of engagement of youth as well as innovation. Three areas stood out as areas for action planning.

- a. Jewish Social Networking
- b. Jewish Program Innovation
- c. Beyond Welcoming to Friendship

2. Jewish Education Options

As with other aspects of Jewish life, Jewish education has changed. Four areas were repeatedly highlighted by Conversation participants.

- a. Jewish Studies at the university
- b. Adult Education
- c. Supplementary school education
- d. Dayschool concerns

A note about Jewish experience and informal education: Programs with Jewish content, programs that include Jewish traditions, programs that celebrate Jewish holidays, informal educational programs that teach Jewish traditions without the participants even realizing it, spiritual experiences that don't require the rejection or rigidity experienced in denominational life, innovative approaches to Judaism were all described in consultations.

Young Jews and middle aged Jews who have travelled or lived elsewhere bring back experiences of Judaism and Jewish life that strengthen identity, provide a strong sense of community and peoplehood, and facilitate their Jewish practice. Many look for these positive Jewish experiences from all community programs, across a full range of religiosity.

The full gamut of diverse wishes for Jewish life begins with doing things with other Jews (e.g. "a Tango class at the Campus, cuz I want to learn to dance and I feel Jewish when I'm in the building") and works its way through Jewish crafts to more profound holiday celebrations, all the way to a more supportive environment for being religious and educational programs for those who don't attend dayschool.

Additional Materials available:

- Cultural Ideas list
- Dayschool improvement ideas
- Recent articles on innovation:
 - Design Thinking – Harvard Business Review
 - Seeing the Sounds Internalizing Innovation – eJewish Philanthropy
 - The Power of Belonging
 - Millennials Survey by CIJA (Centre for Israel and Jewish Affairs) on Canadian attitudes to Jewish identity and involvement
- Jewish Federations of North America, Jewish Education and Engagement Blogs
- Slingshot catalogue of innovation grants
- Covenant Foundation project grants showcased through their web page
- JOI Mothers Circle cookbook
- Articles and papers from JESNA, RAVSAK, PEJE, and others on day school, supplementary school, relationships with “charter schools”, etc.
- Rabbi Rick Jacobs on “audacious hospitality”: <https://www.youtube.com/watch?v=Yp5fGPOpXrw>

1. Programming for the Modern Jewish Community

a. Jewish Social Networking

In every conversation the observation was made that it was challenging just to meet other Jews and make new Jewish friends. This sentiment was expressed by young and old, born Winnipeggers and immigrants, young couples and middle aged singles (widowed, divorced, never married), teens and the oldest elders, the most socially adept and others struggling with special needs. While praising the variety of programs offered within the Jewish community it was noted that they tend to be transactional in nature, i.e. buy a ticket, come with your friends, and leave. There are few forums and spaces set aside to meet and make conversation and where you can return again and again.

Friday night as the quintessential Jewish social networking time: There were many references to “tradition” and integrating the Jewish context into the milieu. The most significant time and model for achieving both a Jewish context and creating new opportunities to meet is the Friday night dinner. Under the heading of “low hanging fruit” where significant results can be achieved with relatively few resources and in a short time, promoting more and diverse Friday nights is a prime candidate for implementation.

Shabbat dinner theory – glue that retains identity. And tradition (45 references to Shabbat)

- a. *Replicate the example of a home hosted chavura for kabbalat Shabbat as a community thing – religious, fun, food, and social..*
- b. *Shabbat in My Neighbourhood as modelled by PJ Library in Winnipeg.*

PJ Library’s successful Shabbat in my Neighbourhood home hosted Shabbat dinners with like families (see 2016-2017 Results: IPEG Participant Survey), could be replicated for any special interest or like demographic group. Friday night “Melava malkahs”, receptions after dinner, can be used as business networking mixers or social networking with young or middle aged singles. One participant suggested that the JCC’s Parents Night Out which gathered kids on a Friday night begin with a light Shabbat dinner so families meet each other before the adults go their separate ways for an evening out.

Embracing diversity: There is a desire for acceptance that is clear in the comments that reinforce the Connections and Identity theme. Social networking is a significant part of volunteerism, leadership involvements, and open discussion groups. There is a challenge in that these forms of socialization do not appear to be accepting of diverse views, e.g. divergent views on Israel.

Inclusion and open forum networking: At one point in the history of North American Jewish communities, the synagogue and Womens/Mens groups were the foci for making friends and socializing. With fewer groups that meet monthly and the professionalization of programming, there are fewer opportunities to work on projects with individuals that you will get to know, and who may become close friends.

Book Clubs used to be a group of friends who gathered in someone’s home. As organizational offerings these kinds of special interest activities can go a long way to promote friendships by ensuring that time is built in for socializing, introductions, and empowering participants to shape the group (e.g. book choices, moving into homes, rotating chairs) and form new groups.

New modes of socializing in a Jewish context are required to help Jews meet and befriend each other. While groups of this nature were more organic and natural to the way society operated 50 year ago, they will need to be intentional in their creation and design to achieve the goal in the modern Jewish community.

1. Programming for the Modern Jewish Community

b. Jewish Program Innovation

Community Conversations participants came with ideas and experiences from other places that they wish they could have in Winnipeg, ideas that they think should work here. To understand the value of these ideas, it is necessary to observe the changes in Jewish life of the last 50 years. From congregations forming and building large buildings with thousands of members, liberal Judaism has moved into a time when the children and grandchildren of those founding synagogue and temple members are less inclined even to attend High Holiday services. This diffusion of interest is not restricted to Jewish communities but a reflection of North American society.

The Jewish Education and Engagement field is now focused on innovations that make Jewish education and involvement in Judaism in some way attractive to a generation that is more likely to intermarry and less likely to take out a synagogue membership than the previous 3 generations in North America.

In the Winnipeg Jewish community some of the highlighted requests were practical and doable. However the life cycle for incubating good ideas requires:

- tolerance for failure,
- supporting structures to house programs with services such as web-based registration, handling event finances, graphic design and social media expertise
- pilot funding and/or small program investments on an ongoing basis
- adoption by a larger institution without altering the parameters of the program that made it successful or diffusing the volunteer enthusiasm and ownership

Significant questions:

- Should the action planning on Jewish programming focus exclusively on the suggestions for innovative programs?
- Whose role is it (what is Federation's role) to instigate pilot projects and partnerships to model innovation in Jewish life?
- How can we fund (in small amounts of money) and otherwise empower grassroots projects that promote Jewish life but aren't attached to a charitable corporate entity?
- What about programs that appear in some way competitive to other programs which are ongoing, but where the "new one" may be more effective and may attract new participants?
- What are the criteria for success?
- When programming for the holidays, there are lots of different approaches that are all effective, yet appear to be competitive. How do we foster a culture of acceptance around diverse offerings, rather than encouraging a larger one size fits all activity that in fact is less effective and overall engages fewer people?
- How do we, as a community, revitalize synagogue life as well as support new ways of acting on our Judaism?

Innovative Jewish program Ideas from the community: While the practice of Shabbat offers low barrier Jewish experiences with diverse approaches to traditions, other innovative examples offer providing the Jewish lens in innocuous and attractive ways while acting on personal beliefs and morals.

One comment cut across a variety of issues that need more attention in our programming for children and youth, and indeed for all ages. It hits at the need to facilitate socialization, provide authentic Jewish content in diversely creative ways, and empower volunteers and participants to own the program. Through personal experience in various cities in North America including growing up in Winnipeg, this individual was certain the changes that would improve community programs were entirely achievable!

No heart behind the activities, change the colour and it's the next holiday, not meaningful, couldn't take kids to another Purim carnival that is the same year after year. Too much over stimulation and big events, and not enough small community events with kids they know and recognize.

The following are a sampling of those options and attitudes proposed during consultations. Extensive resource materials and models are available with many more ideas that are scalable and adaptable to the Winnipeg Jewish community.

- **Coordinating the Calendar:** Program staff from Jewish community organizations have been meeting for the last 5 years to consider the calendar and how best to avoid conflicts and look for opportunities to partner. But most of the community is unaware of this history. They are somewhat aware that synagogues are partnering with Federation and the JCC and others on some kinds of programs, but there were frequent references to breaking down silos and building collaboration. Parallel holiday programs are often viewed as “duplication” and more expensive when in reality the offerings are somewhat different and appeal to somewhat different markets. Potential actions:
 - Formalize semi-annual meetings to review the calendar, seek approval from senior management and lay leaders.
 - Publicize the plans and policies/rationale used to decide on program dates regarding multiple programs per holiday.
- **Embracing religious diversity:** Participants identified experiences from other places with post-denominational Judaism, programs that were non-denominational but reinforcing and rooted in tradition. While these various hybrids and non-denominational programs rarely exist in Winnipeg, there is value in embracing this concept and supporting ideas that do not fit the traditional denominational molds.

A simple example is allowing a Shabbat pot luck dinner. Institutions have, of necessity, rules around kashrut and catering that make this challenging or impossible. But chavurot (small groups) overcome these challenges by meeting in homes, agreeing on a menu that satisfies vegetarian as well kashrut needs, and sharing the work to **empower all participants**.

- **Retreats:** Citing experiences as teenagers (Gray Academy High School Retreat with Yeshiva University student leaders, LOL teen retreats, NCSY shabbatons and conclaves, etc.) and family experiences (Aish Hatorah and Chabad shabbatons, family camp) Shabbat retreats came up several times as a transformational, educational and reinforcing experience.

- **Ethical gardening** through a Jewish lens, e.g. *Urban Adamah* and other innovations in society that are practiced with a Jewish lens and teach Jewish values.
- **Moishe House WOW (without walls)**: One example of a program model happening worldwide that could be replicated in Winnipeg is Moishe House.

Founded in 2006, Moishe House launched when four Jewish 20-somethings began hosting Shabbat dinners in Oakland, California for their friends and networks. Fueled by enormous demand for **peer-led, home-based programming from young adults** and their Jewish communities, Moishe House has become the global leader of Jewish life for young adults.

With 102 houses in 26 countries, our model trains, supports and empowers young Jewish leaders as they create meaningful experiences in their local communities for themselves and their peers. Our approach is becoming an increasingly recognized avenue for **young adult engagement that is scalable and easily replicated**. In 2016, our young adult leaders engaged 50,000+ unique participants through 8,500+ programs

See www.moishehouse.org

Moishe House WOW supports young adults running peer led programs without the need to own or run a physical house. With support from the international network, young adults are creating Jewish society for themselves and their peers in much the same way they experienced Jewish society when they went away to university and found Jewish student groups serving Shabbat dinners and holding High Holiday services.

Students who had positive Jewish experiences on campus are challenged to find the same accepting close knit Jewish communities when they move to a new city for work or go back to their home city. The synagogue life they grew up with, if any, often no longer seems as attractive as Jewish life on campus.

Regardless of the campus experience, Jewish young adults, single and couples, are seeking Jewish society and finding it difficult to meet peers as they embark on their careers. Some seek actively. Others take advantage of programs like Moishe House as passive participants. Cuz it's fun!

1. Programming for the Modern Jewish Community

c. Beyond Welcoming to Friendship

Community Conversations highlighted a diverse list of barriers to belonging and inclusion. While many are practical issues of finance and geography and language, a lot of discussion revolved around how hard it is to “break into” established groups. Many Winnipeggers have friends that they’ve known since pre-school. They are friendly in public but aren’t looking for more friends.

Significant Questions:

- Was it easier 50 years ago when sisterhoods and bowling leagues were in their prime?
- Has the revolution in global communications and social media made it harder to behave inclusively? Or harder to make friends?
- How can we re-instill good habits in institutions to create a stronger sense of community and more opportunities to develop friendships?
- There’s the welcome that you get at the door, and then what?
- Friendly Manitoba may be our motto but how do institutions walk the talk?
- You can’t make people be friends.

But can we set ourselves, our community, up for success?

Strategies:

- Make the community aware of the need to befriend as well as welcome.
- Offer assessments and constructive criticism for programmers and organizations.
- Work with institutions to change language, policy, practices. – Create a community of practice around changing the culture of the organization to be inclusive.
- Recruit and train corps of volunteer “Busy bodies”.

Fostering friendships – Attributes of welcoming and inclusive environments. What does a culture of inclusion and **acceptance** look like? No environment is perfect. But some have more inclusive attributes built in.

The camp example:

- When asked, the Director has to think hard about which kids have special needs. But there are actually quite a few. “Oh I know. We have our first special needs counselor, who’s coming with his aid.”
- “Everyone knows that every kid gets an important role in the play. We produce the event as a team.”
- If a small child is unhappy, there is a buddy, a bigger kid, a counselor and eventually a staff member who will work at improving that situation. You can observe it in action at meal times, sing-alongs, games, all the time.
- “Does the kid who’s on a holiday from Ritalin count as special needs?” They can’t make a list of special needs, because it just doesn’t stand out in an environment where everyone’s needs simply have to be met in order to feel part of the camp family, and that’s the basic philosophy.

Facilitating Introductions: Conversation participants from hugely diverse backgrounds spoke of the ways they became involved, even just to come out to the focus group. The invitation went a long way to making the individual feel included and accepted as part of a group.

Who needs/wants/asks for these introductions, and to be made comfortable in Jewish environments?

- Interfaith couples/families
- New immigrants, multiple languages
- All income ranges
- Blended families
- Young families and one parent families
- Middle aged singles

In short, everyone!

Beyond welcoming in shul:

- I need someone to show me the pages and chat with me about what's going on in a place that may be familiar or may be totally foreign. "Bev, come sit next to Sally. She's a regular here." It's Sally's turn to be the helper for new arrivals this week, and a greeter to connect them.
- Someone to introduce me to like congregants, who will voice my desires to them. "Bev is brand new to Winnipeg, on her own, and I bet she'd love to have someplace for Shabbat lunch today. Are you eating at home, no? Going out to Sophie's house? I'm sure she won't mind having one more."
- Everyone knows a "busy body", someone who is unrestrained in asking personal questions and telling other people what they have to do to accept the new person in the room. **How do we institutionalize the role of "busy body"?**

Scripting the increasing stages of welcome and friendship:

Participants who have had high impact experiences can describe what worked!

First contact

- a person who answers the phone, or a call back as promised and in a reasonable time from an answering machine.
- Hebrew or Yiddish words that are also translated to reduce the intimidation of "insider language"
- Answering questions with a yes – "Let me find out and get back to you or have someone call you who can help."
 - E.g. A father calls to ask about how his son can be bar mitzvah'ed when the mother isn't Jewish. The synagogue receptionist answers.
 - Wrong answer: Oh, it takes years for conversion and your son can't start bar mitzvah training until he's Jewish so I guess he'd be about 16.
 - Better answer: I bet the rabbi can help you figure out the best way for your son to embrace Judaism and celebrate his bar mitzvah with the other students his age, but he's not in just now. Can I have him call you back?

- A new arrival to Winnipeg asks the front desk at the JCC “where can I find things for Jewish young adults to do?”
 - Wrong answer: “Well there’s BBYO.” “ But I’m not a teenager.” “Then I guess there isn’t anything. Would you like to buy a full year membership?”
 - Better answer: “ There’s a community phone book with numbers of all the organizations, but I bet our Membership Director would know better than I do the things that might be right for you. Give me a second to call her.”
- Access to normal information: posting service times on the front door, the website, the general voicemail box

Greeters

- A volunteer assigned to the door at an event – Shabbat morning service, new class or program, reception before a performance.
 - “Hi, I don’t think we’ve met. My name is Reva and I’m a regular here.” “Nice to meet you. Why don’t you sit with Sally?”
- Welcoming new people or guests from the pulpit.
- Name tags!

