



Jewish Federation
OF WINNIPEG | Community
Planning

Imagine

a flourishing Jewish community
where everyone can find their place...



Community Forward Report

Planning for the Future of the
Jewish Community of Winnipeg

NOVEMBER 2019

Carol Duboff, Chair, Community Planning
Faye Rosenberg-Cohen,
Community Planning and Allocations Director



How to read this report:

The core of this report is in Section D which outlines each committee’s deliberations, recommendations, and plans. Anyone interested in joining a committee or getting more deeply involved in any of the issues discussed will find a summary of the work so far and plans for the future in this section.

Feel free to contact us to volunteer!

The report is enhanced by a brochure which maps the work done so far, the process, and key principles. It provides the “Executive Summary”.

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Three years ago when Community Planning began the process of a new strategic plan it was hard to imagine reaching this moment. Discussions about the kind of methodology that could be used to gather intelligence from the community, approaches to developing insights and plans in so many diverse areas in order to ensure a flourishing community into the future, was hard work. The journey involved hundreds of community members who expressed their views on what they felt was working well and what was needed to be put in place to ensure our community continued to thrive and flourish. More than 100 community members joined sub-committees over the last year and met in more than 45 meetings. These meetings dove deeply into issues that considered what was needed for our community and what was possible.

Collectively we are successful in dreaming and putting into action a more vibrant, connected, inclusive and supported future for our Jewish community.

I want to thank the hundreds of community members who took part in those initial community conversations. I want to thank the many volunteers and community staff for their commitment, dedication and enthusiasm that you bring to every meeting.

We are grateful to the wise leadership of the Board of Directors of the Jewish Federation of Winnipeg who promoted and supported us in this deeper, wider planning process with a commitment to maintaining it on an ongoing basis. Thank you to Elaine Goldstine and the Federation staff for all your support.

I want to thank all of the members of the Community Planning Committee for your tireless hard work and your dedication and commitment to putting the best plans possible in place to ensure that we will have a Jewish community that not only will continue to flourish into the future but will be connected, vibrant, inclusive, and supported.

Last, but not least, thank you to Faye Rosenberg-Cohen for her indefatigable energy and commitment and expertise. This process would not have been possible without all that she does.

We are not done. As long as a community continues to exist, the work to keep it going must continue.

To paraphrase Rabbi Tarfon from Pirkei Avot, we realize that we cannot complete the work, but are not free to desist from building a flourishing Jewish community.

May we go from strength to strength.

Carol Duboff, Chair



A. Community Forward

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.

Jewish Federation of Winnipeg

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:

Community Planning

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

In 2016-17 the Community Planning Committee launched a new planning process with a consultation phase to build an understanding of community needs and priorities. The first action planning phase, **Community Forward**, began in 2018 with the selection of priorities from the consultations. Gathering participants that span organizations and different populations, committees set their agenda, studied the background or collected more information as needed and began developing action plans.

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

This report completes the third year in the first iteration of this cycle by reporting on action planning tasks and committees. It is essential to the process that it continues through all aspects of the cycle, refining steps as it goes.





The Ongoing Planning Cycle

Unlike the famous “Song That Never Ends”¹, we know what the process is and its purpose:

- **Continuous improvement.** Regularly assess community needs, work with partners and stakeholders to plan responses, review progress and change, consult and re-plan.
- **Common understanding and unity of purpose.** We strive to build cooperative, collaborative working relationships between Jewish community non-profits providing service and engagement in Jewish life; to build community cohesion, inclusion and effectiveness.



¹ The theme from Sherry Lewis’s “Lamb Chops Play Along” TV show:
*This is the song that never ends. \ Yes, it goes on and on my friend.
Some people started singing it, not knowing what it was,
And they’ll continue singing it forever just because...*



Key Principles for Continuous Improvement

- Ask what's needed: Involve the community and various stakeholders periodically to assess current needs and priorities.
- Plan to respond, implement actions, and evaluate often.
- Assess impact opposite moonshot level community goals.
- Adjust the plan, and
- Repeat! With new players at the table each year in an ever-changing world, there is always work to do to adjust to the current landscape.

In order to demonstrate the impact of working together towards common goals, the Federation Board of Directors has committed to support the ongoing planning process for the long term.

Rabbi Tarfon says: "It is not your responsibility to complete the work {of perfecting the world}, neither are you free to neglect it." [Pirkei Avot 2]

Defining Priorities for Planning

It should be noted that priorities for planning meetings and development of committees requires balancing dreams with practical realities. It is important to understand the **current environments, where volunteers are available, when supporting funding and political support are available**, and what are **practical implementations** going forward. Understanding that while there are many improvements that could be made to foster community cohesion, selecting those that are likely to succeed in the foreseeable future is a necessary step in setting the agenda.

An example: *The teen leadership planning dilemma*

Volunteer: "We just need to go back to the way we had clubs every Saturday afternoon at the old Y. Everybody came. That produced leaders!"

Chair: "I never went to the Y, but here I am! But really, are your kids available to do more programs on Saturday afternoon?"

Volunteer: "No, mine aren't, but everybody else should come."

Chair: "Mine aren't either. Let's talk about ways to accomplish the same goal in a way that works for our kids, and everybody else's kids, today."



The Environment in 2019

SWOT – What are the overall circumstances that promote or discourage appropriate action on priority items? A high level glance at **Strengths**, **Weaknesses**, **Opportunities** and **Threats** can summarize the factors that will be considered on the planning path to promote success.

<p>Strengths</p>	<p>Weaknesses</p>
<ul style="list-style-type: none"> Committed leadership at Federation and in many strong Jewish organizations with a willingness to work towards common goals. 	<ul style="list-style-type: none"> Memory – “We always do it that way and it always worked before.” “<i>Good is the Enemy of Great</i>”, Jim Collins
<ul style="list-style-type: none"> Diverse and rich fabric of Jewish community life 	<ul style="list-style-type: none"> Misperceptions of exclusivity & an overdeveloped sense of inclusivity
<ul style="list-style-type: none"> Jewish community staff across many organizations that are committed, collegial, and skilled. 	<ul style="list-style-type: none"> Little data available on participation rates and community members use of programs and services
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> Take advantage of tremendous volunteer energy. 	<ul style="list-style-type: none"> Often too professionalized, leaving little room for volunteers
<ul style="list-style-type: none"> Improve communications to improve perceptions, e.g. improve information about programs to remove the perception that “there’s nothing to do here”. 	<ul style="list-style-type: none"> Lack of clearly articulated, well understood, common goals.
<ul style="list-style-type: none"> Evaluation of programs and community research to demonstrate realities 	<ul style="list-style-type: none"> Perception that fundraising is in decline or that competition will impede funding key services.

Demographics

- We are a community of more than 14,000 Jews and their loved ones.
- We reflect the rainbow of Canadian society.
- We are as culturally diverse as the imagination, and growing through immigration, as we approach a ratio of 30% of the community who have moved here in the last 20 years.
- Like other Canadians, 22% of Jews live with cognitive or physical challenges.
- We live all over Winnipeg, dispersed across all the suburban neighbourhoods, retaining a limited concentration in the South End.

And we have a long history of providing services for ourselves, in the tradition of the Canadian Prairies, expecting services that rival much larger Jewish communities in North America.



Programs and Services

The Program Inventory that was undertaken by the Education and Engagement Sub-committees last winter highlights the breadth and richness of Jewish life in our community with some exceptions. The inventory did not highlight gaps, but rather created a snapshot of current successes. It paints a picture of an array of programs for different ages, denominations, and interest groups. (Appendix 1.7, page 82)

All these programs contribute to the rich and vibrant fabric of Jewish life in Winnipeg, a cultural fabric that includes religious observance, music and art, diverse heritages from around the globe, and a welcoming community.

