



Jewish Federation
of Winnipeg

Shaping the **FUTURE** of Our Jewish Federation

At a
GLANCE

JUNE 2023

Introduction

In the fall of 2022, the Jewish Federation of Winnipeg embarked on a strategic planning process aimed at developing a comprehensive plan to direct the Federation's resources and priorities for the next six years. The primary objective was to ensure that we remain focused on achieving our goals and having a roadmap to guide our decision-making processes.

The strategic planning process was designed to be data-informed, and as such, it included a multi-layered approach to gathering input. Key stakeholders were interviewed, focus groups were conducted, and a community survey was distributed. Over 500 people were consulted through at least one of these methods. The questions focused on the key functions of the Federation, its strengths, weaknesses, opportunities, threats, its role, and its priorities. Furthermore, input was gathered on how people envisioned success in the future.

The strategic planning process yielded a new mission and vision statement, which reflected the Federation's values and aspirations. Additionally, the process led to the development of critical takeaways regarding the role of the Federation and its guiding principles. The process culminated in defining six priorities, both internal and external, that will inform the Federation's plans into the future.

The strategic planning process was a comprehensive and inclusive effort that engaged a wide variety of stakeholders and provided critical insights into the needs and priorities of the Federation. **The resulting plan outlines priorities for the Federation's future, providing a clear direction for our efforts and ensuring that we remain focused on our vision of building a vibrant, engaged, connected, and secure Winnipeg Jewish Community.**

Strategic Planning Committee

- Co-Chairs – Carol Duboff and Gustavo Zentner
- Committee Members – Ari Hanson, Murray Palay, Paula Parks, Freda Steel
- Chief Executive Officer – Elaine Goldstine
- Public Relations & Communications Director – Adam Levy
- Consultant – Linda Kislowicz

Acknowledgments

This process would not have been possible without the oversight and leadership of the Federation's Board of Directors, and the input and assistance of the Federation's staff.

We are grateful for the invaluable support of The Asper Foundation, Jewish Foundation of Manitoba, Larry and Tova Vickar, and The Winnipeg Foundation, whose generosity has made this strategic plan a reality.

New Mission Statement

Jewish Federation of Winnipeg strengthens and builds Jewish life in Winnipeg, Canada, Israel, and overseas, acting as the voice of the community.

New Vision Statement

A vibrant, engaged, connected and secure Winnipeg Jewish Community.

Values

The work of the Jewish Federation of Winnipeg is guided by two sets of values – Jewish values and corporate values. Together these form the fundamental base of the organization. These values are expressions of commitment and are meant to inform policy formation and decision-making, as well as interpersonal behavior and community relationships.



Jewish Values	Corporate Values
Ahavat Yisrael / love for the people of Israel	Accountability
Chesed / acts of kindness	Collaboration
Tikun Olam / repair the world	Commitment to Innovation
Tzedakah / social justice, charity	Equity, Diversity, Inclusion, and Accessibility
Yisrael Arevim Zeh B'zeh / we are all responsible for one another	Respect
	Transparency

Role of the Federation

The Federation plays many roles in the community. In addition to the roles noted below, the Federation is seen as empowering others to operate services and programs, and as a facilitator and capacity builder. It also serves as an initiator for innovation with the goal of handing off projects or programs to the relevant community organization.

The roles noted on the following page were widely supported by the data.



ADVOCATE

Advocates for the community's interests with other community and faith-based organizations, government and NGOs

COMMUNITY BUILDER

Offers experiences and opportunities that build and strengthen the community

CONVENOR

Brings organizations together and builds collaboration between agencies and individuals

HUMAN RESOURCE DEVELOPER

Develops professional and leadership development

FINANCIAL RESOURCE DEVELOPER

Raises funds to support community organizations, programs, services, and activities

LEADER

Provides proactive leadership on key issues, builds process and solutions to solve community challenges, leads during crises

VOICE

Represents the community's interests and concerns

Priorities and Success Factors

The results can best be summarized into six key priorities, four of which look inward and two of which face outward.



The Federation is engaged with different responsibilities and constituencies – local, national, and global. First and foremost, it must ensure that the Winnipeg Jewish community is well-resourced for the short and long term.

It is also part of the Canadian Jewish community and as such, it must be concerned with Canada-wide issues and challenges, including ensuring that communities who do not have the means to provide for themselves have the support of a national collective.

Finally, the Federation must be connected to Israel and to World Jewry in the spirit of **Yisrael Arevim Zeh B'zeh** / we are all responsible for one another, understanding that challenges and triumphs belong to all the Jewish people, regardless of where they live.



Looking IN

To be successful, a Federation must be concerned with operating an efficient and effective, well-resourced organization.

INTERNAL SYSTEMS REVIEW

Enhance fundraising, revamp allocations model, introduce a new governance model, impact evaluation model and a straightforward communication approach that conveys a strong, clear identity generating trust and confidence

COLLABORATION

Enhance collaboration with community partners and cultivate open and transparent relationships with opportunities for growth across all community organizations

NEXT GENERATION

Increase engagement through education and training, and develop the next generation of leaders who will lead the Federation, its beneficiaries and partners

FINANCIAL SUSTAINABILITY AND AFFORDABILITY

Develop strategies to sustain Jewish life and ensure that it is affordable and accessible to all



Facing OUT

At the same time, the Federation faces outward and must maintain strong relationships with organizations in the larger Jewish and general communities. This includes all levels of government and NGOs to partner with, collaborate with, and advocate to.

EXTERNAL RELATIONSHIPS AND ALLIANCES

Develop external relationships and alliances with other community and faith-based organizations, government and NGOs, positioning the Federation as an important voice in the broader community

ADVOCACY

Combat antisemitism and advocate for Israel and world Jewry while forging new and deepening existing relationships with Israel



Success Defined

With the focus on these 6 priorities, and the appropriate financial and human resources devoted to their implementation, the following should happen:

- Clear Federation identity and focus – the community gets it
- Increased young adult engagement and leadership
- Efficient and modern systems based on best practices
- Culture change – from reactive to proactive; adaptable, outcome oriented; collaborative; data informed
- Inclusive community – embracing equity, diversity and inclusion; enhanced outreach to new populations
- Larger Jewish population – attraction and retention of newcomers
- Increase funds raised from all sources – annual and legacy to build sustainability
- Strategy and plan in place to increase affordability and accessibility
- United community