Facilitators

- Conversation leaders at a community table.
- Someone to sit next to you and introduce you.
- Welcoming conversation:
 - “I’m a convert and new to this synagogue.”
 - Wrong answer: “Oh welcome. I bet the bris hurt at your age.”
 - Better answer: “Great. Would you like me to show you around? Are you familiar with our service? Let me introduce you to some other young people over lunch.”

Friendly contacts

- Offer to give someone a ride or go into a program together.
- Invite a new family along with two other families to go to the playground.

Coordinate Shabbat dinner or program attendance matchmaking

- Followup calls after an event.
- Buddy families, host families, etc.

2. Jewish Education Options

Jewish Education has changed as the field of education has changed generally. Schools focus on educational experience and Jewish education is transforming to place more emphasis on experiential education. The promotion and development of camps, youth leadership programs, Israel experiences and the like are educational and transformative.

In Winnipeg there are several areas that arose during consultations that require attention.

- *Jewish Studies at the university:* The last few years have seen a revival of Jewish Studies taught at the University of Manitoba promoted through the Institute for Jewish Studies including religion, history, Yiddish and Hebrew. These courses are not sufficient to constitute a degree program but are parts of other departments. In order to continue, the program needs funding and community support to provide an infusion of energy and encouragement. There are new courses also taught at University of Winnipeg in recent and a potential for collaboration. The key factor to the rise rather than the demise of Jewish studies at the university level at this time is visible community support.

To continue the program in the short term with some stability, a small infusion of funding (\$20,000) is needed. The ideal goal would be to endow or fund a Chair to ensconce the program firmly in the university structure, reducing the vulnerability to university budget challenges.

- *Adult Education:* with academic resources as well as community programs, adults were looking for opportunities for diverse topics and forms of education. From cooking Baba's recipes to Biblical Grammar, wishes for Jewish educational opportunities span the full range of topics and are motivated by the desire to learn as well as the search for a comfortable environment for meeting new friends and discussing relevant issues.
- *Supplementary school education:* Parents of children who are not dayschool students are looking for educational opportunities for their children to learn Hebrew, Jewish tradition, Jewish community and synagogue skills. Each has a particular wish list for their families. In part, these wishes revolve around informal education and Jewish society, particularly for teens. "*Need more convenient opportunity for younger generation to learn about Judaism in a non-religious manner for kids who are not involved in any other Jewish activities.*"
- *Dayschool concerns:* With angst and concern, adults expressed the desire for dayschool education to succeed in Winnipeg as an essential component of vibrant Jewish life. Concerns were raised by parents, graduates, grandparents, and others, who often express gratitude and praise for what they or their families received.

Community Conversation participants often referred to the essential requirement to have a strong Jewish dayschool, raising their worries about sufficient enrolment, financial sustainability, affordability for all, curriculum that builds strong Jews, and academic excellence that would raise the profile and sense of value of the school in the community. The specific comments have been referred to the Gray Academy of Jewish Education.

Significant questions:

- Whose should take the lead in supporting university Judaics? What is the community's capacity to support short term and long term strategies?
- Whose job is Jewish education for kids, teens, adults? Informal, formal, casual?
- What should be the goal in terms of the percentage of children we reach (market penetration) with Jewish education?
- What is the culture change that is expected of community's organizations and institutions?

Specific comments around Jewish Education highlighted several areas of need:

- Strengthen day school;
- Add supplementary primary option;
- Support Jewish Studies at university;
- Add adult ed;
- Make informal adult education and experiences available;
- Make all affordable

Community Forward Planning - Framing the Agenda of Action Items

Social Justice Volunteerism

Participants in the community consultation process mentioned the desire to participate as a Jewish community in the Canadian fabric of social justice advocacy as a means of acting on their Jewish values and Jewish identity. The presence of Jews and Jewish community representation in initiatives that improve Canadian society creates pride in the Jewish community and strengthens their individual identity.

There are individuals who can cite a long standing Jewish community response to correcting societal wrongs that led to involvement in politics, intervenor status in Canadian Human Rights cases and presence in local vigils and rallies. This visibility and presence appears to have faded in recent years with the coming of new approaches from CIJA versus the old Canadian Jewish Congress mandate.

The involvements of Jews of past generations were driven by widely understood Jewish values in caring for each other and repairing the world. These values were retained by Jews who rebelled against religious practice and were a large part of Jewish identity for more secular Jews. The Winnipeg Jewish community developed a track record of being involved in standing up for the vulnerable. As a community with strong secular roots, Jews were famously involved in the Winnipeg General Strike, Manitoba politics, and the leadership of Canadian Jewish Congress.

Older members of the community remember this presence and wonder why we aren't visible the way we were 40 years ago. Younger members of the community express the desire to get involved in societal issues as a source of Jewish identity.

These issues include human rights, combatting poverty, supporting the rights and acceptance of others such as indigenous women, responding to racism, etc.

Significant questions:

- How can we satisfy the desire of community members to have a more visible Jewish presence?
- When should the JFW take a position? Is this determined by CIJA on behalf of Federations?
- What would be the process, time commitment, resource required to **empower volunteers** to be involved in various public issues?
- What would be the positive and negative impacts of getting involved and of not getting involved? How should we set policy about when to get involved?

What people said:

Why was there no one from the Jewish community at the vigil for indigenous women?

The Yazidi initiative is the best thing the Jewish community has done in a long time. I am proud of the Jewish community for reaching out to Yazidis.

How does a community set an example? Be proud of our charitable work, care about others – not just caring for our own community, we have a duty to repair the world. Tikkun olam projects resonate with younger donors to CJA.

Spread our Judaism {Jewish values} as a positive thing in the non-Jewish community.

We should do JServe (a North America Jewish teen day of service in the Jewish and general communities) more often.

“One more Candle” is an example of an initiative to remember the children of the Holocaust and keep the consciousness alive in general society that would prevent another genocide. We can’t convince them to light and that they don’t have to give money.

Social justice tourism has become a thing! You can take 10 friends and go do a project or join a group from an established program. There are a number of trips that take young Jews to underserved areas of the world to improve local communities – e.g. service trips to Haiti, building a school in Africa, etc.

Ensure we live in a civil society, play a role in the larger society.

Let’s do more good stuff, less patting ourselves on the back.

We need more progressive consciousness around social justice issues, elevated consciousness as in own tradition.

A poster board in the front hall of the Asper Jewish Community Campus invited anyone to comment on what should be done to improve the community for the future. Here were two responses most likely from children or younger teens.

- o Plant more trees.*
- o Make the world a better place – Respect*

Action Plan:

Federation (Community Relations) is the conduit for community members to access social justice initiatives, providing some administrative support (e.g. sending out emails to larger lists), taking advantage of our collective contacts and network through Federation's national partners, board members, and staff.

1. Pick top 5 issues that community members would like to get involved in. These are issues of local importance (to our community in Winnipeg) and may be informed by but not determined by CIJA's involvement.
2. Consider the approach to involvement in events on Shabbat and dissemination of information about such events. Develop policy on direct representation, providing information to the community, etc.
3. Recruit community members to participate in public forums around these issues. Determine how there can be involvement on an ongoing basis.
4. Create a broad information dissemination method for informing the larger Jewish community about general community events such as rallies and vigils where Jewish presence is desirable.

The long term expectation is that those issues that have significant traction will attract a growing group of Jewish participants, other issues will be addressed while timely and then dropped.

Community Forward Planning - Framing the Agenda of Action Items

Caring Community Committee

A new sub-committee of the Community Planning Committee will be formed to gather the appropriate partners to address the Caring Community agenda raised through *Community Conversations*. Some of the issues on the list are more actionable, others require strategic thinking to develop approaches that will make change in the long term.

The following major areas are priorities for action planning:

- 1. Affordable Housing for Seniors and for Adults with various challenges**
- 2. Reducing senior isolation**
- 3. Inclusion of and support for those struggling with:**
 - a. Poverty
 - b. Addictions
 - c. Mental health challenges
- 4. Common Assessment/Access Point for Subsidies**
- 5. Emergent needs and Jewish spirituality – hospice care, emergency shelter**

Additional Materials available in each area from Federation Planning files and public initiatives.

1. Affordable Housing for Seniors and for Adults with various challenges

The need:

As adults age, they may reach a moment when they require some assistance with daily living, such as help with meal preparation, laundry, and other tasks. Those who have created and maintained a Jewish home all their adult lives then face living in circumstances that are not conducive to their Jewish life. In addition there are many seniors in the Jewish community on fixed incomes who can not afford to purchase the necessary support services or move into a supported environment that would suit their basic needs even without a Jewish context. This circumstance also affects younger adults with disabilities, mental health challenges, or financial challenges.

What is needed? Participants' words highlighted the needs succinctly:

- *Close to Campus, easy access to the bus*
- *Support services to meet a range of needs and independence*
- *A Jewish home, With access to Jewish society*
- *Kosher food*
- *Affordable for all incomes*

What is affordable?

One of the most modest priced facilities that provides assisted living services in Winnipeg that include lunch and dinner daily, weekly housekeeping, laundry service for a fee, on site health care and management of home care services, recreation activities and more costs in the range of \$2000 to \$3000 per month.

Consider:

- Seniors on Fixed Incomes
- Younger adults on Social Assistance and other benefits
- Spectrum of need for assistance

2. Reducing senior isolation

Reinvigorate the Coalition for Older Adults to plan with organizational partners address the issues that seniors face as they age, including transportation, loneliness and access to community programs, services where they live, etc.

3. Inclusion of and support for those struggling with:

- a. Poverty – Address increased poverty among elders and children
- b. Addictions – Do more for those struggling with addiction
- c. Mental health challenges - Support those with mental health and cognitive challenges to ensure employability, access to and acceptance in the Jewish community

Working with JCFS, select priorities for action which will improve the circumstances for these vulnerable populations.

Significant questions:

- With such a long list of needs and a strong desire for inclusion what is reasonable, possible, doable?

Who needs to be involved in the planning?

- JCFS
- All other Jewish organizations with the potential to be more inclusive
- Target market participants who can speak for themselves.

4. Common Assessment/Access Point for Subsidies

One approach to addressing affordability of Jewish life is to improve the process by which families receive discounted rates for core community services. This process was mentioned both by those who do or might wish to apply, as well as senior communal professionals who see an opportunity to improve and reduce the burden on each organization to assess financial ability.

While the development of a common application form is relatively straightforward, developing a central decision making process will require some thought and negotiation to achieve the appropriate balance for our community.

With comments from community members about not applying because they “couldn’t take the stress”, or refusing to even try to apply since they are not poor, one goal of a new process is clear: Reduce the indignity and intimidation factors in applying for subsidies.

Other potential messages of such a method are not quite as clear:

- It is in the best interests of the community to have families of all income ranges fully involved in Jewish community life. Therefore, the message to middle income families is: “Please ask! We need you.”
- Which is different than the message that comes through some application processes that expects that a family has exhausted all other resources – including grandparents – before they ask for a break.

Significant questions:

- What should every Jew be able to access? How does affordability relate to overall goals like educating every Jewish child?
- How would the application process reflect the different subsidy policies of each organization? or should they be unified?
- Who should judge what is appropriate payment for an individual or family? How do we overcome the reality that the family feels subjected to indignity through this judgement?
- What are the organizational goals and “quotas”?
- Are there additional resources that can be brought into play through a new approach?

Who needs to be involved in the planning?

- CEO and /or CFOs from each organization
- Board Committee Chairs dealing with subsidy policy.

Models to consider:

<https://www.cjtoronto.com/>
Orange County Passport
Calgary’s single access method

Community Forward Planning - Framing the Agenda of Action Items

Infrastructure and Community Capacity

A new sub-committee of the Community Planning Committee will be formed to strategic and coordination challenges raised through *Community Conversations*.

The following major areas are priorities for action planning:

1. Strategic Thinking

- a. Building Bridges/Breaking down Silos
- b. Volunteer Engagement and Empowerment
- c. Incubating and fostering small group activity
- d. Affordability of Jewish life
- e. Financial sustainability
- f. Youth Program continuity strategy

2. Central Coordination Issues

- a. Communications to the Community
- b. Security
- c. Kashrut
- d. Daycare
- e. Leadership Development
- f. Employment and business networking

3. Community Planning for the long term

- a. Gathering data to better analyze and inform community
- b. Understanding long term Collective Impact of strategies

1. Strategic Thinking

a. Building Bridges/Breaking down Silos– fostering collaboration/coordination/cohesion from the top down

Words like cohesion, coordination, collaboration, leadership, and breaking down silos were used to describe a general desire that there be more leadership shown in various areas, sometimes specifically pointing at Federation as the host of the consultations as being the appropriate entity to take the lead as a coordinating body. These suggestions included:

- building community cohesion
- developing leadership;
- coordinating the calendar;
- bringing together partners for collaboration;
- finding sponsors;
- acting as visionaries.

One of the key thoughts that came up in different contexts was that leadership need to be more diverse and inclusive. A perception of leadership that the same people were recycled from one organization to another was expressed as needing to “break up the old boys club”.

Federation is expected to take the lead in building community cohesion, breaking down silos and developing community wide strategies for many diverse needs, including a few specific strategies:

- Recruiting and retaining Orthodox and traditional Jews
- Jews supporting Jews – There were a number of individuals who expressed the need for the community to support business and employment networking where:
 - Those looking for employment or career opportunities could be connected with other Jews who would help provide opportunities
 - Professionals and entrepreneurs would be supported in their business and professional practice by other Jews who would give preference to patronizing Jews over others in a relevant field.

Significant questions:

- What is Federation’s role as a convener vs visionary leader?
- How do agreements to work cooperatively get transmitted as boards and senior staff change?
- What needs to be in place to ensure that relationships are built and retained for the long term?
- When is competitiveness between organizations healthy?
- What are the compelling reasons to work cohesively?
- Are cohesion and diversity opposites?

Who needs to agree: Start with organizational presidents and CEOs.

b. Volunteer Engagement and Empowerment

There were upwards of twenty specific examples of individuals who had made offers to create/lead/run/help with programs that they thought were being accepted where in the end they experienced rejection. This rejection was seen diversely as ageism, rejection of youth, too innovative, lack of interest in unaffiliated Jews, political ideological rejection (e.g. too left), and a “we don’t do that or do it that way” rejection of ideas.

Volunteerism is the lifeblood of our community but it seems that there is work to do in regaining the habit of accepting volunteer offers.

Baby Boomers, as they have throughout their aging, once again define the needs in this regard to engage the cohort who have time, resources, and dollars. They express the desire to get involved but without the restrictions of the work that is being offered.

- *I’m not just going to usher anymore. I want to do something meaningful.*
- *Too many gatekeepers*
- *One participant had a written proposal to create a program for elders by elders and another proposal to run a series of programs for university students. Both programs used the knowledge and skill of retired individuals to teach art, mentor youth, or create opportunities for learning and debate. All the options were turned down by multiple institutions.*

While a quick solution might be to join forces on recruitment ads, and a medium term solution might be to share a volunteer coordinator, there is a larger overarching issue, i.e. re-instilling the culture of empowering volunteers that was so effective in the 20th Century building of Jewish community.

Significant questions:

- How can we empower volunteers to undertake the programs, services and work that interest them without inhibiting their enthusiasm with the effective message that the volunteer offer does not fit with the organizational vision?
- How do we embrace creative offers without diluting the purpose/vision of the institution?
- Is empowering volunteers to do what they want to do the *magic bullet* that will ensure future sustainability or the *Achilles heel* that will bring down institutions?

c. Incubating and fostering small group activity.