Observations from Analysis of Beneficiary Agency Financials

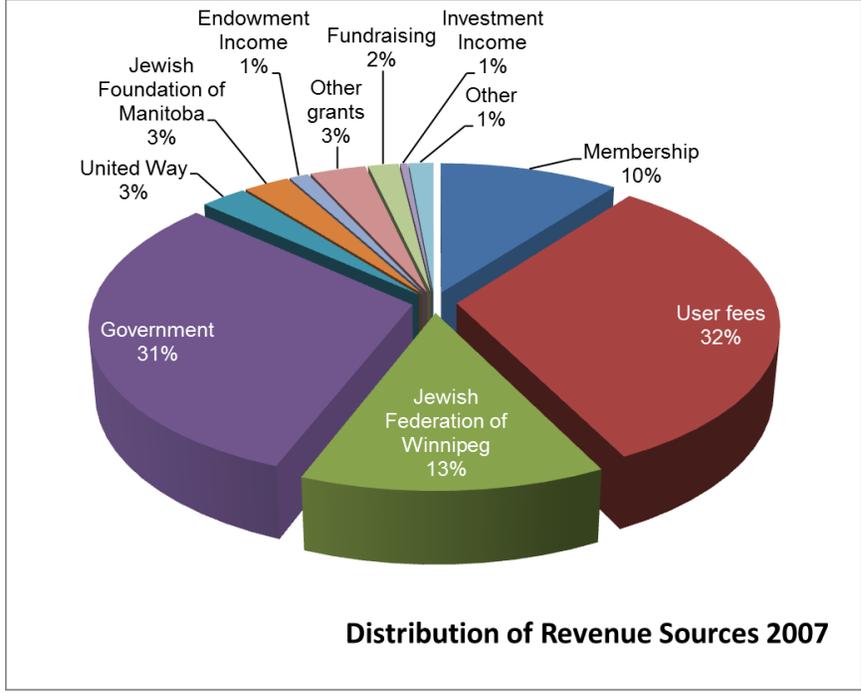
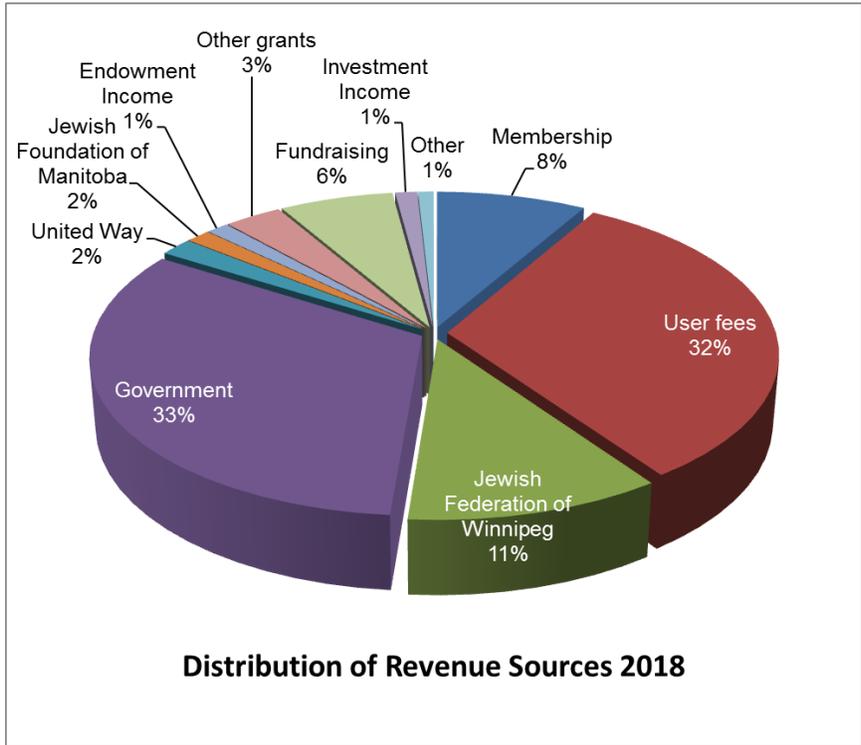
Recognizing that fiscal years vary, data submitted through the Allocations process was compared from approximately 2007 (then) to approximately 2018 (now). This shows an overall increase of 37% in total revenue sources comparing beneficiaries then and now. (The Simkin Centre is excluded from that analysis since they become a beneficiary in the interim.)

- 6% of revenue comes from agency fundraising now, compared with 2% in 2007, an 82% increase in actual dollars from \$275,000 to more than \$1.57 million.
- Revenue from the Jewish Federation decreased from 13% to 11% of the total, even though it increased in absolute dollars.
- There was:
 - A 36% increase in user fees.
 - A 41% increase in government funding for comparable agencies.
 - An 82% increase in organizational fundraising.
- **Staff investments** – Including the Simkin Centre, more than 1000 individuals work for the 12 agencies who spend more than \$24.7 million² on staff. About 61% of total budgets are dedicated to staff to carry out the important work of the community.
- **License fees: Maintaining the Asper Campus site** - 8% of the total budgets account for license fees and rent on the Asper Campus, more than **\$2 million**. While beneficiary agencies do not simply ask for license fee funding, it is notable that the ratio of license fees to allocated dollars is 75%, e.g. \$2 million of the \$2.75 million allocated for 2019-20.

² This does not include synagogues and other organizations whose information was not readily available for this analysis but whose staff contribute greatly to the fabric of community.



Beneficiary Agency Revenues by Source



- Beneficiary Agencies**
- Aleph-Bet Child Life Enrichment Program Inc.
 - B'nai Brith Camp
 - Camp Massad
 - Gray Academy of Jewish Education, including Kaufman Silverberg Library
 - Gwen Secter Creative Living Centre, including Kosher Meals on Wheels
 - Jewish Child and Family Service, including Chaplaincy
 - Jewish Heritage Centre of Western Canada
 - Jewish Learning Institute
 - Rose and Max Rady Jewish Community Centre
 - Shalom Residences Inc.
 - Simkin Centre
 - Irma Penn School of Jewish Learning



B. The Journey so far

In 2016-17 the Community Planning Committee launched a new planning process, beginning with a consultation phase to build an understanding of community needs and priorities. The process began with conversation. Hundreds of community members came forward to answer the question: “What is most important for the future of the Jewish community of Winnipeg?”

The results were synthesized, vetted, presented to a diverse community planning session and summarized in the Community Conversation Highlights page. In every meeting there was a common thread.

Longing for Belonging: The overarching theme that permeated every consultation was the desire for a stronger sense of belonging to the community. Satisfying this desire for stronger Jewish identification and community connection infuses every planning conversation with an additional sense of purpose. If the meeting begins with a discussion of mitigating the effects of poverty it quickly moves to creating inclusive environments. If the agenda is outreach for family education, the questions shift to how to maximize the opportunities to make the diversity of the community feel comfortable. If the question is how best to support seniors, the answers revolve around finding ways to strengthen their connections and sense of well-being that the Jewish community can bring to them. If we discuss accessibility and inclusion of individuals with varying abilities, the question is how to accommodate everyone in a comfortable Jewish environment.

It became clear that the goal of Jewish community programs and services is not just to service specific needs, but to build Jewish community. Intentionality and communication are key.

Moving from listening to planning: The process continued with identifying priority items for action planning around four major themes. The next three charts show the transition from what we heard, to selecting priorities for discussion and planning, to organizing into action planning committees.

They are colour coded for continuity, with symbols added to reflect the categories.