Significant questions:

- **What is Federation's role in supporting new groups and programs? Who should incubate new things? Who should pilot? How can Federation be a conduit to start, facilitate, incubate?**
- **Who and how can the community foster programs that never grow into independent entities?**

d. Affordability of Jewish Life in Winnipeg

Almost every Community Conversation touched on the costs of living Jewishly. When asked about barriers to involvement, cost came up first before discussion dived deeper into less tangible barriers and other issues. More than 130 direct references in conversation notes to affordability, cost, and how expensive Jewish life is were recorded. It should be noted that most often this was not mentioned in the context of affordability for those living with poverty but rather the larger group of families and individuals who find cost to be a barrier to full participation in Jewish community and Jewish life

The solutions are diverse enough to be studied in much greater depth. It is an issue that ever community in North America struggles with! But will require a “made in Winnipeg” strategy that reflects our community’s values and funding base.

Significant questions:

- What should every Jew be able to access? How does this relate to overall community goals?
 - E.g. the Vision for the Koschitzky Centre for Jewish Education in Toronto is:
“We believe that every Jew should have a youth and young adulthood filled with multiple, high impact Jewish experiences.”
which reflects the current intelligence in Jewish Education and Engagement.
- Who should judge what is appropriate payment for an individual or family? How do we overcome the reality that the family feels subjected to indignity through this judgement?
- What does it mean to be affordable? How do we assess what the market will bear?
- What is the goal in terms of engagement of community and market penetration?
- How do we know what the market penetration is?
- What if the price were free but there were still barriers to participation?
- Is it useful to compare ourselves to other communities when developing goals? E.g. If some large communities think it’s good enough to have 10 % of the community’s children in dayschool, does that inform our goal setting for Winnipeg? Don’t we want every child to get a Jewish education?

Approaches to solving the affordability challenge:

- a. Create more grass roots, low cost options for education, recreation, Jewish culture.
- b. Lower the cost of key programs and services.
- c. Increase the pool of dollars available to subsidize.
- d. Improve the subsidy application process to make it more inviting and accessible.

e. Financial Sustainability

There is certain angst over all the needs and desires of the community and the financial sustainability of all the programs and institutions required to satisfy these diverse needs/desires/requests. This was voiced several times by senior community professionals and echoed by lay leadership.

Significant Questions:

- What should be sustained? And who makes the decisions?
 - See Community Planning – analyzing collective impact opposite common goals and priorities is a starting point
- Where is there room for the innovation and transformation that keeps community's engaged and fresh, i.e. how can new programs be integrated and funded? What should be retired?
- Are the established structures prepared for the necessary change? What are the structural changes required?
- With such complex funding sources and sponsorships in each organization what is necessary to achieve sustainability? Where are we most vulnerable as a community?
- Are there risks to be mitigated in depending on more government funding, more agency fundraising, ever increasing user fees?
- Are there new funding models that better reflect sustainability and adaptation?
- Are there systemic changes that can be made to reduce costs and empower volunteers?
- Are there systemic changes that would create an inherently lower cost model to achieve the same goals? What are the goals?
- What are the roles of Federation's annual allocations and Foundation's annual grants in meeting the same needs?
- What assumptions should be made as the starting point?
 - Optimistic or pessimistic views of the economy generally
 - Fundraising limitations – *"We can't do everything."*
 - Fundraising trends and the viability/desirability of central campaigns versus targeted fundraising into the future.

Approaches to minimizing costs and cooperating on fundraising while long term strategy is being developed:

- Examine the potential to share services across Jewish organizations in areas such as:
 - Marketing and design
 - Social media
 - Bulk purchase of supplies (some of this is currently in place)
 - Volunteer management
 - Fundraising campaign administration and consultation
 - Other common functions
- Re-form the Multiple Appeals Commission to be more effective for all
- Create a mechanism for incubating and particularly fostering grassroots, small group programs throughout the community. (Empowering volunteers to minimize staff costs.)

Analyzing the changes in Funding for the same beneficiary agencies from 2010 to 2017

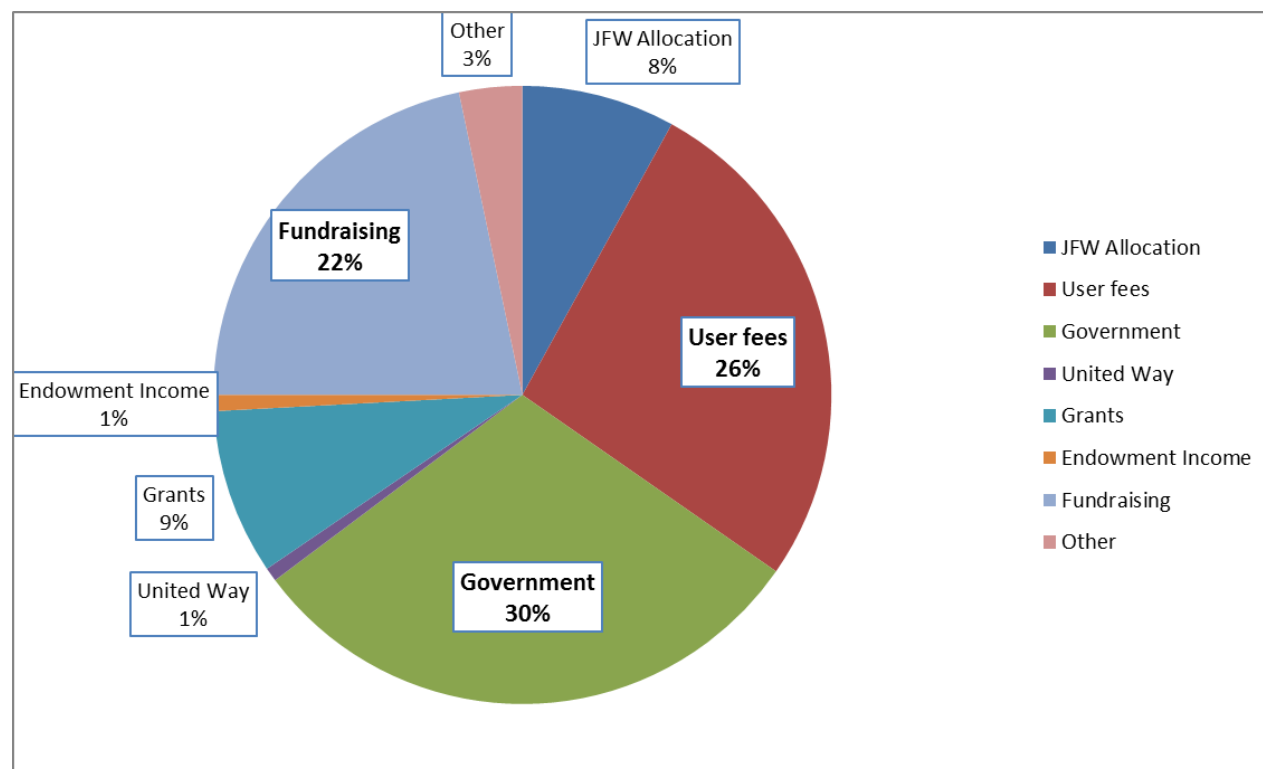
Note that the Simkin Centre and JLI are currently beneficiaries but are not included in total numbers for 2017 to enable comparison.

Material provided for the 2017 Allocations process was used as the source. Revenue was divided or re-divided into the following categories for each agency and then totaled across agencies.

2017 Equivalent agencies to 2010			2010		
Total		Percentage (%)	Total \$	Revenue Type	Percentage (%)
\$2,652,500	JFW Allocation	11%	\$ 2,266,130	JFW Allocation	12%
\$9,865,813	User fees	42%	\$ 8,583,422	User fees	46%
\$7,689,853	Government	33%	\$ 6,241,383	Government	33%
\$458,500	United Way	2%	\$ 423,530	United Way	2%
\$199,000	JFM Grants	1%			
\$619,005	Other Grants	3%	\$ 400,835	Other Grants	2%
\$340,292	Endowment Income	1%	\$ 299,465	Endowment Income	2%
\$1,441,504	Fundraising	6%	\$ 396,989	Fundraising	2%
\$268,769	Other	1%	\$ 110,320	Other	1%
\$ 23,535,236	without Simkin/JLI	100%	\$ 18,722,074		100%

Dollar increase for same agencies \$4,813,162
 % Increase in total funding for same agencies 26%

Where do the new dollars come from?



Given three main sources of new dollars, where are the risks to sustainability?

- What if government policies and funding strategies change, particularly MB funding sources? In fact, Provincial funding streams have decreased and are under stress, resulting in decreases in funding for the 2017-18 fiscal year.
- With Affordability as a major issue, increased User Fees may not be sustainable or may not continue to increase.
- Agencies are successfully fundraising in addition to the CJA Campaign. Are there implications to Campaign?
- Endowments are a significant thrust in community fundraising but not visible in funding operations of agencies. At what point can they be expected to start funding a significant proportion of annual operating?

f. Youth Program continuity strategy

Serious concerns are often expressed by parents, grandparents and other adults about the engagement of and continuity of involving youth and young adults, especially keeping the connection from pre-teen to teen to college to young adult.

Additionally the question is often asked “where are the young people?” This reflects the desire by all to have the next generations planning now for their peers and ensuring the future of the community.

Significant questions:

- What are normal patterns of involvement for teens, students, young adults?
- How can organizations work together to ensure continuity of contact?
- What about teens who aren’t involved anywhere?

2. Central Coordination Issues

a. Communications to the Community

The Effective Communications Challenge!

"I want to know what's going on in the community. No, I don't read email anymore and I don't get the Jewish paper anymore!"

"If you want to reach me it better be on Facebook."

"I don't use a computer. That's ridiculous."

"Facebook? That's passé. We mostly communicate by text."

Both individuals and organizational representatives voiced the need to have information available, accessible, and used by community members; information about all the potential programs and events that they might want. But organizations express frustration at the amount of work it would require to reach different target groups with ever changing strategies that would keep up with technology trends, while individuals express frustration over there being too much to read and search and locate.

As an issue that faces everyone, the significant question is how can we work together for everyone's benefit?

b. Security

Questions related to Security were raised a number of times, primarily by individuals who worked for the Jewish community, reflecting concerns that parents and community members raised with them. Security is a challenging subject to discuss in the public sphere. Security measures are often invisible to the untrained eye, achieved through means that minimize disruption and open flow of traffic. Questions regarding security on the Asper Jewish Community Campus are referred to the Executive Director who works with consultants, management of campus organizations, and the board of directors to ensure security is in place and enhanced as needed.

Security in other community institutions is supported through the expertise supplied through CIJA who offer an expert to do audits and assist with access to grants.

While the Community Planning Committee may ask for updates, it will be difficult to report on actual improvements to security over time.

c. Kashrut

Participants in Community Conversations frequently mentioned the availability, accessibility, and affordability of kosher food, particularly kosher meat. They mentioned the desire for fresh kosher meat and poultry but often stressed frustration about the cost of kosher meat in any case. This update is provided through the Jewish Post in August:

“The Vaad Hakashrut Winnipeg (VKW) is dedicated to ensuring the Jewish character of Winnipeg by offering a high standard of Kosher supervision. To date, the VKW supervises a number of Winnipeg establishments that include Schmoozers Café at the Campus, Desserts Plus, Gwen Selter Creative Living Centre including their Kosher Meals on Wheels program, Gunn’s Bakery, The Saul and Claribel Simkin Center, and the RBC Convention Centre.

The VKW has a dedicated and committed staff of Kosher supervisors known as Mashgichim, who spend a minimum of two hours daily supervising each establishment. In addition, there are spot visits at each establishment ensuring an even greater level of reliability.

The VKW works closely with the Jewish Federation of Winnipeg. Members of the Federation, including Chief Executive Officer Elaine Goldstine and Federation President Adam Levene, sit on the VKW board and a task force committee chaired by Bob Freedman was established to help promote and grow Kashrut in Winnipeg.”

The Kashrut Committee will be asked to contribute to the regular reporting to the community that will be undertaken by the Community Planning Committee.

d. Daycare

Over a 25 year period, the need for licensed child care has outstripped the development of childcare spaces in the Jewish community on a daunting scale. Each time spaces were added, waiting lists doubled, reflecting a similar pattern generally in Manitoba.

Early childhood education has proven essential for raising Jewish children in many studies of North American education systems, yet it is hard to satisfy the need. It is proven feeder into dayschools, JCCs, camps, etc.

Significant Questions:

- Is there a means of fostering smaller childcare programs that would enhance the number of spaces available without requiring any one organization to push beyond their capacity?
- What is the Federation’s role in coordinating the development and support of early childhood education?

e. Leadership Development

At one time there were young leadership development programs, and a department of Federation that promoted leadership development and volunteer management. It is timely to re-establish leadership training that will promote good leadership and provide training to increase the capacity of the community to run successful non-profits.

Significant Questions:

- What are the priorities and who would “buy in”?
- What is the Federation’s role?
- How does the community ensure that boards reflect the diversity of the community in age, economic status, culture and language, etc.?

f. Employment and business networking

Immigrants, young adults, adults going through career changes for various reasons and those who are building new businesses and professional practices look to Jewish community to help make contacts for employment, career advancement and business. While various pieces have been tried in various agencies over the years, there is no central coordination to support this process.

Significant Questions:

- Whose role is it to coordinate and access community members as mentors and contacts in particular fields?

3. Community Planning for the long term

a. Gathering data to better analyze and inform community

The ongoing work of Community Planning is informed by information from various sources:

- The Canadian Census, re-issued as the National Household Survey, has provided some data on Jewish community population from the end of decade census in 1991, 2001, and 2011. While some of the data continues to be useful in trend analysis, it is limited to population numbers, ages, geography, household information and income. This depends on data being collected about religion and ethnicity, which may no longer be available.
- North American studies tend to study Jewish community trends in the U.S. but have some significant applicability to Canadian communities. These studies can reach beyond the demographics to ask questions about attitudes and behaviours regarding religion, Israel, etc.
- Large service delivery program centres study the effectiveness of the programs they fund and provide valuable trend data that can inform decision making.
- From time to time it is necessary to study our own community through surveys and other means to get more specific information about Winnipeg's Jewish community. Using student grants, and tailored approaches it is possible to conduct research that adds to our base of information about population and evaluation of the Jewish community programs and services they use or need.

At this time, it is valuable to reach beyond the current data, to analyze meta data available that will create a baseline for looking at our community.

Data Mining Baseline project

Gather data to be analyzed by a third party to determine the **affiliation rate** and more about patterns of connection in Jewish organizations for Winnipeg Jews, data that can be use to inform planning initiatives for Jewish programs in the next 5 years for all participating organizations. This will also provide a base line to use in developing additional research initiatives. By using a third party there is no risk of violating privacy laws, and every opportunity to build up a body of facts and intelligence about the community as a whole.

b. Understanding long term Collective Impact of strategies

Community Planning is “the long game”. The investment of time and effort annually to monitor and examine community issues and develop long term strategies assumes that there is a way to establish long term goals and then determine whether those goals are met.

There are a huge number of methodologies available for establishing goals and evaluating programs. Those tools can be helpful to all our committees discussing strategy and working with other Jewish organizations.

In order to look beyond the one year horizon, the Federation needs to commit to the research and work involved in facilitating the evaluation of long term, collective impact. **How do tell if we are succeeding in reaching our BHAGs – our Big, Hairy, Audacious Goals – the goals that articulately describe the landscape of vibrant Jewish community 10-20 years from now?**

Appendix 2 : Community Conversations:

The collected documentation and summary results from the consultation process:

- Your Voice Counts
 - CEO Email with survey evite
 - Survey
 - Results
- Community Conversations
 - Evite samples
 - Facilitator's Guide
 - Sample forms – registration list, “drawing the current and future”, Summary writing exercise
 - CEO Email with summary and evite for planning day
- Community Forward Planning Day
 - Agenda
 - Dotmocracy Totals
 - Consultation Summary
 - Presentation of results
- Specific Results Analyses
 - Word count
 - Participant Demographics
 - Data item counts by category
 - Ideas from the Community

Appendix 2 : Community Conversations:

Your Voice Counts

- CEO Email with survey invite
- Survey
- Results



CEO Email May 2016



Jul 6, 2016

0

ceo email may 2016 1

May 2016

Dear Community Members,

I hope you had a great Passover.

We look forward to seeing you at the [Kavod Evening](#) on May 18, 2016 at 7:30 p.m. at Congregation Shaarey Zedek, 561 Wellington Crescent.

We are happy to welcome to the Federation Family, Regina Teplitsky as our new Campaign Manager.

The Community Planning Committee is pleased to announce the launch of a new broad based community planning process. The first step is to embark on a broad based consultation process to hear the voices of community members, culminating in a planning day next winter, a prelude to action planning for the long term. Carol Duboff, Chair, is excited to get started. "It's timely to listen to the community and factor the diversity of views that our community enjoys into the actions of our leaders and organizations for the next ten years."

Every voice counts and every member of the Jewish community is invited to:

- [Answer](#) a short survey
- [Attend](#) a Community Conversation
- [Volunteer](#) for an action planning task force

Contact [Faye Rosenberg-Cohen](#) for more information.

Our heart goes out to the community of Fort McMurray affected by the devastating wildfires. Those wishing to, may [donate online](#).

Canada's next census is currently being conducted. Census packages have been delivered to households across Canada, providing residents with the information they need to complete their questionnaire online or on paper. Completed questionnaires will provide valuable information that will be used by all levels of government to make decisions about your neighbourhood and community. Information obtained through the census is needed to plan services such as child care, schooling, family services, housing, public transportation and skills training for employment. Complete your census [online](#).

Come out to support our Budding Philanthropists at this year's [Book Sale](#) in support of Yazidi refugee children on Sunday, May 15, 10 am-1 pm and Monday, May 16, 3:30-4:30pm.

Join us on Sunday, May 22 from 3:00-8:00 pm at Six Pines Farm as we celebrate Yom Yerushalayim and Lag Ba'Omer! Advance tickets are available [online](#).



Elaine Goldstine
Chief Executive Officer

Upcoming Events:

Budding Philanthropists [Book Sale](#) in support of Operation Ezra | May 15

[Kavod Evening](#) | May 18

[Yom Yerushalayim and Lag Ba'Omer](#) | May 22

[YAD Goes to the Movies](#) | June 1



0 COMMENTS

[Add Comment](#)

**Women's Philanthropy Closing
Event**

CEO Email June 2016

Your voice counts!

The Community Planning Committee is mandated to plan for the future of the Jewish community. We want your input about the entire Jewish community including schools, camps, synagogues, community centre and more. As well, we hope you will participate in one of many Community Conversations in the next 6 months.

Please answer the following short survey to begin our planning in 2016.

(You may receive the link to this survey from multiple sources. Please fill it out only once per person. But if someone else you know didn't receive it please pass it on.)

* 1. How well does the Jewish community do in the following areas?

	Excellent	Fair	Poor	I don't know	N/A - not a responsibility for the Jewish community
Social events for adults 40 plus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teen youth groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jewish education after school hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and Fitness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jewish Cultural Arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choice in prayer services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kosher food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Early Childhood Education (daycare, preschool, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addiction support services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services for lower income households	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dayschool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jewish Holiday celebrations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communal Shabbat dinners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment Networking Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elderly Persons Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Circumcision (Brit Milah)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services to help newcomers settle in our community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programming for young adults/young professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusion of individuals with varying abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engagement of intermarried families	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integration of diverse minorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is missing from the list that would be beneficial to the Jewish community?

* 2. Where do you see gaps in service in the Jewish community, now and in the next 5 years?

	Not at all	Somewhat	Biggest gap
Child Daycare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Synagogue Choices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable Senior Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer Opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seniors' Recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there a major gap missing from this list?

3. Do you use services from any of the following?

	Yes	No
Synagogue	<input type="radio"/>	<input type="radio"/>
Jewish/Hebrew Dayschool	<input type="radio"/>	<input type="radio"/>
Rady Jewish Community Centre	<input type="radio"/>	<input type="radio"/>
Events at the Asper Jewish Community Campus	<input type="radio"/>	<input type="radio"/>
After School Hebrew School	<input type="radio"/>	<input type="radio"/>
Services from Jewish Child and Family Service	<input type="radio"/>	<input type="radio"/>
Your neighbourhood community centre	<input type="radio"/>	<input type="radio"/>
Neighbourhood public school	<input type="radio"/>	<input type="radio"/>
Jewish daycare	<input type="radio"/>	<input type="radio"/>
Neighbourhood daycare	<input type="radio"/>	<input type="radio"/>
Jewish resident camp (e.g. Camp Massad, BB Camp)	<input type="radio"/>	<input type="radio"/>
Jewish day camps	<input type="radio"/>	<input type="radio"/>
Other Winnipeg daycamps	<input type="radio"/>	<input type="radio"/>
Other resident camps in Manitoba and Ontario	<input type="radio"/>	<input type="radio"/>

* 4. What programs and services offered by Jewish organizations that are not listed above do you use now?

* 5. Please give us some demographic information

Your postal code

Age

Your household (single,
couple, family with
children, etc.)

6. Would you participate in a conversation about the future of our community? (Check all that apply.)

☐ in a small group

☐ at a public forum

☐ one on one

Other (please specify)

7. Please provide contact information in order to invite you to a conversation.

Name

Email address

Best phone number to
reach you

8. Thank you for taking the time to answer this survey!

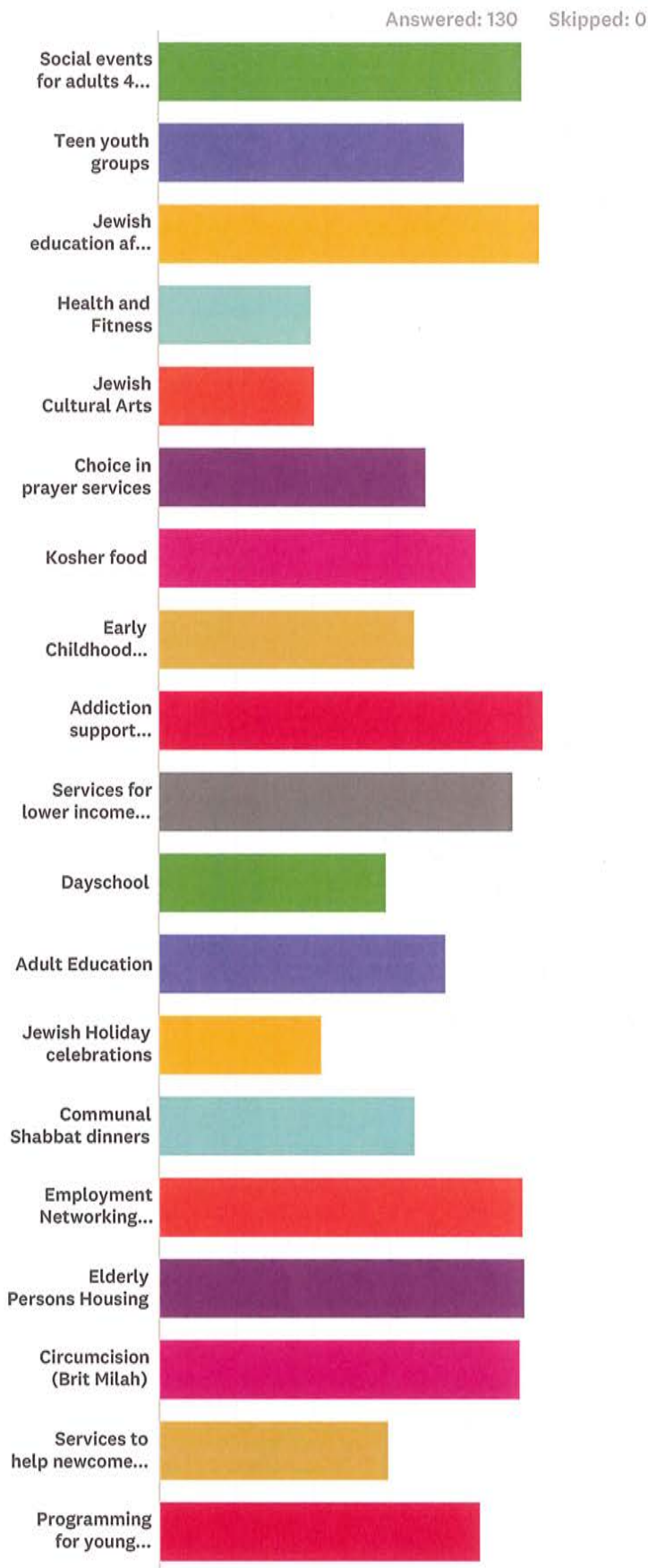
Would you like us to email results back to you when they are available?

yes

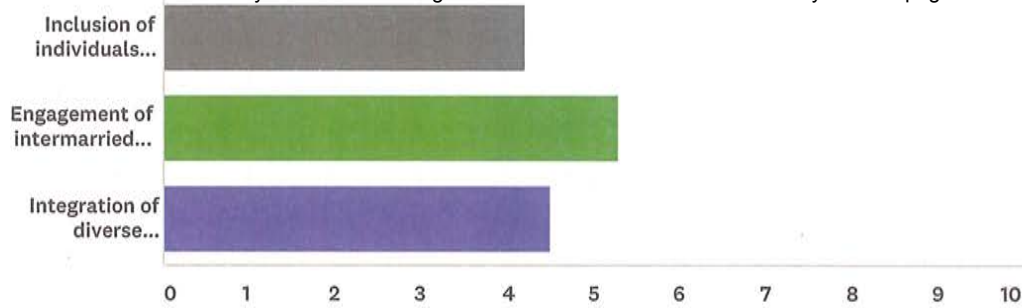
I'd like to see the results of this survey.

☐

Q1 How well does the Jewish community do in the following areas?



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



	Excellent	Adequate	Poor	I don't know	N/A - not a responsibility for the Jewish community	Total	Weighted Average
Social events for adults 40 plus	6.92% 9	18.46% 24	36.15% 47	36.92% 48	1.54% 2	130	4.72
Teen youth groups	16.92% 22	31.54% 41	21.54% 28	29.23% 38	0.77% 1	130	3.98
Jewish education after school hours	4.62% 6	17.69% 23	26.92% 35	50.00% 65	0.77% 1	130	4.96
Health and Fitness	59.23% 77	30.77% 40	1.54% 2	5.38% 7	3.08% 4	130	1.98
Jewish Cultural Arts	60.00% 78	30.00% 39	3.85% 5	5.38% 7	0.77% 1	130	2.03
Choice in prayer services	23.85% 31	36.15% 47	18.46% 24	19.23% 25	2.31% 3	130	3.48
Kosher food	10.77% 14	31.54% 41	38.46% 50	18.46% 24	0.77% 1	130	4.12
Early Childhood Education (daycare, preschool, etc)	33.08% 43	29.23% 38	13.08% 17	23.85% 31	0.77% 1	130	3.32
Addiction support services	7.69% 10	16.92% 22	9.23% 12	64.62% 84	1.54% 2	130	5.00
Services for lower income households	10.77% 14	22.31% 29	16.92% 22	49.23% 64	0.77% 1	130	4.61
Dayschool	36.15% 47	36.92% 48	11.54% 15	14.62% 19	0.77% 1	130	2.95
Adult Education	18.46% 24	37.69% 49	17.69% 23	24.62% 32	1.54% 2	130	3.73
Jewish Holiday celebrations	52.31% 68	37.69% 49	7.69% 10	0.77% 1	1.54% 2	130	2.12
Communal Shabbat dinners	24.62% 32	40.77% 53	15.38% 20	16.92% 22	2.31% 3	130	3.33
Employment Networking Services	7.69% 10	17.69% 23	33.08% 43	39.23% 51	2.31% 3	130	4.72
Elderly Persons Housing	6.15% 8	25.38% 33	16.92% 22	50.00% 65	1.54% 2	130	4.74
Circumcision (Brit Milah)	13.85% 18	14.62% 19	13.85% 18	54.62% 71	3.08% 4	130	4.69
Services to help newcomers settle in our community	36.92% 48	33.85% 44	14.62% 19	13.85% 18	0.77% 1	130	2.97
Programming for young adults/young professionals	13.85% 18	30.77% 40	20.77% 27	33.85% 44	0.77% 1	130	4.16

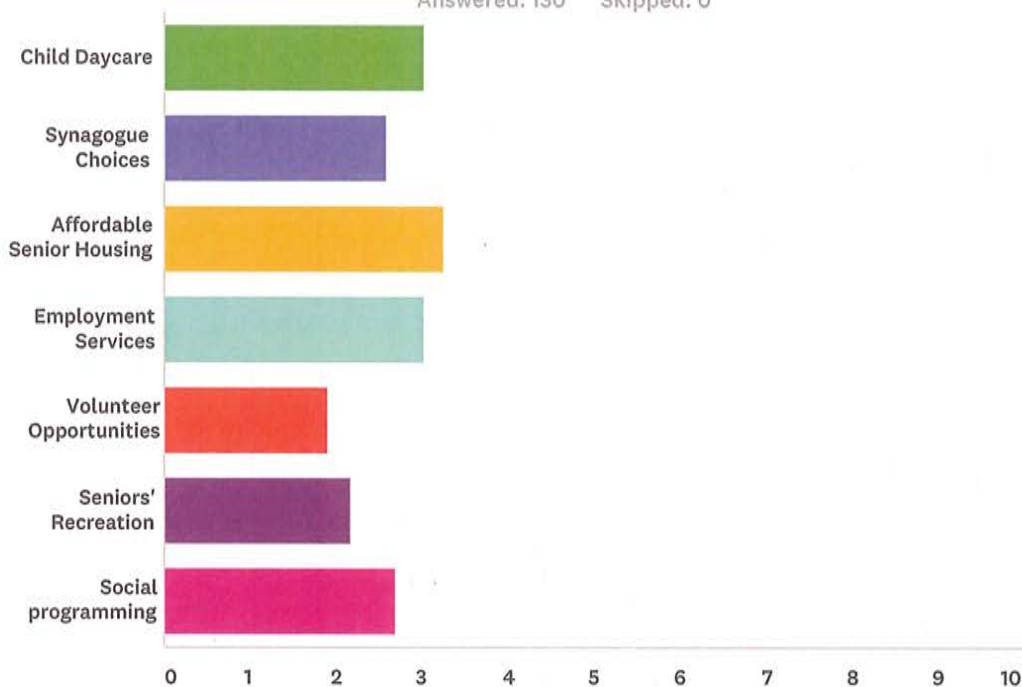
Community Forward: Planning for the Future of the Jewish Community of Winnipeg

Inclusion of individuals with varying abilities	14.62% 19	30.00% 39	13.85% 18	40.00% 52	1.54% 2	130	4.20
Engagement of intermarried families	2.31% 3	11.54% 15	23.08% 30	60.77% 79	2.31% 3	130	5.29
Integration of diverse minorities	10.00% 13	23.85% 31	22.31% 29	40.00% 52	3.85% 5	130	4.50

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

Q2 Where do you see gaps in service in the Jewish community, now and in the next 5 years?