Connected



Vibrant Jewish life



Inclusive Caring community

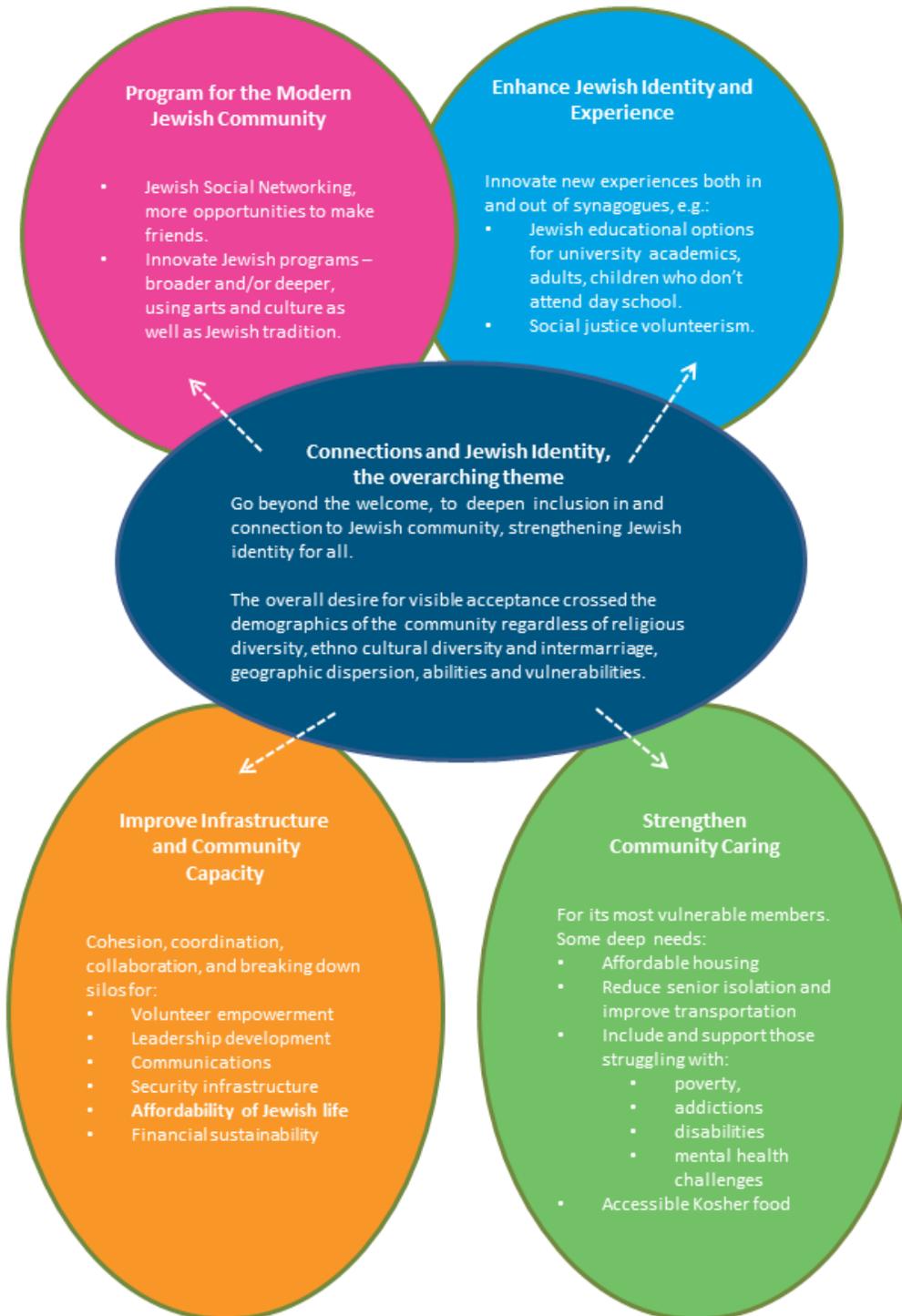


**Supported with
Infrastructure and capacity**





Community Conversation Highlights





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

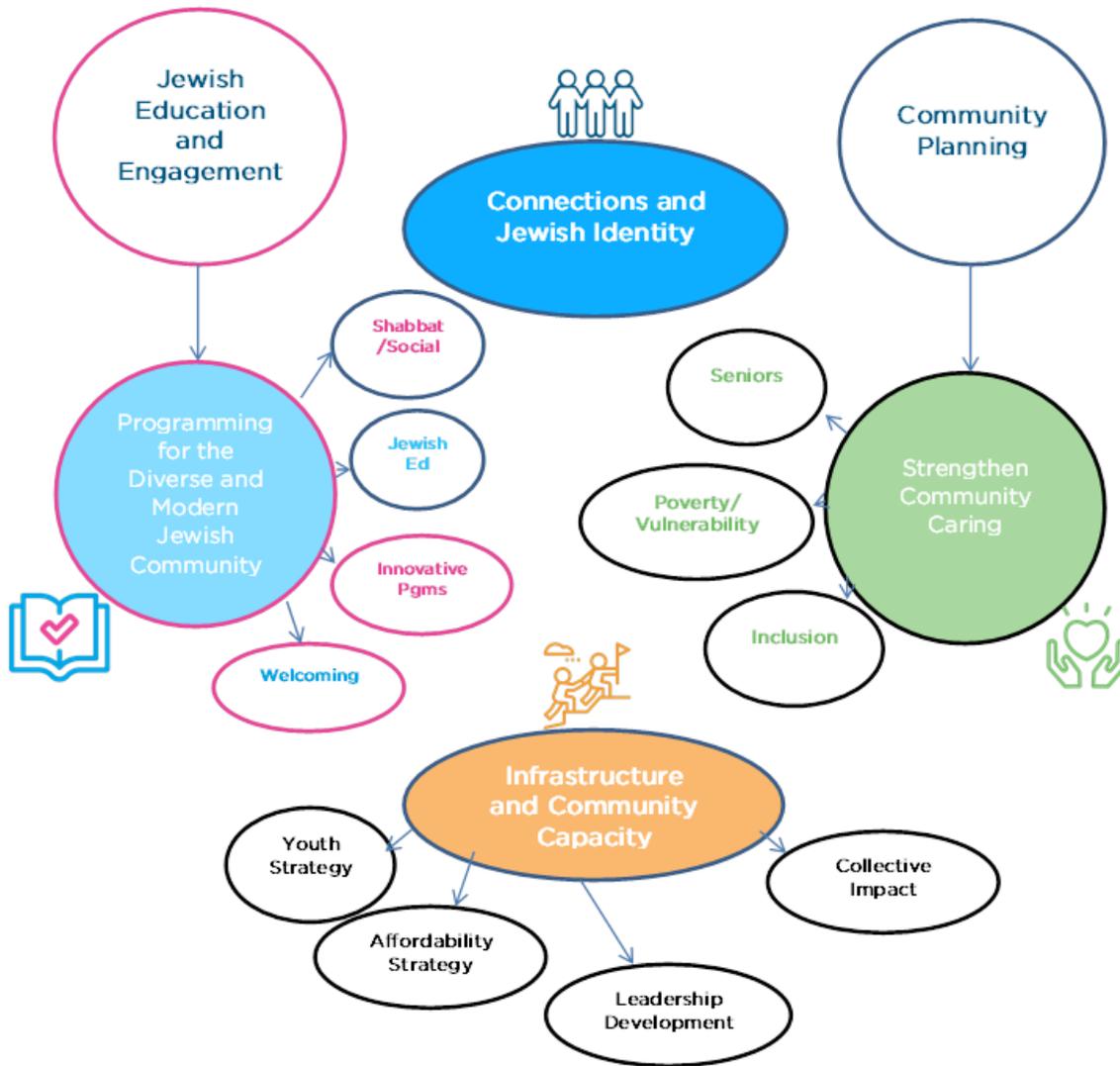




Action Planning Committees

In the Fall of 2018 the Committee reported on active committees engaged in action planning. Those items from the list of priorities that were not addressed in this first stage will be addressed as soon as possible.

Action Planning committees Active in Fall 2018



The full description of these committees and their work follows as Section D. Action Planning Committee Summaries, page 30.



Themes, Values, and Milestones

Some themes were repeated in diverse meetings on planning for different demographics. They are outlined in recommendations for the Journey Forward. The same words were repeated often reflecting a set of values that influences action plans:



Collaboration – Every step of the way, more is accomplished when organizations work together.