Answered: 130 Skipped: 0

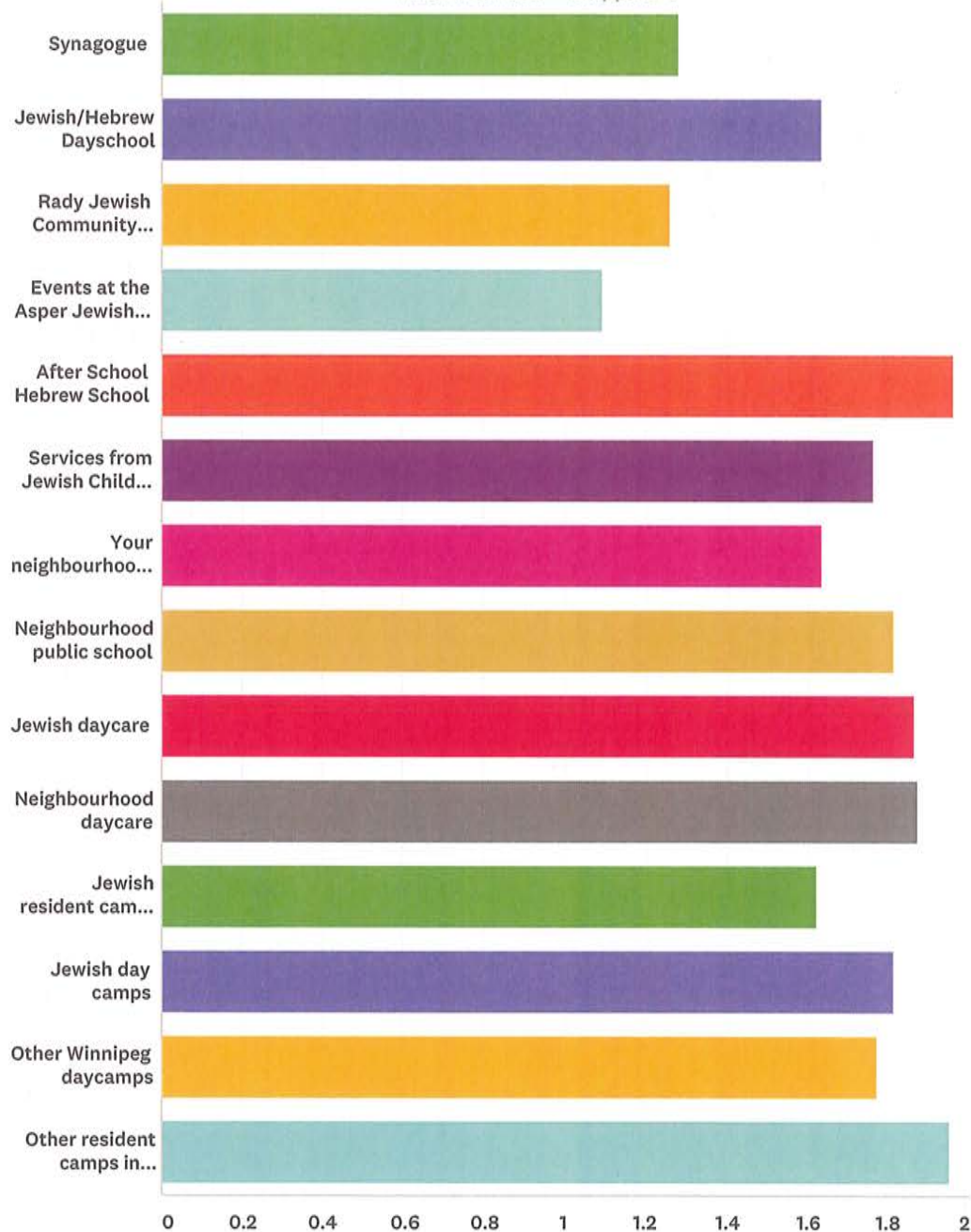


	Not at all	Somewhat	Biggest gap	Total	Weighted Average
Child Daycare	26.05% 31	46.22% 55	27.73% 33	119	3.03
Synagogue Choices	42.62% 52	35.25% 43	22.13% 27	122	2.59
Affordable Senior Housing	22.12% 25	42.48% 48	35.40% 40	113	3.27
Employment Services	20.72% 23	56.76% 63	22.52% 25	111	3.04
Volunteer Opportunities	63.56% 75	27.97% 33	8.47% 10	118	1.90
Seniors' Recreation	50.00% 56	41.07% 46	8.93% 10	112	2.18
Social programming	32.48% 38	50.43% 59	17.09% 20	117	2.69

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

Q3 Do you use services from any of the following?

Answered: 128 Skipped: 2



	Yes	No	Total	Weighted Average
Synagogue	72.44% 92	27.56% 35	127	1.28
Jewish/Hebrew Dayschool	36.51% 46	63.49% 80	126	1.63
Rady Jewish Community Centre	74.02% 94	25.98% 33	127	1.26
Events at the Asper Jewish Community Campus	91.34% 116	8.66% 11	127	1.09

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

After School Hebrew School	3.97% 5	96.03% 121	126	1.96
Services from Jewish Child and Family Service	23.81% 30	76.19% 96	126	1.76
Your neighbourhood community centre	36.80% 46	63.20% 79	125	1.63
Neighbourhood public school	19.05% 24	80.95% 102	126	1.81
Jewish daycare	14.40% 18	85.60% 107	125	1.86
Neighbourhood daycare	12.80% 16	87.20% 109	125	1.87
Jewish resident camp (e.g. Camp Massad, BB Camp)	37.60% 47	62.40% 78	125	1.62
Jewish day camps	18.55% 23	81.45% 101	124	1.81
Other Winnipeg daycamps	22.58% 28	77.42% 96	124	1.77
Other resident camps in Manitoba and Ontario	4.88% 6	95.12% 117	123	1.95

Q4 What programs and services offered by Jewish organizations that are not listed above do you use now?

Answered: 130 Skipped: 0

Q5 Please give us some demographic information

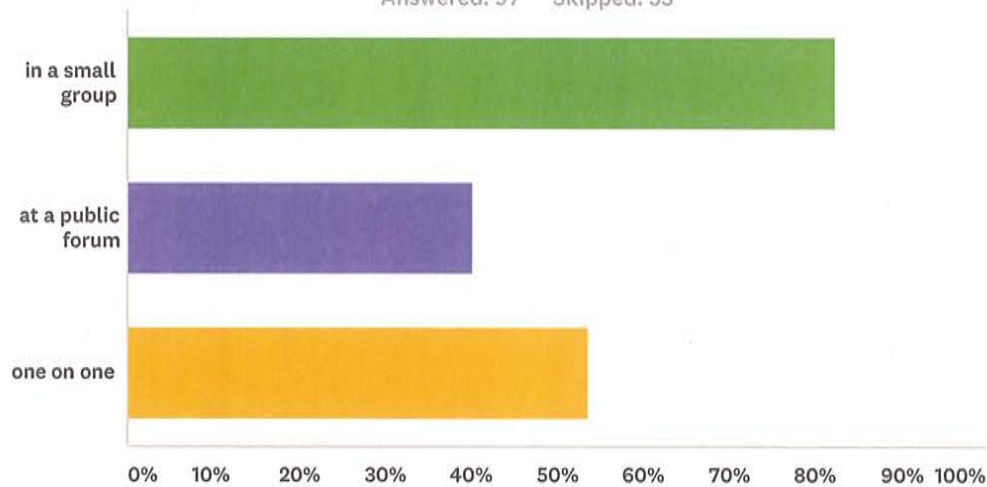
Answered: 130 Skipped: 0

Answer Choices	Responses	
Your postal code	98.46%	128
Age	96.15%	125
Your household (single, couple, family with children, etc.)	95.38%	124

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

Q6 Would you participate in a conversation about the future of our community? (Check all that apply.)

Answered: 97 Skipped: 33



Answer Choices	Responses	
in a small group	82.47%	80
at a public forum	40.21%	39
one on one	53.61%	52
Total Respondents: 97		

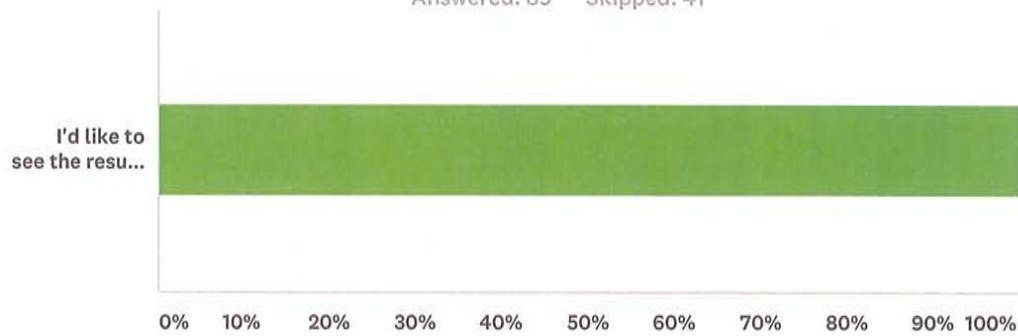
Q7 Please provide contact information in order to invite you to a conversation.

Answered: 95 Skipped: 35

Answer Choices	Responses	
Name	96.84%	92
Email address	94.74%	90
Best phone number to reach you	83.16%	79

Q8 Thank you for taking the time to answer this survey! Would you like us to email results back to you when they are available?

Answered: 89 Skipped: 41

☐ yes

	yes	Total Respondents
I'd like to see the results of this survey.	100.00% 89	89

Appendix 2 : Community Conversations:

Community Conversations

- Evite samples
- Facilitator's Guide
- Sample forms – registration list, “drawing the current and future”, Summary writing exercise
- CEO Email with summary and evite for planning day

Community Conversations 2016

The Community Planning Committee of the Jewish Federation of Winnipeg is pleased to announce the launch of a new broad based community planning process.

The results of this process will guide community efforts for the next several years, and everyone has a stake in the future of the Jewish community.

Every Voice Counts!

You are invited to a conversation about the future of the Jewish community.

C. Duboff

Chair, Community Planning

If you haven't already,
answer a short survey online at:

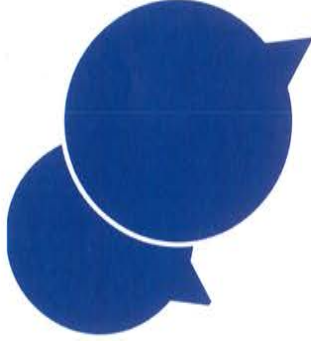
jewishwinnipeg.org/planning

Reply to register for one of these days:
Thursday, July 7
Tuesday, July 19
Monday, July 25
At 7 p.m.

Limited seating at each



RSVP to Faye Rosenberg-Cohen, Planning and Community Engagement Director
204.477.7422 | frcohen@jewishwinnipeg.org | jewishwinnipeg.org



YAD is invited to a conversation about the future of the Jewish community

Community Conversations 2016

The Community Planning Committee of the Jewish Federation of Winnipeg is pleased to announce the launch of a new broad based community planning process.

The results of this process will guide community efforts for the next several years, and everyone has a stake in the future of the Jewish community.

Every Voice Counts!

CDuboff

Carol Duboff, Chair, Community Planning



**Click here to choose
your meeting time**
Limited seating at each conversation

For more info contact

Faye Rosenberg-Cohen, Planning and Community Engagement Director
204.477.7422 | frcohen@jewishwinnipeg.org |
www.jewishwinnipeg.org/planning

00:00

Thanks for attending this discussion group. I'm Howard Kideckel and I'm a volunteer with the *Community Planning committee of the Jewish Federation of Winnipeg*. I'll be the **moderator** of this group discussion on issues relating to our Jewish Federation and our community. Our committee *is collecting community views on the future of our community. The perspectives and information we collect through conversations like this one will be used by subcommittees in various areas to develop action plans and monitor progress over the years.*

How many of you have ever participated in a discussion like this or a focus group of any kind?

In a focus group, we're interested in your opinion on a variety of topics. There are **no right or wrong answers** - no experts - everyone's opinion is equal. We are **not looking for consensus** here. If you don't agree, or have a different point of view say so.

My role today is to make sure the group runs smoothly, to keep the discussion on topic, and to ensure everyone has a chance to participate. At times I may call on you, or I may ask you to wait while someone else has a chance to speak.

This session is being audio recorded, in addition to the notes Faye is taking. This allows us to be actively listening to the conversation, knowing that we can go back and capture a thought if we miss getting all of it in the notes. This is the first of many conversation groups taking place and the findings from the various conversations will be put together into a written report. With the recording device and for the live note taking, it's important to take turns talking and not have side conversations, so the recorder can pick up all the important comments being made.

Participant comments will be confidential, i.e. comments will not be attached to names in any of the findings...no one will be able to identify participants through their comments. So please respect everyone's privacy when you leave here and refrain from naming the others who attended this evening.

00:03

Introductions:

I would like everyone to briefly introduce themselves. As I mentioned my name is Howard.
I've lived in Winnipeg since
I'm a retired from.....
And my son is getting married in August

Keep it short and add something personal like a hobby or pets or your favourite thing to do in the summer...

00:10

Drawing Exercise (Could also be word exercise where everyone is given a long list of nouns, adjectives and verbs and asked to record words in their collage...could be done with stickers that participants peel off and place on their sheets)

Provide each participant with a large piece of paper with a line down the middle. On the left at the top have them write current, at the top on the right, have them write future

Take about 2 or 3 minutes and using drawings, doodles, words or colours, try to fill up as much of the space in the **CURRENT** box that to you describes, reflects or is symbolic of how you see our Winnipeg Jewish community today. Think about some of the services or institutions in our community or the things that are meaningful to you...however you would like to describe the Jewish community today. Now do the same on the other side under **FUTURE** and use the space to describe or depict how you would like our Jewish community to look in the future...whether that future is in 5 years, or 10 years or for the next generation. When everyone is done, we will all explain our collages and why we chose to include what we did.

Have 2 flip chart pages up, one for current and one for future. Go around the table or ask people at random to describe their current and then their future and **record highlights**.

Once everyone has described their collages, continue with conversation.

00:15

Tell us what you put on your collage.

00:40

- **Exploration of Gaps.** What are some of the differences we see between the current and future? What do we have currently that does not exist in our future depiction and what do we have in the future that we do not see in our current pictures? ***Record gaps on flipchart***
 - For services/entities/practices that are lost in the future – Is it important that these be maintained in the near future? Why? What about for the next generation? Why?
 - For services/entities/practices that we don't currently have but will need in the future – Are these important for the near future or for the next generation? Why?
- **Exploration of Strengths.** From these lists, what do you think we do well at as a community? Why? Is it important that these things that we excel at are part of the Jewish community? Could these services be successfully offered to community members by agencies or organizations that are not Jewish? Why? ***Star strengths on flipchart.***
- Are there specific things you would expect your community to offer or provide? *Probe for employment assistance, social networking, options for Jewish practice (synagogues, mohel rabbis), kashrut options, interest free loans, adoption/fostering, addiction services, daycare, senior housing, low income housing, JCC Fitness, Jewish daycamp and overnight camp ...Record on flip chart*
- Are there specific things you would only go to your community for? These services might exist in the general community, but you would only look to the Jewish community for assistance or input? Probe for JCFS, JCC Fitness...Why? **Record on flip chart.**

00:55

Barriers to Community Engagement

Even with a great community offering lots of services and activities for its members, barriers can exist.