Diversity – Accepting the diversity of our community and creating diverse entry points are both essential for a vibrant future.

Inclusion – Everyone who wants to feel part of the community should feel included. This requires accessible, adaptable and sensitive program planning.

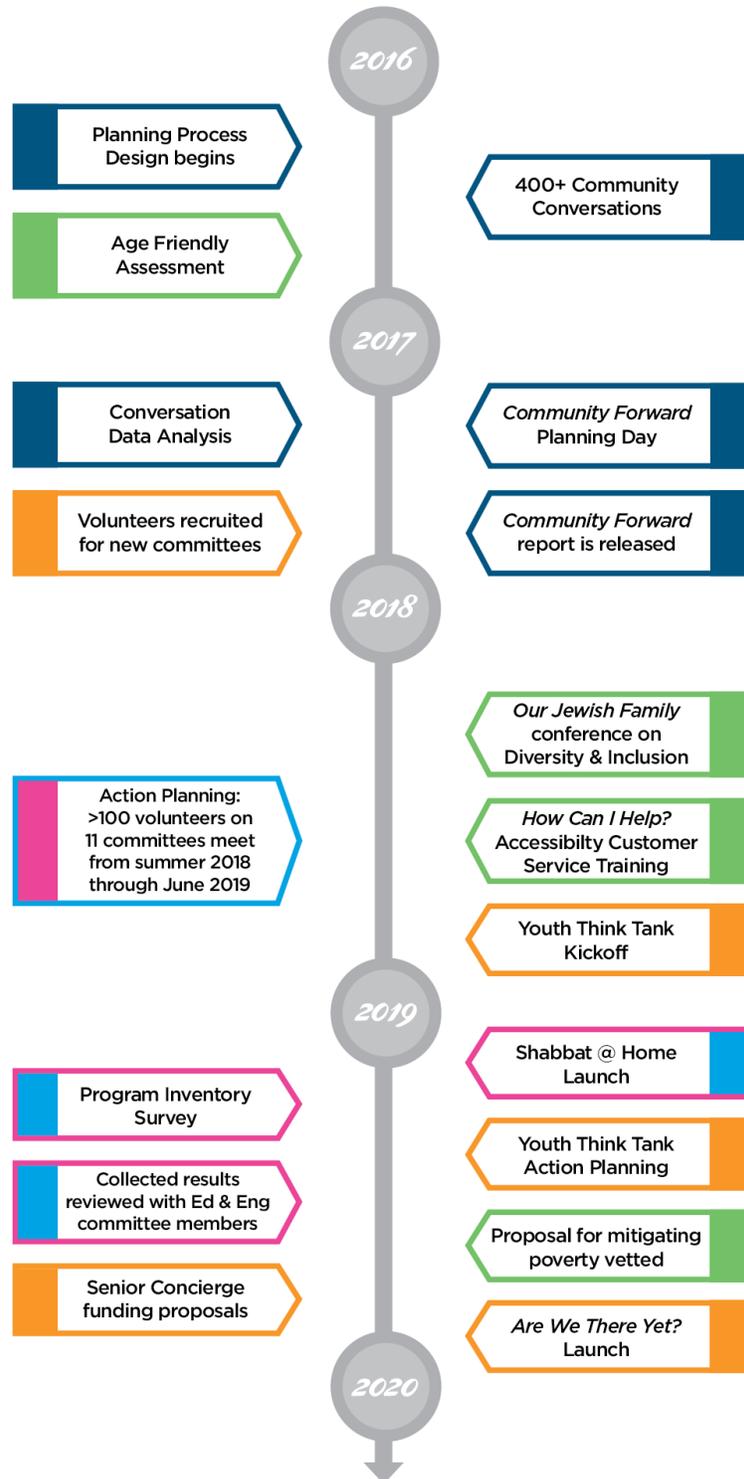
Connectors – Everyone feels more welcome when they get a personal invitation and a friendly voice asks them whether they enjoyed the experience. Peer connectors in every demographic are needed.

Empowerment – Volunteer power drives the community and the community experience, especially when those in a particular demographic gather to plan for their peers.

Jewish – We are building Jewish community which requires that every aspect of planning be viewed through a Jewish lens to ensure the values are upheld and Jewish experiences are available for everyone.



The Journey So Far: *Milestones*





The milestones through the process so far in timeline order:

- **Planning Process design** began in late 2015 and focused on first gathering the views of the community.
- **Community Conversations**, consultations with more than 400 participants, resulted in 4700 lines of data, and 5 main categories of needs. Highlights are shown in the bubble diagram titled, **Community Conversation Highlights** (page 12).
- **Age Friendly Assessment** was conducted simultaneously with Community Conversations by reaching out to seniors to assess the amenability of our community to seniors according to the environments and needs identified internationally by the UN.
- The **Community Forward** planning day examined the Highlights and identified 4 main focus areas for action planning. The full description of issues was presented to the Federation Board and offered to all participants as a web based presentation at www.jewishfederation.org/planning. The process proceeded to action planning committee formation even while the consultation results were being presented to stakeholders.
- **Volunteer Recruitment** commenced in the spring of 2017, to form action planning committees and sub-committees for long term planning and first steps. Some focus areas required more research, while the intelligence available on other matters resulted in more specific action plans. Where committees existed or were already being formed, issues were presented to them and they were asked to develop action plans. Taking advantage of existing volunteer expertise to develop plans without redundancy was the most effective way to keep the process moving forward. These committees are outlined in the diagram titled **Action Planning committees Active in the Fall of 2018**, page 14.
- **Action Planning** then focused on the Community Forward **Priorities for Action** (page 13), forming committees and sub-committees to address as many of these issues as possible. Matters that were not the subject of meetings and plans in the first year will be addressed as soon as possible.
- **Our Jewish Family** conference on Diversity and Inclusion – March 2018 - was an opportunity to get a head start on the discussion of inclusion and welcoming. (Appendix 1.5.b, page 71.)
- **How Can I Help?** Accessibility and Customer Service Training - November 2018 - fulfilled the purpose of gathering Jewish organizations to train together on Manitoba Legislation as well as learn from each other about the expertise available across the community in various areas of accessibility. (reference in Appendix 1.5.c, page 76.)



- **The Youth Think Tank Kickoff** - November 2018 – gathered all the youth serving organizations and youth representatives to reimagine youth engagement. In-servicing and facilitation from the Koschitzky Centre for Jewish Education, UJA Toronto inspired creativity and enthusiasm across the spectrum of programming and ages from birth to young adult. (Appendix 1.1, page 58, and D. Action Planning Committee Summaries - Infrastructure and Capacity Building - Strategic Thinking, page 52)
- **Program Inventory Survey** – November 2018 through February 2019 – was commissioned by the Education Review and Innovative Programming subcommittees to help reveal strengths and gaps in the Jewish programming and education landscape. While the breadth of existing programs was impressive, the survey was not successful in identifying gaps which were identified in other ways. (Appendix 1.7, page 82.)
- **Shabbat @ Home** - February 2019 – launched after a demonstration Shabbat in January with 3 home hosts in February. In its first 5 months, there were 14 Shabbat dinners with approximately 45 adults and 22 children gathering for a Shabbat and social networking experience. (D. Action Planning Committee Summaries. Programming for the Diverse and Modern Jewish Community – Shabbat Engagement, page 33.)
- **Youth Think Tank Action Planning** - March 2019 – identified strategies for engaging teens as a key demographic. (D. Action Planning Committee Summaries Infrastructure and Capacity Building - Strategic Thinking, page 52.)
- **The Community Gift Certificate**, a proposal for mitigating poverty – April 2019 – was developed and vetted with community service providers for initial feedback. The proposal is in Appendix 2.2, page 93.
- **Collected Results of Education and Engagement Sub-committees were** presented and reviewed at a joint meeting of the sub-committees. – June 2019
- **Senior Concierge applications for funding** – May 2019 – were drafted as a result of the deliberation and recommendation of the Sub-committee on Aging. Grant deadlines span June to December and submission began in June. (Appendix 2.3, page 94)
- **“Are we There Yet?” Assessment along the road to a flourishing community** – August 2019 – launched with a two evening session on telling the story of the community and brainstorming indicators that would answer the question. (Appendix 2.1, page 89)

As previously mentioned, defining priorities for action planning highlighted that some matters lend themselves to immediate action and others require further planning. There are some issues that seem to be impossible to address without much more creative energy and sometimes massive infusions of funding. Those issues were deferred.