- What do you see as barriers that currently exist for members of our Jewish community? Things that may make it difficult for us to feel part of this community? *Probe for location/distance issues, not knowing anyone in the community, feeling like an outside, language, cost, poverty, interfaith/orthodox families may feel uncomfortable, always want money... Record on Flip chart.*
- What could or should happens to remove some of these barriers. *Brainstorm with group, as if anything is possible. All ideas are good ideas. Probe for activities outside the Campus/Jewish institutions, carpool service, adult buddy programs, discounts for seniors/new Canadians/young families or other first time participant incentives... Record on Flip chart.*

01:05

Current Engagement Practices

- In the past couple of years, community organizations have been going out to public spaces with holiday displays and activities. What do you think of this practice? *Probe for positive, negatives and the why behind those.*

01:15

For Newcomers/

- What did you know about Winnipeg before you arrived?
- What was the main reason you decided to come to Winnipeg?
- What is the most surprising thing you have discovered about Winnipeg since you have been here?

01:20

Final written exercise

Finish the sentence....In order for the Winnipeg Jewish Community to be a vibrant and welcoming place for the next generation, it is most important that...

Thank you

Current – how you see our Winnipeg Jewish community today

Future – how you would like to see our Winnipeg Jewish community tomorrow



In order for the Winnipeg Jewish Community to be a vibrant and welcoming place for the next generation, it is most important that...

Community Conversation 2016

[illegible]

Moderator:

Notes:

Faye Rosenberg-Cohen

Faye Rosenberg-Cohen

From: Elaine Goldstine <egoldstine@jewishwinnipeg.org>
Sent: Friday, June 02, 2017 1:48 PM
To: Faye Rosenberg-Cohen
Subject: Message from the CEO: June



June 2017

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This message has 546 words and will take about 2 minutes and 45 seconds to read.

Dear Community Members,

May was a busy month filled with community-wide events!

Thank you to everyone who generously gave their time on Sunday May 7th for the Community Forward Planning Day! Through 9 months of Community Conversations, and consultations with the Jewish community, over 4,700 pieces of data were collected from 400 individual and 45 groups conversations, compiled and analyzed to identify 5 main themes.

Community Planning Chair, Carol Duboff, and members of her committee led the group of 50 participants on May 7th to identify priorities for action planning focused on

those themes. The following are theme highlights:

Connections and Jewish Identity – The action plan will require all programs, institutions and actions to go beyond establishing a sense of welcome, to deepen the sense of inclusion and Jewish connection.

Programming for the Modern Jewish Community – Our institutions provide many much-needed services, and should focus in the future on:

- Providing for more opportunities for people to make friends and develop deeper connections
- Innovative Jewish programming
- Both experiential and informal Jewish education

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.

Caring Community – Some of the deep needs in the Jewish community were named repeatedly:

- Affordable housing for seniors to include support services and kosher food
- Inclusion of those struggling with poverty, addictions, mental health challenges, and more
- Addressing affordability of Jewish life for the middle class
- Ensuring availability of kosher food

Infrastructure and Community Capacity – Cohesion, coordination, collaboration, and breaking down silos were often used to express a desire for a more visibly unified community. Specific suggestions for areas for coordinated action included:

- Volunteer empowerment and recruitment
- Leadership development
- Communications – effective strategies for informing the community of all that is available
- Security - strengthening the security infrastructure, a topic discussed often and again this week with a national consultant...Keep reading!

At the **Community Forward Planning Day**, participants were asked “What speaks to

you?” in each theme and then identified priorities through a “dotmocracy” exercise. Stay tuned as committees are formed to take action on priorities in each theme area! [Click for the full consultation summary](#) or to get involved, contact [Faye Rosenberg-Cohen](#).

A note about Community Security...

The community saw our CJA dollars at work this week on the matter of Security, a concern raised on the planning day. **Ryan Hartman, Director, National Community Security Program** visited Winnipeg. He came to Winnipeg to consult and work with leadership on new national and local security strategies.

CIJA (the Centre for Israel and Jewish Affairs) is our national partner, supporting Jewish communities across the country with advocacy and government relations. Ryan works with national and community leaders to provide consultations, strategies, and support services in the area of security. While much of security planning takes place behind closed doors, we are proud to work with CIJA to improve community security in the face of new norms in society. One example of this collaboration is our Federation's enhanced ability to facilitate access to Federal grants for infrastructure upgrades, which will have a more visible result.

Ryan is available to our community through our partnership with CIJA. He will return to help our community organizations assess security infrastructure as needed. There will also be a be opportunities to train both staff and volunteers.

We look forward to Ryan's future visits and the potential to engage more individuals in keeping our community involved, safe and aware.

We hope to see you at these upcoming Federation events:

- [Havdallah Party](#) | Monday, June 5
- [PJ Library Picnic](#) | Sunday, June 18
- [Shalom Baby Shower](#) | Wednesday, June 21

Check out photos from recent Federation events:

- [Kavod Evening](#)
- [PJ Library Hits a Homerun](#)

Wishing you a peaceful Shabbat,

Elaine Goldstine

Elaine Goldstine
Chief Executive Officer



Jewish Federation of Winnipeg

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Appendix 2 : Community Conversations:

Community Forward Planning Day

- Agenda
- Dotmocracy Totals
- Consultation Summary
- Presentation of results



Jewish Federation
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Community Forward Planning Day Sunday, May 7, 2017



AGENDA

9:30 – 10:00 AM Registration and Coffee

10:00 – 10:30 AM Present background and Community Conversation findings.

10:30 – 11:15 AM Break out I

11:15 – 11:30 AM Nature and Refreshment Break

11:30 AM – 12:15 PM Break out II

12:15 – 1:00 PM Lunch and Conversation
Table Talk topic: Connections and Jewish Identity

1:15 – 2:00 PM Break out III

2:00 – 2:15 PM Nature and Refreshment Break

2:15 – 3:00 PM Break out IV

3:00 – 4:00 PM Report back and priority setting exercise

Note that items may arise during the planning day that will be added to the priorities and action plans.

The breakout sessions:

- Programming for the Modern Jewish community
- Jewish Identity and Experience
- Infrastructure and Capacity Building
- Caring Community

Jewish Identity and Experience						
	Red	Yellow	Green	Blue		
University Jewish Studies		12	6	4	4	26
Low cost/high end events		3	3	1	3	10
Diverse ways to engage		4	8	2	1	15
Youth		4	3	1	4	12
BBYO is not enough						
Choice and Continuity						
Advocacy		9	1	1		11
reasons to come together						
presence in the public sphere						
Jewish learning		2	4		1	7
Diverse, All ages						
Deeper, Richer, Broader						
Better transitions						
Learning to be Jewish		2	2	4		8
Jewish experiential		3	5	3	2	13
Unify Education Planning		4	1	4	3	12
formal and informal						
involve rabbis						

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Programming for the Modern Jewish Community						
	Red	Yellow	Green	Blue		
Create programs for success, give them time to grow, informed by demographics		10	3	3		16
Engage			2			
young adults		6	5	3	1	
immigrants		4				
interfaith		2	1	3	1	
Hillel/college age		4	1			
		16	9	6	2	33
Address			12	4	3	19
different cultures						
secular to religious (<i>full spectrum</i>)						
stage of life						
location						
One to one connections		6	2	4	2	14
Jewish experience/Stay on top of trends		1	7	2	1	11

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Caring Community	Red	Yellow	Green	Blue		
Central access point for subsidies/discounts		4	6	1	11	
Affordable Housing		1	1	2	2	6
Transportation		2	3	1		6
Kosher food		5	3	3	2	13
Reduce isolation		7	3	2	2	14
Inclusion		4	4	4		12
Affordability		2	3	6		11
Pool resources with general communitiy to solve/share issues			4	1	4	9
						82

Infrastrutcture and Community Capacity	Red	Yellow	Green	Blue		
Volunteerism coordination recognition development		4	5	2	1	12
Organizational coordination		1	3	3	1	8
Financial sustainability		4	2	3	4	13
More facilities		1	1		1	3
Marketing & Communications		8	3	4		15
Leadership development		9	5	1		15
Recruiting young adults		1	7	1		9
Communicating the current nature of community and Federation, it's role/lead			5	4		9
5-10 year golas and plans		1	1	5	2	9

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Community Conversations 2016 Consultation results

The Five Categories:

Connections and Jewish Identity

The overarching theme that appeared in every conversation was the desire for and the challenge of feeling strong connections to the community. Who feels included in the community? A relatively small number of strong-willed individuals who are strong in their Jewish identity.

Who feels excluded? A large proportion of those who are participants and obviously non participants in the community. The range includes the full spectrum of views on Judaism and religious practice, diverse geography, people with challenges from disabilities to financial stress, individuals with diverse political opinions that they feel are not accepted or expressed by community leadership, some who are new to Winnipeg and others whose families have lived here for generations, and some of those who are heavily involved in various Jewish organizations.

Words like connection, belonging, outreach, and inclusion were used frequently.

Winnipeg Jews are friendly but don't easily make new friends.

Questions for discussion over lunch:

1. How can we best make Jewish Winnipeg a more welcoming place for everyone where any Jew or their loved one can feel that they belong and have a stake in our community?
2. What are the characteristics of an inclusive community? What should we strive for?

The challenges include:

Religious Diversity: *e.g. Responding to a strongly expressed view that the requirement to have expensive kosher food at events inhibited event planning and programming, a religious individual wrote back to "note that I indeed value the fact that food served at Federation events is kosher. It is one of the few places ...where I can just eat..."*

One person used very strong language: "Winnipeg is where Judaism goes to die." While other younger Jews expressed the wish that their contemporaries would accept rather than challenge their Jewish practice, e.g. choosing to keep kosher or go to shul.

With references to a "religious/secular divide" the spectrum of views was broad. There are those who look for Jewish society without religious practice to find inclusiveness. The word tradition was used to describe having a Jewish milieu without prayer or religious practice as the primary purpose to be together, e.g. havdallah at a Saturday night social event.

Intermarriage: With more than 150 comments related to acceptance of interfaith/intermarried/mixed couples the challenge of acceptance by institutions and community members was clear and pervasive!

Geography: *Are we "putting an end to the north end"* was one of many comments about North Enders feeling left out. (56 references to the North End)

Consultation results

One Winnipegger who grew up in Transcona commented that other Jews were surprised: *Cocooned to the point of being shocked that he went to Transcona on the bus.*

Inclusion and Integration came up for a wide variety of populations including the above as well as: people with disabilities, mental health challenges, addictions, and health challenges; immigrants; elders; those struggling with poverty; gender differences; single parents; and more.

One participant summed it up with two words. The community needs to be more *adhesive and inclusive*, exhibiting the stickiness of belonging and the warm welcome of inclusion.

With this lens of desire for stronger Jewish identification as part of our community, look at the following four categories:

Programming for the Modern Jewish community

While there was high praise year for the Rady JCC, Gwen Selter Creative Living Centre, Winnipeg Jewish Theatre, our community's synagogues and more and many fine examples of the wonderful programs that fill the calendar with choice of events throughout the year as well as the inclusiveness of the Campus and the vibrancy of Jewish life, there were concerns, desires, ideas brought forth around a full range of topics.

One of the ongoing themes in this category was a desire for continuity of programming between age groups and across demographics. Collaboration and coordination across organizations to make sure no one "fell through the cracks" was a frequent request.

Progression of youth group, synagogues, community centre and camp with groups

And the desire for innovation was repeated in different ways.

Arts and Culture: Use art and music to engage more people through Community art shows and musical performances, talent shows, community musicals, e.g. : *Jewish visual culture; Jewish culture through the arts; Choirs, singing*

- Take advantage of community talent to teach/engage others who want to learn.
- Add Jewish context through choice of subject, or simply by gathering in a Jewish place
- Expose our culture to others and welcome other cultures into our community:
 - Strengthen relationships with other ethno cultural communities
 - *Bring Jewish culture to mixed settings- so non-Jews see us*
 - Accept intermarried spouses and their culture
 - *One young woman pointed out that we could be enriched by appreciating the cultures of non-Jewish spouses that add to the fabric of the community.*

Recreation: The desire for recreational programs for all ages in a world where all Jews have access to recreation in so many other ways, reflects a desire to derive Jewish identity through Jewish society, literally being with other Jews, e.g. *Pick up sports or like 3 on 3 basketball; Jewish sports leagues / teams; Tango classes, sushi making*

Social opportunities – In every conversation the observation was made that it was challenging just to meet other Jews and make new Jewish friends. This sentiment was expressed by young and old, born Winnipeggers and immigrants, young couples and middle aged singles (widowed, divorced, never married), teens and the oldest elders, the most socially adept and others struggling with special needs. While praising the variety of programs offered within the Jewish community it was noted that they tend to be transactional in nature, i.e. buy a ticket, come with your friends, and leave. There are few forums and spaces set aside to meet and make conversation and where you can return again and again.

(56 references to social, socializing, social networking)

- *Need more space to talk!*
- *No drop in center like the "old Y"*

Consultation results

- *Social connections for young adults*
- *Drop in centre for young teenagers*
- *opportunities to mingle with opposite gender*
- *opportunities to make lasting Jewish friendships*
- *Socializing in a Jewish context!*
- *"My kid wasn't allowed {because they couldn't bring a non-Jewish boy/girlfriend}." "But don't want to lose the kids you love because of the kids they love."*
- *Activities are not equal to socializing (needs to be built in to the program design)*

Jewish experience and informal education – Programs with Jewish content, programs that include Jewish traditions, programs that celebrate Jewish holidays, informal educational programs that teach Jewish traditions without the participants even realizing it, spiritual experiences that don't require the rejection or rigidity experienced in denominational life, innovative approaches to Judaism.

Young Jews and middle aged Jews who have travelled or lived elsewhere bring back experiences of Judaism and Jewish life that strengthen identity, provide a strong sense of community and peoplehood, and facilitate their Jewish practice. Many look for these positive Jewish experiences from all community programs, across a full range of religiosity.

The full gamut of diverse wishes for Jewish life begins with doing things with other Jews (a Tango class at the Campus, cuz I want to learn to dance and I feel Jewish when I'm in the building) and works its way through Jewish crafts to more profound holiday celebrations, all the way to a more supportive environment for being religious Jews and educational programs for those who don't attend dayschool.

- *Jews want religion but want to craft identity without it, cultural Judaism*
- *Being Jewish is still more important in the Jewish community than ethnicity is for other cultures in the rest of the community. The intense feeling of Jewishness is from the heart of Jewish identity – anti-Semitism and the Holocaust, and the State of Israel, bereft of religious cultural content and historical knowledge. Main point – see that identity enriched with cultural, religious, linguistic content. Tradition and Culture, the heritage of a people are important.*
- *Jewish community – my Jewish community (creative around holidays) different from the institutional Jewish world (Federation and Campus)*
- *Miss the diverse communities in a place like New York City*
- *Keeping the traditions and holidays is very important for the family but would like to have more.*
- ***It would be nice to have a community that understands what I'm doing {Jewishly}.***
- *Israeli traditions at holidays. Sufganiyot, like in Israel. We need Israeli traditions but they're not in Winnipeg. It's Winnipeg isolation – we don't even know Israeli artist and music*

Innovative Jewish program ideas: While the practice of Shabbat offers low barrier Jewish experiences with diverse approaches to traditions, other innovative examples offer studying the Jewish lens in innocuous and attractive ways while acting on personal beliefs and morals.

Consultation results

No heart behind the activities, change the colour and it's the next holiday, not meaningful, couldn't take kids to another Purim carnival that is the same year after year. Too much over stimulation and big events, and not enough small community events with kids they know and recognize.