The Journey Forward

Moonshot Goals

As we pass the anniversary of the first moon landing, the question strategic thinkers are asking is “What could be a goal as big and as compelling as walking on the moon? How can we apply moonshot thinking for positive change in our world?”

As we develop consensus around goals and indicators of a flourishing Jewish community, the long term vision will become clearer. Building community cohesion involves including synagogues, beneficiary agencies, and other essential stakeholders as well as community members, in developing a unified vision.

The vision: ***A flourishing Jewish community where everyone can find their place***

Imagine everyone has access to the appropriate formal and informal Jewish education and Jewish experiences that strengthen their Jewish identity and skills, the chance to celebrate Judaism, Jewish life, Jewish culture in their own way.



No one misses an opportunity to participate in Jewish life due to financial limitations.

A Jewish home is available to all, from a baby who needs foster care to an elder who needs supportive housing.

Jewish religious and spiritual services support every Jew from cradle to grave.

No elder dies (or lives) alone in their home without knowing the support and caring of the Jewish community.

Imagine a place where it's impossible to feel lonely in the Jewish community.

Imagine
a flourishing Jewish community where everyone can find their place...



The process continues with assessing first actions, and building collaborative tables to implement action and serve as the platforms for enhanced communication, common action, and ongoing assessment. Assessing the change over the long term will require tools, research, and taking advantage of the extraordinary level of collegiality and cooperation among and between Jewish organizations. (See *Are we There Yet?* Appendix 2.1, page 89)

Broad Recommendations

Common themes emerged across committees from as varied topics as senior transportation to teen engagement. These commonalities should be kept in mind during every planning conversation going forward. They are principles that apply generally to excellent program delivery.

Collaborative tables and Federation’s role as convener - Creating and nurturing collaborative tables, hubs of community activity, is a prerequisite for the most effective cross communal action. These hubs are intended to gather a group of stakeholders around the priority matters with a specific population focus or functionality.

“Doing More with Less” is a well known myth. No one can do more with less. But they can do a lot with very little! What hubs can do is maximize the impact of the collective, using scarce resources to deliver more service, empower more volunteers, engage more of the community, etc. Hubs focus on common goals, moonshot goals that inspire relevant partners and stakeholders to work together.

For instance, gathering staff and volunteer leadership and stakeholders to creatively assess needs and fill gaps for seniors has a long community history of success from creating Kosher Meals on Wheels in the 1980s, supporting WRHA initiatives to bring the South Winnipeg Resource Council into existence to serve all seniors in the South End of Winnipeg in the 1990s, and creating the concept of a Senior Concierge for the future in 2019.

<p>It should be noted that community members and organizations look to Federation as the impartial convener of these hubs, to plan, to coordinate activities and to keep the agenda of cross-communal and collaborative possibilities at the forefront.</p>



Content is important - While relationship building is key to creating connections to the community, Jewish context and content are the essence of Jewish community. Jews access social networks, services, a diverse array of programs and education in a modern and accepting society. Jewish community must be **uniquely and authentically Jewish in its context** in order to remain attractive. **Frequency of contact** is key to both developing friendships and building skills.

Diverse Entry Points are key in every demographic, followed immediately by **Welcoming environments**.

Design Thinking – Modern successful Jewish movements empower participants by involving them in planning for themselves and their peers, not unlike the way women’s groups operated forty years ago. There is a growing shift in professional roles to empowering volunteers rather than providing the perfect program. Supporting design thinking approaches also requires **nurturing and fostering innovation** and new program ideas.

Connectors in every demographic – Committees across the spectrum of issues and populations observed the need to have connectors, volunteers and staff who actively reach out and invite individuals into the community. As articulated by one committee member, “The Jewish community needs to view itself as an incubator of relationships.”

These connectors will make an invitation, follow up after an event, greet new people at the door and more. While it happens organically in some situations, it is necessary to build it in to the planning to successfully engage the maximum number of individuals.

Connectors will need in-servicing and updated information on the diverse range of community opportunities for their demographic. The observable strength of **connection** in modern society is increasingly **in small group** activities.





Action Plans 2019-20

To continue the work for the coming year, some committees will continue as is and others will be regrouped. The year will include implementing actions, further planning in those areas already in process, and adding priority items to the discussion that have not yet been addressed. Each action area will proceed along the Ongoing Planning Cycle, though they may progress at different rates.

Putting Price Tags on Community Vision

As planning in various areas progresses a long term look might include some additional and robust initiatives to engage Jews in Jewish life, to facilitate inclusion for diverse community members, to build our capacity as a community to deliver more service, more appropriately. While some initiatives will displace or transform current service into new modes, it is necessary to consider additional service, which in turn might require additional funding. After start up grants, testing ideas, pilot projects, partnering and acquiring capital for major investments, it is possible that, in total, our community will need a little more staffing and a few more programs.

Ultimately fundraising strategy will need to keep pace with this increased community need. The following is a sample price list³.

Annually		Sample Price Tags	One Time capital	Endowment
from	up to			
\$ 20,000	\$ 30,000	Upgrading Communications with the Community with Information Kiosk with Increased staffing to maintain information bases and support volunteer run information service.	\$ 30,000	
	\$ 15,000	Youth Outreach Coordinator		
\$ 50,000	\$ 85,000	Senior Outreach Worker		
	\$ 15,000	Cross Communal Education Coordinator		
\$ 30,000	\$150,000	University Jewish Studies	up to	\$ 2,000,000
	\$125,000	High Impact Jewish experiences in every demographic (5 per year of retreats or other intensives)		
		Relieve affordability concerns and pressures from organizational budgets		\$ 40,000,000
\$ 85,000	\$150,000	Initiatives to mitigate poverty without stigma and engage young families and others (Community gift cards plus one other project to be determined.)		
\$ 30,000	\$ 50,000	Innovation Incubator and Contest		
	\$ 15,000	Collective Impact Research		
\$ 215,000	\$ 635,000		Endowing increased annual needs:	\$ 15,875,000
			\$ 30,000	\$ 57,875,000

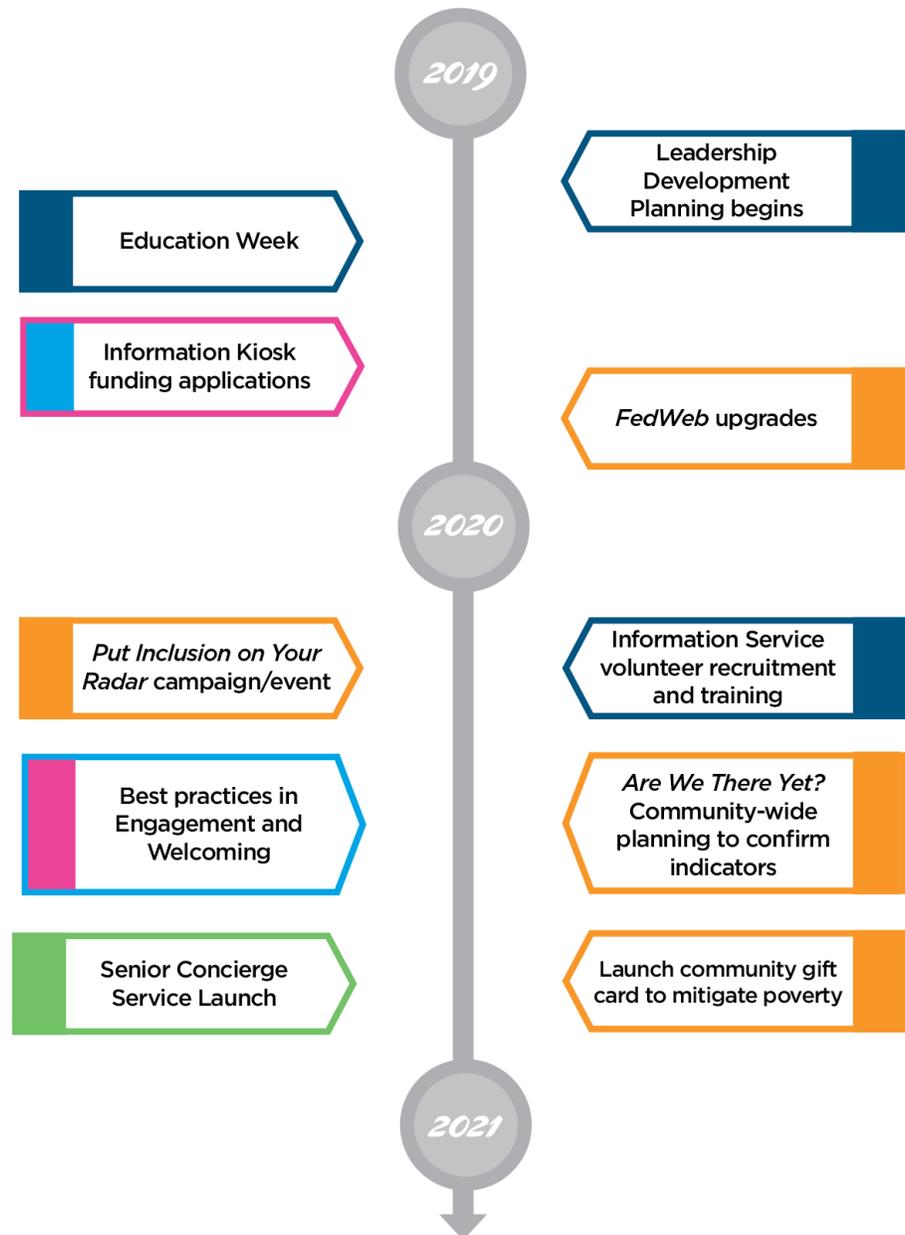
³ Estimates have not been verified and are offered here as examples only.



Dreams and plans - Highlights for 2019-20

The tasks outlined for the 2019-20 year cover the next action steps as well as longer term strategy development. Project work and milestones are estimated for the months in which the task will be scheduled based on current expectations and committee involvement. These will be modified as teams meet and plan further detail and activity.

The Journey Forward: 2019-20 Plans





Not obvious in this timeline are the many deep discussions community activists – staff and volunteers – will be having about how to best support our community and solve problems. Those are the conversations where dreams are shared and collaborative groups strive to reach a common understanding of the goals for the long term.

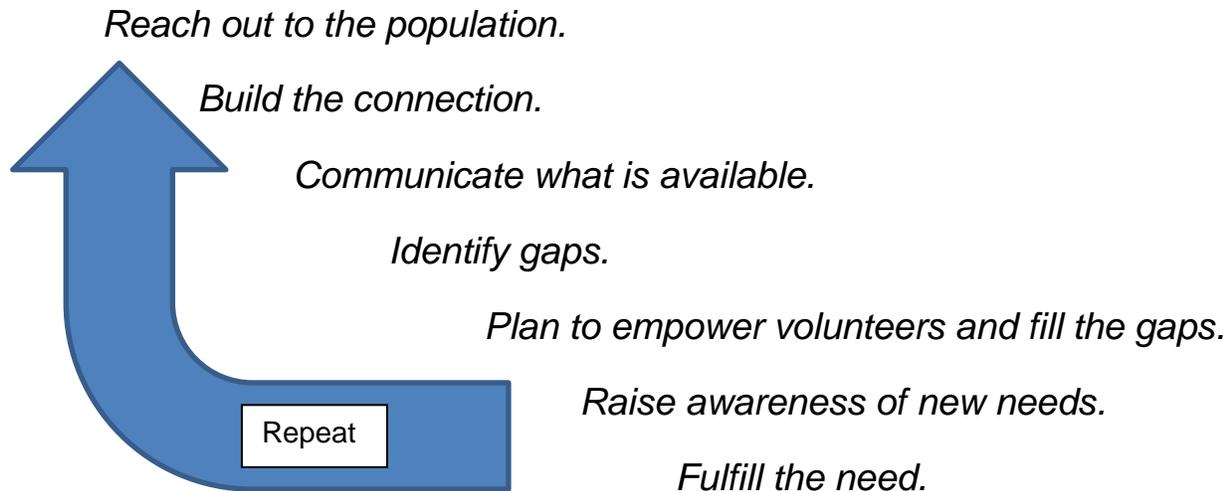
Some of the milestones include:

- Launch **Senior Concierge** project by Fall 2020. (Appendix 2.3, page 94)
- Confirm and plan launch of **Community Gift Certificate**. (Appendix 2.2, page 93)
- Grow **Shabbat @ Home**.
- Deliver **seminar in welcoming** best practices and Jewish Engagement.
- Define an **Innovation Incubator**.
- Plan awareness campaign and event to **Put Inclusion on your Radar**.
- Create an **Education Week** to raise awareness of all the opportunities.
- Launch an **Information Kiosk** and **volunteer run service** to provide information in tandem with upgraded web presence (Fed Web upgrades) and physical kiosk.
- Create a **leadership development strategy**.
- Launch **Are We There Yet** to establish consensus on indicators of a flourishing community. (Appendix 2.1, page 89)
- Formalize and launch **collaborative platforms**:
 - Youth
 - Seniors
 - Communications
 - Vision and Impact through *Are we There Yet*
 - Synagogue Leadership and Federation
 - Community Programmer staff table



The Community Forward planning process is developing a holistic vision of the community that will provide focus for fundraising, allocating annual funds, developing new initiatives, and gathering collaborative tables to support and enhance our community, as we work towards a common vision.

The recommendations and plans included in each area in Section D. Action Planning Committee Summaries follow an identifiable pattern. To fill the needs for each population, plans go through a cycle:



The nature of the planning cycle is that once we are clearly fulfilling an identified need, as we measure and describe that success, the next step is to reach out again.

Each stage of the planning process adds clarity to the vision of the community's future. The community adapts as time passes and societal changes are reflected in changing community needs.

Jim Collins in his book "Good to Great", talks about how good is the enemy of great. Success can lull our community into complacency, rather than inspire a renewed ambition to strive for excellence. The process finishes, a breath is taken, and then we begin again, to determine whether needs have changed and priorities have shifted.

The following charts show specific plans in each area.



Milestone months are estimates based on expectations as of September 1, 2019.