- **Shabbat dinner theory – glue that retains identity. And tradition (45 references to Shabbat)**
 - *Example of a home hosted chavura for kabbalat Shabbat as a community thing – religious, fun, food, but traditional religious experience. Replicate it.*
 - *Shabbat in My Neighbourhood as modelled by PJ Library in Winnipeg.*
- *Moishe House, residence with four or five people who live and run programs for peers – 22-35, Shabbat dinners, etc. (birthright leaders, active young Jews) Moishe House WOW – without walls*
 - *Need more convenient opportunity for younger generation to learn about Judaism in a non-religious manner for kids who are not involved in any other Jewish activities.*
- *Ethical gardening through a Jewish lens, e.g. Urban Adamah*
- *Social justice tourism – referring to Jewish groups that do significant work like building a school in Africa (modelled by American Jewish World Service – the Jewish Peace Corps, and copied freely by many Jewish organizations*

Discussion questions:

1. What speaks to you most about the programming issues identified through the Community Conversations? Was there anything important missing?
2. What should be the top priority to get the most impact for the future?

Other related questions for discussion:

3. Should the action planning focus exclusively on the suggestions for innovative programs?
4. How do we, as a community, accomplish inclusion and integration? (What are reasonable expectations?)
5. What do you think we should do to create more opportunities for socialization, to make friends, not just be friendly?
6. How do we program to accommodate the diversity of the community?

Jewish Identity and Experience –

Participants offered incredible insights into modern approaches to Jewish identity and experience. Four major areas were highlights:

- **Recognition of a paradigm shift in the way people identify and act on their Judaism.**
- **Desire to innovate and redefine to create new experiences as well as to preserve synagogue experience in new modes.**
- **Concern re youth engagement and continued Jewish experience**
- **Appreciation of immersive experiences for youth and families**

The flow of comments and ideas were diverse:

- *encourage participation across organizations – passport to Jewish life*
- *What is the new Jewish normal?*
- *Want us to be confident in who we are and comfortable in our Judaism, to engage people from different places (languages)*
- *The shifting identity of what constitutes a Jew is at risk, multiple shifting paradigms, have to redefine. As we move in to DIY Judaism, how do we redefine? Disappearing cultural markers.*
- *It's hard to sell Jewish particularity when universalism is the norm – go to work, come home, why would they choose to do something with a Jewish stamp, waiting for a fish to fly.*
- *Need to followup on immersive experiences like birthright, Gray retreat, want to invest and have a return as in they will gather to do something after, e.g. volunteer in a social justice activity.*
- *Covenantal Judaism vs practice without meaning*
- *Israel – central to identity*
- *Israel played a big part cuz of the mystique of being inaccessible, motivated to learn Hebrew. Now it's so easy, doesn't have the same appeal*
- *It would be nice to have a community that understands what I'm doing {Jewishly}.*
- *Jews want religion but want to craft identity without it, cultural Judaism*
- *World wide problem – synagogues have become places for life cycle events. Don't want you on the Sabbath, just when we need you, then you'd better be there. Hard to keep the life blood going as well as the plant. How to keep the institution going to keep all the services going at a cost they can afford. Don't pay to come on Shabbat. Have to keep the door open.*
- *Going forward do we have a community where everyone who identifies themselves as a Jew has a place and can express themselves as a Jew from the more religious to the least*
- *What role can we play with synagogues? Can't have a community without our religious institutions.*

Specific comments around Jewish Education highlighted several areas of need:

- **Strengthen day school;**
- **Add supplementary primary option;**
- **Support Jewish Studies at university;**
- **Add adult ed;**
- **Make informal adult education and experiences available;**

Consultation results

- **Make all affordable**

Affordability in different spheres – MOL

Fatal to not have a high school. Education is critical / Large decline in attendance at Jewish School / Reverse the drive taking people out of the Jewish day school

Coherent, scaffolded education for children and adults that is partnered throughout the community, Limmud as an example

Do something for kids who don't have anything else. Little offered, often cancelled, yet strategic as an investment in community

Don't have our own continuing education for adults that is done in a comfortable and convenient way

Future – diversity, more educated Jews to contribute to religious life in meaningful ways

Moment in the new shul – pot luck sukkot, multiple people who held lulav and etrog for the first time, just little moment with high impact

Leftists from the early nineteen hundreds were well educated in Jewish tradition, knew what they were rebelling against, some came by after Holocaust

Went where got enough Jewish intellectual stimulation – adult education, matching chavruta partners, bus to take all the kids to conclave in a region.

Some people reject studying Torah because it was taught one way for too long that made them uncomfortable. Could have the same passage taught from twelve different angles, important to have university. Need the different ways of teaching.

Serious scholarly enterprise of Jewish studies – more than an “activity”, international standing because it's serious intellectual engagement, not just for Jewish students, unusual in North America

Daughter: “thank you for not sending me to the Jewish school system” would never have had the clothes, already mean girls in public schools, couldn't afford + already in trouble

Discussion questions:

1. What speaks to you most about Jewish identity, synagogue life, and education identified through the Community Conversations? Was there anything important missing?
2. What should be the top priority to get the most impact for the future?
3. Other related questions for discussion:
4. How do we, as a community, revitalize synagogue life as well as support new ways of acting on our Judaism?
5. What should be the goal in terms of the percentage of children we reach with Jewish education?
6. Should we do something to bring Jews together more in the age of DIY religion?
7. How do we accommodate the diversity of the community?

Consultation results

Caring Community

A community is measured by the way it treats its most vulnerable members. How do we support those struggling with addictions, mental health challenges, poverty, the infirmities of aging and more? many areas of support were named during the consultations

Affordable Housing for Seniors and for Adults with various challenges and seniors

- *Close to Campus*
- *Support services to meet a range of needs and independence*
- *A Jewish home, With access to Jewish society*
- *Kosher food*
- *Affordable for all incomes*

More support for Jews struggling with addiction

More support for Jews struggling with mental health challenges

- *Culturally appropriate services*
- *Affordable housing*
- *Accessible/affordable programs*
- *Services in the North End*
- *Affordable Transportation (door to door) to Jewish sites and events – Campus, shul*
- *Cooking in Baba's kitchen*

Transportation

- *Seniors*
- *Kids*
- *Adults with some disability*
- *Those struggling with affordability*
- *To get to the Campus*

Short Term Emergency Shelter

- *Fill the gaps – housing, transportation, short term emergency shelter*

Hospice Care

Employment Networking – Jews hiring Jews

Senior Isolation – Outreach and Transportation

Poverty

- *Basic needs*
- *Inclusion in Jewish life*

Consultation results

- *Poverty – inclusion/participation of poor*
- Breaking the cycle of poverty, addressing child poverty
- Emergency food and shelter
- “Dining with Dignity”

Affordability of Jewish life – With more than 130 direct references to affordability and cost as a barrier to participation, the solutions are diverse enough to be studied in much greater depth. It should be noted that most often this was not mentioned in the context of affordability for those living with poverty but rather the larger group of families and individuals who find cost to be a barrier to full participation in Jewish community and Jewish life

Daycare – With hundreds of children still on wait lists for Jewish daycare even after the Rady Centre opened a new offsite child care centre, it is not a surprise that the demand and lack of space was mentioned frequently. Young parents are looking for Jewish early childhood education as well as coverage for their work day and there are not enough spaces in a Jewish milieu. (>30 references)

Kashrut – frequently mentioned, the desire is for affordable kosher food, especially accessible and available fresh kosher meat

- *Need kosher facilities, etc to maintain Jewish life needs and service, sustainable religious life*

Serving the North End – see Connections and Inclusion

- *North ends, feel hard done by, everything has moved away*
- *Biggest gap – north end – gap in services presence in the north end*

Discussion questions:

1. What speaks to you most about the list of deep needs identified through the Community Conversations? Was there anything important missing?
2. What should be the top priority to get the most impact for the future?

Other related questions for discussion:

3. How do we, as a community, decide on priorities in this list?
4. How can we set realistic goals?
5. How do we accommodate the diversity of the community?

Infrastructure and Community Capacity

Words like cohesion, coordination, collaboration, leadership, and breaking down silos were used to describe a general desire that there be more leadership shown in various areas, sometimes specifically pointing at Federation as the host of the consultations as being the appropriate entity to take the lead as a coordinating body. These suggestions included:

- developing leadership;
- coordinating the calendar;
- bringing together partners for collaboration;
- finding sponsors;
- acting as visionaries.

Leadership role and development – As leaders in building community cohesion the community is looking to Federation to develop leadership for our organizations and support good governance with succession planning, and other kinds of governance education and tools.

One of the key thoughts that came up in different contexts was that leadership need to be more diverse and inclusive. Perceptions of leadership that was recycled from one organization to another was expressed as needing to “break up the old boys club”.

Volunteer Engagement and Empowerment – there were upwards of twenty specific examples of individuals who had made offers to create/lead/run/help with programs that they thought were being accepted where in the end they experienced rejection. This rejection was seen diversely as ageism, rejection of youth, too innovative, lack of interest in unaffiliated Jews, political ideological rejection (e.g. too left), and a “we don’t do that or do it that way” rejection of ideas.

Volunteerism is the lifeblood of our community but it seems that there is work to do in regaining the habit of accepting volunteer offers.

Baby Boomers, as they have throughout their aging, once again define the needs in this regard to engage the cohort who have time, resources, and dollars. They express the desire to get involved but without the restrictions of the work that is being offered.

- *I’m not just going to usher anymore. I want to do something meaningful.*
- *Too many gatekeepers*

Fundraising – While there is widespread understanding of the need to fundraise there was a range of comments expressed about discomfort at being asked for money or being asked to fundraise. Others felt judged for their decisions on their gift which came out as feeling rejected. There were also volunteers who wanted to feel that their work was valued even if they were not able to contribute dollars.

Communications – *“I want to know what’s going on in the community. No, I don’t read email anymore and I don’t get the Jewish paper anymore?” “If you want to reach me it better be on facebook.”* The effective communication challenge!

Consultation results

Community Capacity Building

- Recruiting and retain Orthodox and traditional Jews
- Social Justice – presence in larger societal initiatives for issues of human rights, combatting poverty, supporting the rights and acceptance of others such as indigenous women, responding to racism, etc. *“Why was there no one from the Jewish community at the vigil for indigenous women?” (find exact quote??)*
- Jews supporting Jews – There were a number of individuals who expressed the need for the community to support business and employment networking where:
 - Those looking for employment or career opportunities could be connected with other Jews who would help provide opportunities
 - Professionals and entrepreneurs would be supported in their business and professional practice by other Jews who would give preference to patronizing Jews over others in a relevant field.

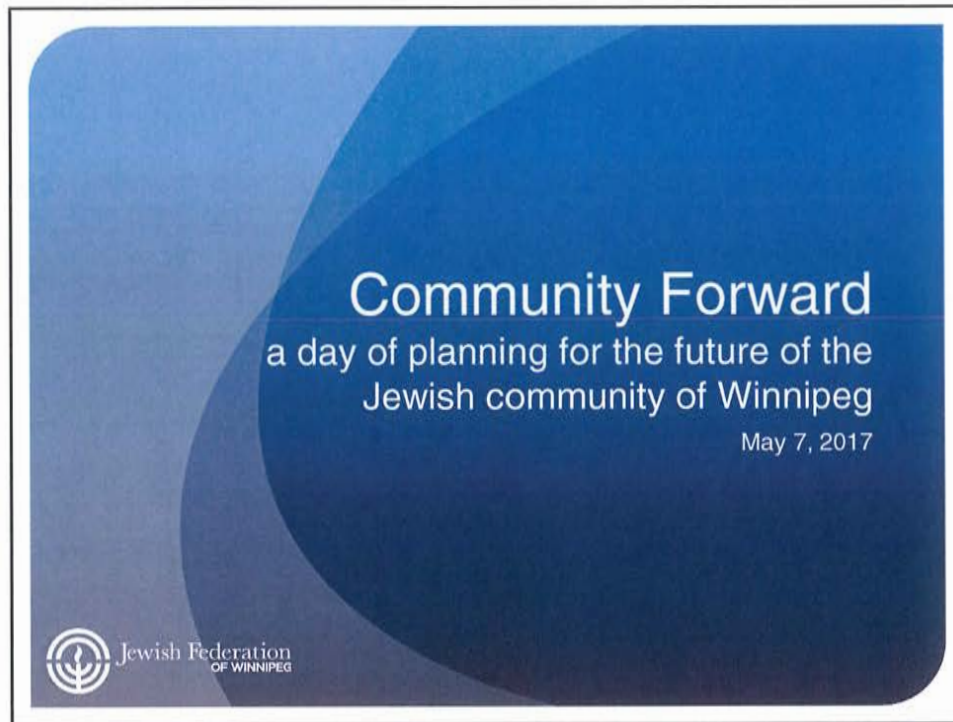
Financial Sustainability - There is a certain angst over all the needs and desires of the community and the financial sustainability of all the programs and institutions needed.

Discussion questions:

1. What speaks to you most about the list of deep needs identified through the Community Conversations? Was there anything important missing?
2. What should be the top priority to get the most impact for the future?

Other related questions for discussion:

3. How do we, as a community, develop leaders?
4. What does a cohesive community look like and how can we set realistic goals?
5. How do we achieve financial sustainability? How do we raise enough funds for everyone every year?
6. How do we accommodate the diversity of the community?



Analyzing Conversations

- Notes were taken at every conversation to create a transcript, both group and individual
- Recordings of group conversations (with permission)
- Each transcript broken down into individual comments – DATA
- 4700 lines of data



Analyzing Conversations, cont.

- Data was sorted into 10 codes, representing most commonly expressed themes
- Sample codes: Connections, Programs & Social Opportunities, Jewish Experience, Community Capacity, Community Engagement ...
- Codes were clustered, according to content of data, into 5 main CATEGORIES



Analyzing Conversations, cont.

- Categories, and key themes within, inform the Summary Report which you've received
- The data master list, and the categorised data will be preserved as a record of participants input and a resource
- All the data and idea preserved to kick start action planning committees who can study each issue in more depth.



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The Five Categories

- Connections and Jewish Identity
- Programming for the Modern Jewish Community
- Jewish Identity and Experience
- Caring Community
- Infrastructure and Capacity Building



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Connections and Jewish Identity

- Overarching theme that arose pervasively in every conversation
 - *"I'm not really involved in/belong to/a member of the community anymore."*
 - Inclusion/exclusion, acceptance
 - Diverse Jewish identities, striving to feel like one Jewish community.