		Who leads (Committee or Staff Lead)	October	December	February	April	June
	Milestones						
	Strengthening Community Caring: Aging: The Senior Concierge project: develop a pilot project with an outreach coordinator that will find isolated seniors; assess and document needs; connect them with available services; identify gaps; work in collaboration with all Jewish organizations, serve individuals including transportation. (Appendix 2.3)	* Aging Sub-committee		Grant applications complete		Possible Launch	
	Additional senior planning issues		Kosher Meals on Wheels				
	Mitigating Poverty The community gift certificate project will be defined and a request made that funders be sought to support this incentive gift over a period of years. A gift certificate for young families would serve the dual purpose of engaging all the families in the demographic and including those who might otherwise not be involved due to cost. (Appendix 2.2)	Mitigating Poverty Sub-committee Include CJA staff		Proposal prepared			
	Plan additional initiatives that are collaborative, integrative and inclusive.		Brainstorm ideas				
	Inclusion Provide new bathroom signs for existing closed door, single stall bathrooms – more inclusive than "handicapped"	Inclusion Sub-committee	Choose sign	Provide template to Campus			
	Create a "speakers bureau" and presentation on inclusion.		Edit presentation	Winter delivery			
	"Put Inclusion on your Radar" - a public education campaign to accompany a speakers series that will conduct an information/orientation session for community boards.	JDAIM = Jewish Disability and Awareness Month	Plan JDAIM event		JDAIM		

	Connecting to Jewish life and community
	Vibrant Jewish life
	Inclusive Caring Community
	Supported with Infrastructure and Community Capacity Building
	Collaborative Platform



Community Forward: Planning for the Future of the Jewish Community of Winnipeg,
D. Action Planning Committee Summaries

Milestone months are estimates based on expectations as of September 1, 2019.

			Who leads (Committee or Staff Lead)	October	December	February	April	June
	Infrastructure and Community Capacity: Strategies:							
	Affordability Strategy – Youth Planning	*	tbd					
	Create a "community youth leadership council" and parallel "youth professionals roundtable" as a collaborative platform for strategic engagement of teens throughout the community. These bodies will plan youth leadership awards, coordinated youth program promotion, and personal outreach to unengaged or lightly engaged teens.		Led by Federation Young Leadership Coordinator	tbd				
								
								
	Coordination:							
	Communications - Build the capacity of Federation to be a hub for communications to the whole community about all the programs and services available from all the community organizations. The following projects serve purposes	*	supported by committees, delivered by Federation Marketing Department					
	Create an Information Kiosk that is fully backed by information from all community organizations also available online.		supported by committees, delivered by Federation Marketing Department		Proposal prepared			
	Improve usability of web based calendar and directory		supported by committees, delivered by Federation Marketing Department		web upgrades received	website updates		
	Plan public education campaigns that raise awareness in key areas: Education Week		supported by committees, delivered by Federation Marketing Department	Communications Plans completed tbd as above			Spring delivery	
	Best practices in welcoming							
	"Put inclusion on your radar"							
	Inclusion of those without the financial means to pay for everything			tbd		Jewish Disability Awareness Month		
	Leadership development – Develop a leadership and board development strategy		Community Planning Committee	First convening				

	Connecting to Jewish life and community
	Vibrant Jewish life
	Inclusive Caring Community
	Supported with Infrastructure and Community Capacity Building
	Collaborative Platform

Community Forward: Planning for the Future of the Jewish Community of Winnipeg,
D. Action Planning Committee Summaries



Milestone months are estimates based on expectations as of September 1, 2019.

	Milestones	Who leads (Committee or Staff Lead)	October	December	February	April	June
 	Community Capacity Building Indicators of a flourishing community project - "Are we There Yet?": Assessment along the road to a flourishing community is an initiative of the Community Planning Committee, to select indicators of community well-being and develop methodology for assessing Community Forward results over the long term.	Community Planning Committee	Select indicators	Refine indicators and begin feedback process.		Convene organizations to develop consensus and confirm research proposals	Plan research to begin in summer if possible.

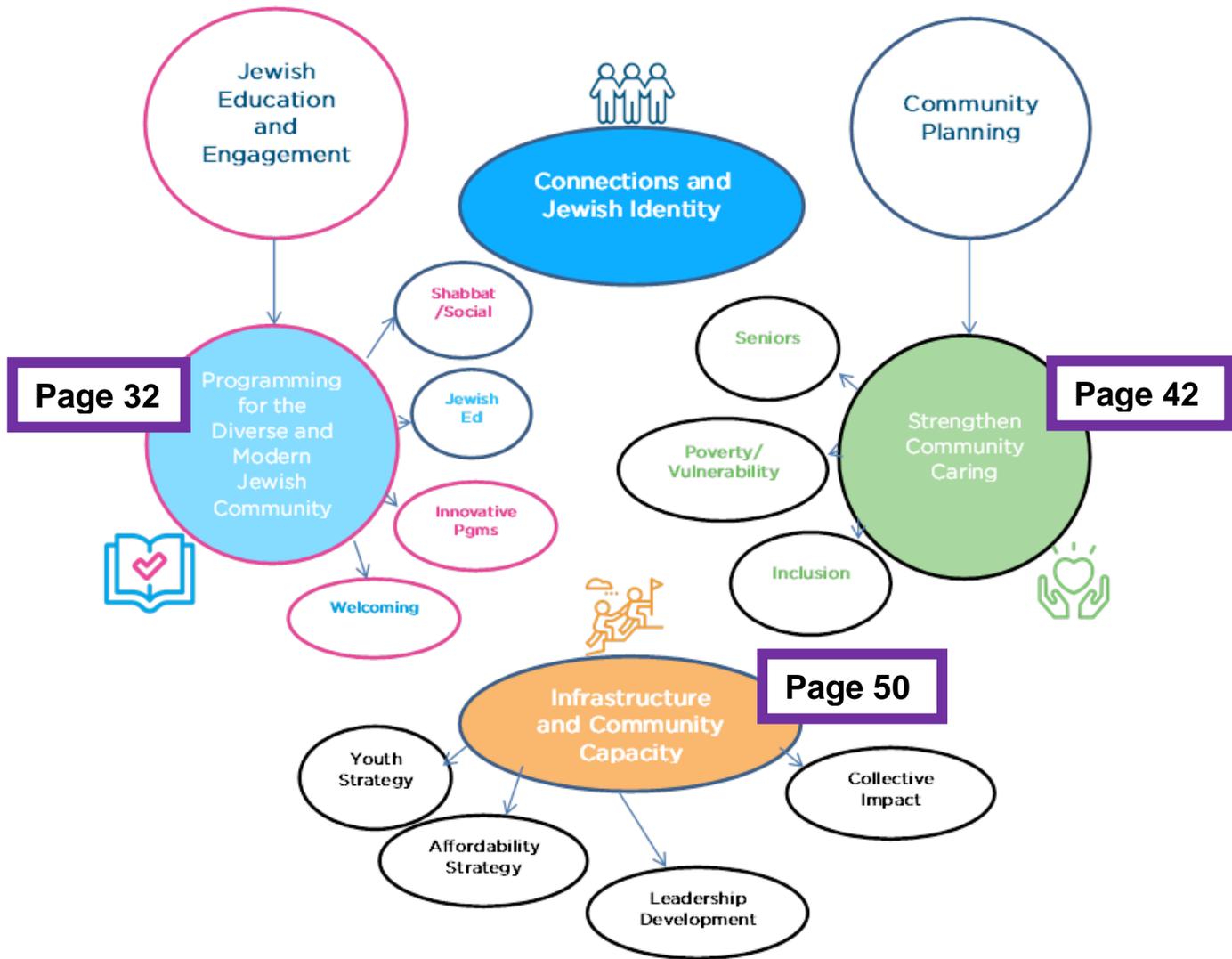
	Connecting to Jewish life and community
	Vibrant Jewish life
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D. Action Planning Committee Summaries

**Table of Contents by
Action Area**

Action Planning committees Active in Fall 2018





In the summer and fall of 2018, committees and sub-committees were formed and took on action planning for those items identified as high priority for action in the previous year. The following is a compilation of their work from spring 2018 to June 2019.



Connections and Jewish Identity: Inclusive and Adhesive: Understand what belonging means to the community.

- Continue the conversation with a survey on belonging.
 - With few responses to an online survey and a change in committee members, no further research was undertaken at this time.
 - **The theme of connection was incorporated into every discussion**
-



Programming for the Diverse and Modern Jewish Community: Foster innovation in Jewish life, and educational programming and experiences, which reflect the diversity of the Winnipeg Jewish community and strengthen Jewish identity in a modern Jewish context.