Programming for the Modern Jewish Community

- Praise for what we have & Concern for the future and youth
- Continuity – when you graduate from one life stage to another
- Jewish society : Social networking, making friends
- Meeting places vs event driven
- Diversity of Jewish thought and interests



Diversity in Judaism/ Jew-ish-ness

- *"I feel Jewish when I come to the Campus." "What about Jewish sports teams?"*
- *More traditions built into programs, e.g. family shabbat before the parents night out and kids at the JCC on Friday night*
- *Not everything in one place! What about synagogues? Or fun venues like a club?*
- *Building in time to pray and to re-invent and study Judaism in new modes.*



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Judaism through the Arts

- *Use the talent in our community*
- *Art classes (Jewish artists and Jewish themes) and shows*
- *Music and singing groups and talent nights*
- *Sharing Israeli and Yiddish and new Jewish music*
- *Living your Jewish identity through arts and music*



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Innovation in Jewish programs

- *"Shabbat dinner theory"*
- *Social Justice and Jewish community action*
- *Relevant issues and Jewish thought – ethical gardening, health and wellness, etc.*



Jewish Identity and Experience

- The paradigm shift – DIY everything including religion
- The case for Judaism: *"It's a hard sell, Jewish particularism when universalism is the norm.....waiting for a fish to fly"*
- Relevance through social justice, public issues and community action informed by Jewish values, Jewish thought, traditions



Synagogue Life

- Concern re the shifting foundations without traditional synagogues that provide the centre for Jewish life.
- Modernizing without losing
- A “world wide problem”



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Jewish Education

- Relevant
- Accessible to all
- Affordable
- Experiential
- *Coherent, scaffolded education for children and adults that is partnered throughout the community”*



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Caring Community

- Affordable, supported housing
- Addictions, Mental health challenges, Differing abilities
- Emergency shelter, hospice care
- Daycare
- Kashrut
- Geographic isolation



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Continuing the Caring list

- Transportation and Senior Isolation
- Employment Services
- Poverty
- Affordability of Jewish life



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Infrastructure and Community Capacity

- Federation to take the lead in building a cohesive community.
 - Coordination
 - Collaboration
 - Leadership
 - Breaking down silos



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Volunteer Engagement and Empowerment

- Valuing volunteers
- Meaningful, empowered, supported
- Overcoming institutional habits – “We don’t do it that way.”
- Professionalized programs vs volunteer run



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Community infrastructure

- **Leadership role and Leadership development**
- **The Communications Challenge**
- **Fundraising**
- **Financial Sustainability**



Capacity Building

- Recruiting population
- Social justice presence in the larger community
- Jews supporting Jews through employment networking, business relationships, supporting professional practice, etc



The Planning Day

- 4 of the 5 categories in break out groups
- Connections and identity plenary for lunch
- Choosing priorities – Dotmocracy
- Logistics - Breaks, coffee, washrooms



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The Planning Day

- The Groups
 - Check your color – one break out in each corner
 - Group changes corners after each
 - Facilitators and note takers – take your places!
 - Off to the races – 2 minutes, 2 minutes, last thoughts, move on
- The Parking Lot



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The Questions

1. What speaks to you most about the Community Conversations results?
Was there anything important missing?
2. What should be the top priority to get the most impact for the future?



Connections and Identity

1. How can we best make Jewish Winnipeg a more welcoming place for everyone where any Jew, or their loved one, can feel that they belong and have a stake in our community?
2. What are the characteristics of an inclusive community?
What should we strive for?



Dotmocracy – Choosing Priorities

Four colours for each category:

- **Red** – urgent, start tomorrow
- **Yellow** – second priority after the urgent ones have got started
- **Green** – there's time, start planning later but don't forget!
- **Blue** – *I really care about this!* Don't know how urgent

Place your stickers before you leave!

Sign up for Action Planning Sub-committees.



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Appendix 2 : Community Conversations:

Specific Results Analyses

- Word count
- Participant Demographics
- Data item counts by category
- Ideas from the community

Word Count Analysis

As a method of spotting trends and checking themes to determine prevalence, the frequency with which words show up in the data provides some interesting insights. Counts would not be precise in determining how often a thought was expressed with many different ways to do so in English and no way to catch a word that was mistyped. Also words used incorrectly may be counted even when they don't reflect a common theme. Thus the analysis is a cross check, rather than a rigorous method of analyzing the notes.

Words are used in different forms so some searches were the first part of a word which may be used in different tenses or forms.

Words relating to....

Judaism

Jewish	624
jewish life	36
jewish experience	4
jewish exposure	1
jewish ed	26
identity	50
israel	92
shabbat	65
shabbat dinner	19
kosher	63
kashrut	14
meat	12

Strategic Thinking and Infrastructure

opportun...	87
innovat...	8
meaning...	21
coordinat...	22
collaborat...	12
partner	24
integrat...	36
communinca...	56
secur...	12

Inclusiveness and Acceptance

diverse	25
divers...	46
diversity	21
fragment	20
silo	14

Organization

federation	79
jfw	7
jfm	12
foundation	16

Attitudes

empower	8
concern	32
feel	140

Interfaith context

interfaith	18
intermar...	48

Jewish practice and education

shul	68
syn	236
religio	88
observant	8
orthodox	18
Judaism	55
cultur...	90
Torah	14
tradition	42
secular	21

Synagogues

Chabad	18
SZ	36
Shaare....	10
CEC	2
Etz	19
Herz...	12
Adas	1
Temple	16

Organizations

school	173
Gray	50
Rady	104
jcc	49
camp	32
BBYO	36
heritage	6
holocaust	16
Massad	19
BB Camp	13
daycare	28
university	30
Jewish studies	8
hillel	27

Socialization

space	11
meet	36
socialize	9
network	23
social...	81

Affordability barriers

cost	50
expensive	32
affordable	31
poverty	18
poor	13

Accessibility Barriers

access	63
transportation	34
assisted living	16
housing	34

Community and connectivity

communitiy	615
connect	163
connection	57
connected	47
inclusive	38
include	14
included	7
exclude	6
inclusion	18
exclusion	5
invit...	49
reach out	28
outreach	33
disconnect	14
divide	13
insular	9
affiliat...	29
unaffiliat....	16

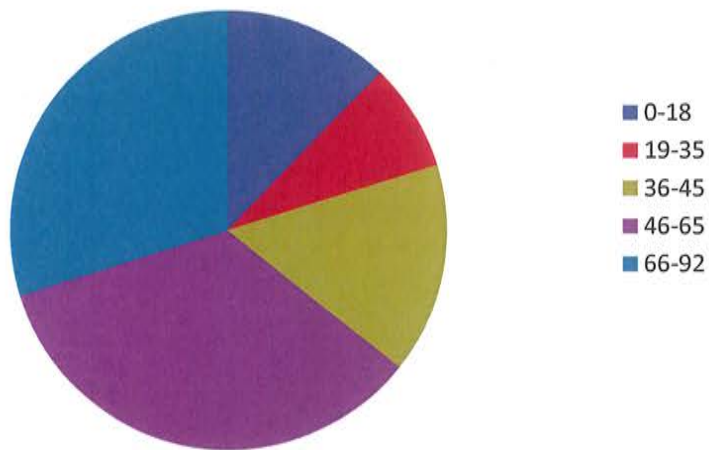
Populations

elder	40
older	20
senior	84
north end	32
immigrant	40
newcomer	45
disability	3
special needs	16
mental health	21
YAD	15
young	193
youth	50
teen	52
kids	216
intergen...	7

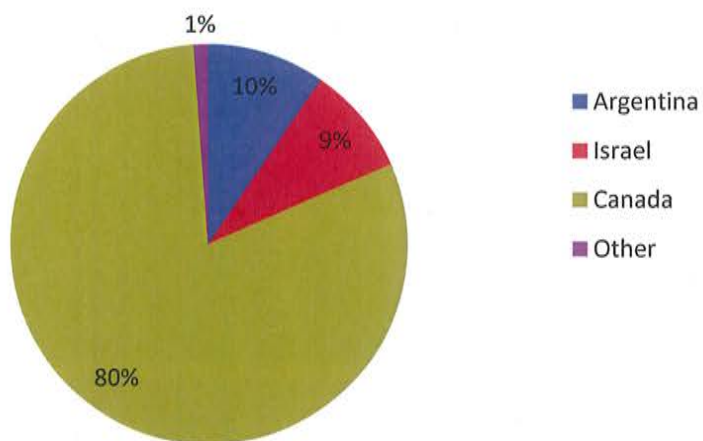
Community Conversation Participant Demographics

While data was not available on every participant about age or where they lived, etc. the following are the breakdowns for 85% of participants.

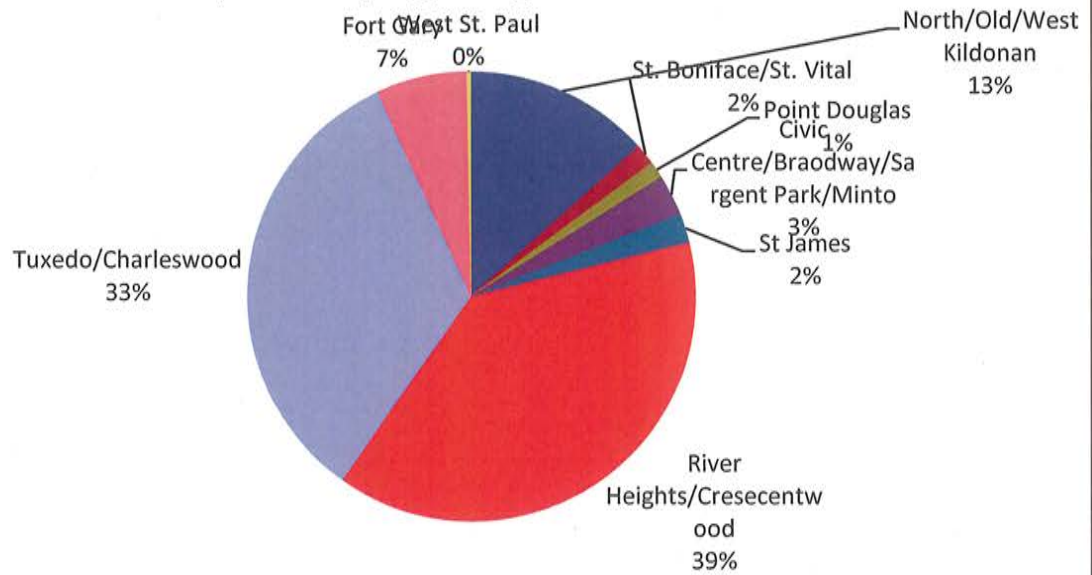
**Community Conversation
Participant Age Distribution**



**Community Conversation Participants by
Source Country**



Community Conversation Participants by Winnipeg Neighbourhood



	Category/Sub-category	Lines of data
Connections		970
	feeling/concept of belonging/ welcoming/ acceptance/ non-judgemental	557
	inclusion	52
	outreach	46
	interfaith	48
	immigrant	45
	younger generation	120
	special needs	20
	poverty	7
	orthodox, Jewish practice	75
	different	22
	middle age and volunteer	18
Communications		237
Jewish Experience		582
Jewish Identity		122
Community Engagement		191
Community Needs		632
Jewish Education		281
Community Capacity		237
Community Infrastructure		654
Programming		889
	Youth or Teen	131
	Family - Affordability and Accessibilty	29
	Well elder/ Adult activities with some Jewish content or context	64
	Jewish experiences and informal ed (the full range of positive Jewish experiences)	285
	Shabbat	53
	Arts and Culture	73
	Social Justice programs	17
	Innovation, partnered, and cohesive or coordinated	33
	Ideas	57
	Young adults	63
Social Opportunities		56

Ideas from the community: Jewish culture

Jewish Cultural Arts were mentioned as a way of providing more entrees into the community for more people. There was often praise for the community's existing programs with suggestions for additions, improvements and new ways of using Jewish culture to build Jewish identity and community.

Yiddish – a desire for more Yiddish was expressed in various groups, e.g. classes, discussion groups, popularization of Yiddish through music and Yiddish literature and storytelling ("stories from Peretz"), klezmer revival.

Jewish visual culture: A number of conversations highlighted the potential to use local Jewish artists to teach and model Jewish art for others. There is an apparently significant potential for more of the community to be hands on in artistic endeavours using Jewish artists as models and volunteer teachers.

- *Jewish engagement through the arts, Jewish art gallery, not historic rather contemporary, connected to the university, Jewish visual culture academic courses*
- *There be places where all Jewish people can gather, learn, teach, make art, celebrate, pray and just be happy to feel safe amongst our own cultural and spiritual expressions.*
- *Jewish art in galleries*

Culture is arts – language arts (religious texts and doctrines too, e.g. Torah study), cultural arts, etc.

Jewish culture showcased for others also makes Jews proud of their culture:

- **Jewish food** in pop-up restaurants (A Philipino chef created pop up in restaurant – 170 seats, sold out in one day, 30% non Philipino)
- Folklorama show only once a year, show it more around Winnipeg
- Community does culture well, you see non-Jewish people at these events also- WE are not exclusive so it's a plus for us.
- Minister of Culture priority #1 for 150 anniversary, change the idea Winnipeg is the racist city in Canada.

Use cultural events as an increased **social opportunity**, e.g.

- film festival plus....e.g. plus conversation and socialization around the film's content.
- Programming is key to maintaining culture – go from event to event..

Music and Theatre:

- A singing evening, or social evening.
- The synagogue have to be open to the new groups – people come to Temple Shalom because of the music etc and feeling welcome. Miss it when you leave Israel cuz there you're part of the whole community.

- Be proud of being Jewish. start with music and theatre to introduce language – small, limited time attraction, be happy with a hundred people not a million
- Get more people engaged using arts and music
- Israeli music
- Community theatre
- Community choir- always the question of cost

Culture as identity:

- As a newcomer, cultural integration we experience “pluralism” diluted identity to be just Canadian. Third generation challenged to maintain culture and experience loss of identity and pluralism. You can tell how strong a community is by their community centres and cultural associations.
- Language gravitates to common language and culture for comfort.
- For the future ----- people come north for the right program – attractive, affordable, families will come cuz they are starved for certain kinds of cultural programs.
- Thrilled with arts scene, could layer in a youth arts festival, see the work of kids and students, music, visual arts, literature book, for under 30 or so.
- Kosher cook off – competition to get people out.
- Sustain culture for seniors and push further. Lots for older – tarbut
- BBYO International convention – dances with performers, learning about Judaism and the world and having fun too.
- Essential for the future – ways to identify culturally – Chai, dance, Hebrew, music – Israeli bands
- “I really need to go to Israel” – my classmates –teaching them English – need to understand where they come from. “In Flanders Fields” in five languages. How do adults get to do it????
Tendency to cluster.....stronger together
- Winnipeg isolation – we don’t even know Israeli artists and music
- Russian community sticks with each other a bit but need to develop more cultural program with Russian food and music? I would get involved more.
- Film Festival – Russian language films – Jewish Russian directors? Polish?
- poetry on Jewish figures
- Cooking – “baba’s kitchen” classes

Ideas from the community : Dayschool Improvement

In every conversation, praise was accompanied by suggestions and criticisms. The group of comments that related to the Gray Academy began with comments about:

- how extraordinary it is in North America and
- what an amazing accomplishment it is to have dayschool through high school sustained for so long.

Even criticisms were offered in the context of a deep caring about the future of the community and the essential requirement of a successful dayschool to our community's future. Comments were sometimes delivered with angst, but not in anger.

It should be noted that comments were not necessarily founded in fact, and that some better communication of facts about dayschool may be beneficial to dispel anxieties about impressions of Gray Academy that are out of date.

The comments can be divided into several headings:

Enrolment: A number of individuals expressed concern regarding the future of Gray Academy with particular reference to **decreasing enrolment**. Several were specifically concerned about the loss of high school.

Sustainability of dayschool was also raised as several specific concerns regarding the balance of full paying to subsidized students.

Affordability is often mentioned with much concern for the middle class who may drift away from Jewish education due to price.

Some brought forward ideas to encourage participation across organizations, e.g. the "passport to Jewish life" successfully funded and implemented in Orange County

Successful Jewish Education: There were additional concerns expressed over the success of Jewish dayschool education and **how success was defined?** It is clear that there are diverse views on what should be taught at Jewish dayschool. Expectations or disappointment was voiced on matters related to synagogue skills, Hebrew language proficiency, Jewish values, etc. Equally prominent in these concerns were desires for high quality general education that is comparable to the best private schools and prepares Jewish students for university in sciences, arts, and the professions.

Community Education role: It was noted that the BJE was originally defined with a broader role for all Jewish community Jewish education and evolved into being the Gray Academy school board.

Questions arose about looking at other forms of Jewish education including supplementary Jewish education (33 separate comments) and adult education. It was considered necessary to promote educational opportunities for various target groups to the whole community.