Education & Engagement Committee
<p>Elana Schultz, Chair Marcelo Aprosoff Sharon Graham Ellen Kroft</p>

Priority areas for action:

- University Jewish Studies: Brainstorm approaches to secure the future of Jewish Studies.
- Shabbat Engagement: Create opportunities for connection and enriched Jewish experience in the space and time of Shabbat, responding to the desire for more social networking opportunities in a Jewish context.
- Jewish Education Review: Survey of the Jewish community re educational offerings for all ages, identifying gaps and prioritizing needs, reporting on findings and recommendations for action.
- Innovative Programming: Conduct a survey of the Jewish community with attention to what programs are offered, identifying gaps within that program calendar that should be filled, discovering and considering programs that happen in other communities that would be desired here, and prioritizing programming needs to be responded to as next steps.
- Welcoming Community: Help to educate on and implement welcoming behaviours throughout the Winnipeg Jewish community

Some overall themes emerged:

Every meeting highlighted our desire to be inclusive and the need to serve those who aren't currently using community programs and services. Personal outreach was a repeated focus.

University Jewish Studies – A discussion paper was prepared, but discussion was deferred due to resource availability.

Recommendation: Re-engage interested parties in the discussion in the fall of 2019.



Shabbat Engagement: Create opportunities for connection and enriched Jewish experience in the space and time of Shabbat, responding to the desire for more social networking opportunities in a Jewish context.

Shabbat Engagement Sub-committee

Tamar Barr
Sheppy Coodin
Adi Farage
Taliah Gunn
Cara Kroft
Elvira Molochkovetski
Javier Nudler
Anna Rubel
Claudia Griner

Sub-committee agenda and goals for the first year were:

- Phase 1 Objectives:
 - Research the field of Shabbat programs
 - Brainstorm ideas
 - Identify 1-3 options to implement
- Product: Begin implementing programs by Fall 2018

Discussion:

- The needs identified through community consultations were more social networking and Jewish context, i.e. a number of individuals wanted more opportunity to meet Jewish peers, make more Jewish friends, and increase exposure to Jewish environments (diverse expressions of Judaism).
- The idea of taking advantage of Friday night – Shabbat – dinners as Jewish time, combined with home hosted activities which allow for more intimate and in depth contact and conversation address the need for opportunities for Jewish socialization, in a Jewish context. There is also a positive track record for such a program in our community as evidenced in the PJ Library Shabbat in my Neighbourhood program.
- Shabbat also offers participation in diverse expressions of Judaism. For some gathering with family and friends with challah on the table and good conversation is the perfect way to celebrate Shabbat. For others, Shabbat comes in with candles, blessings, Kiddush and singing. Creative vegetarian meals and new ethnocultural recipes have been added to the traditional kosher chicken dinner.



All of these cultural and expressive differences create a fabric of Jewish life that can engage all Jews.

- Further planning should extend to other forms of Jewish social networking, socialization, including Friday evening social gathering (e.g. Oneg Shabbat) and Saturday night events that begin with Havdallah, etc.
- At the core, the purpose of these initiatives is to use the space and time of Shabbat to offer opportunities for meaningful connections and not just surface level encounters.
- Shabbat in My Neighbourhood through PJ Library in Winnipeg as a successful model. The focus became the design of a comparable initiative for the whole community.
- Wide variety of strategies for mixing groups of people as well as gathering particular cohorts to encourage relationship development.
- Plan for themes to encourage new recruitment and involvement.
- After trying out Shabbat dinner model, consider other initiatives, e.g. Havdallah programs, Shabbat after noon ending with Havdallah, Shabbat walking club or book club, etc.
- Federation is launching and incubating this program, but that part of the timeline (if the program is successful) is to eventually explore whether it should be transferred to another community organization or if there is a group that wants to take full responsibility for managing this initiative

2018-19 Action:

Shabbat @ Home was designed and piloted in January 2019 with a “demonstration” dinner. Promotion began with a soft public launch in February. In its first 5 months, there were 14 Shabbat dinners with approximately 45 adults and 22 children.

Recommendations:

Short Term: Grow Shabbat @ Home and identify the appropriate permanent home for this inter-organizational, cross-communal program.

Long Term: Plan long term strategies to use Jewish time as social networking time that builds personal relationships and community connection.

2019-20 Plans: Grow Shabbat @ Home



Jewish Education Review: Survey of the Jewish community re educational offerings for all ages, identifying gaps and prioritizing needs, reporting on findings and recommendations for action.

Jewish Education Review Sub-Committee

Elana Schultz, Chair
Ruth Ashrafi
Lori Binder
Martin Buchwald
Eleonara Caporalini
Mark Golden
Marisa Hochman
Daniel Kroft
Arie Lavy
Myriam Saitman
Marc Shaeffer
Daniel Simeone

Sub-committee agenda and goals for the first year were:

- Catalogue the landscape of Jewish education in Winnipeg, identify needs, and advise on filling voids.
 - Phase 1 Objectives:
 - Review current educational offerings, excluding University courses
 - Identify gaps through consultations
 - Agree on immediate needs to be addressed
 - Product: Present a detailed report, with a timeline for response

Discussion:

- Having reviewed some of the issues highlighted in community consultations, and after reviewing the program survey results, it was clear that more communication about existing offerings is needed. There is room for increased enrolment in current programs for various demographics. (Appendix 1.7, page 82)
- Some discussion about the diversity of offerings identified the need to consider further ways of filling gaps. One of the educational needs is engaging individuals in acting on their Judaism. This requires skill training, understanding values and other creative aspects of education that are more evident in experiential education.
- Committee spent some time attempting to come up with a definition of Jewish Education with respect to what should be included in the scope of this review.



Recommendations:

Short Term: Plan an Education Week with open houses and publicity to raise awareness of all the educational offerings.

Long Term: Consider ways of filling gaps in education for populations of children and adults who are underserved.

2019-20 Plans: Create an **Education Week** to raise awareness of all the opportunities.

Innovative Programming: Conduct a survey of the Jewish community with attention to what programs are offered, identifying gaps within that program calendar that should be filled, discovering and considering programs that happen in other communities that would be desired here, and prioritizing programming needs to be responded to as next steps.

Innovative Programming Sub-committee

Sharon Graham, Chair
Esther Blum
Rena Elbaze
Hadass Eviatar
Mabel Fridson
Susan Greenberg
Phil Gussakovsky
Einat Paz
Judith Putter
Tamar Barr
Martin Weingarten
Yardena Zimmermann

Sub-committee agenda and goals for the first year were:

- Phase 1 Objectives:
 - Review programs and events currently offered.
 - Identify gaps (if any) in the program calendar.
 - Inform planning through a survey of other communities.
 - Brainstorm on how to address gaps.
- Product: : Compile a report with priorities and recommendations for programs.



Discussion

- Looked towards a program survey to provide the landscape of Jewish programming in the community, the assumption being that it would highlight gaps in programs and services, and potentially underserved populations.
- While the survey results were interesting, the basic question of who is underserved and where there were gaps was not answered. It is obvious that there are a lot of offerings.
- Perhaps it is not the specific gaps that are critical, but creating a culture of innovation with principles that lead to continuous improvement that are important.

Recommendations:

Work with community organizations to make sure the needs of Jewish Winnipeg are being met, specifically:

Nurturing a collaborative culture

- Instill a series of principles in our community organizations that will foster a culture of innovation, relationship building and management, engagement in Jewish life, and empowering participants and volunteers.
- Create volunteer and trained peer connector programs for each demographic group, in keeping with the intelligence from the field that a best practice in engagement includes creating connectors/ambassadors/concierge services.
- Actively convene cross-communal groups that will operate as the hubs for collaboration, communications and innovation for each specific demographic, e.g. teen engagement, young family engagement, seniors, etc.
- Convene these cross-communal groups to plan collaboratively to engage the diversity of the community, recognizing that sometimes diversity appears to be duplication. Thoughtful planning will ensure that those programs necessary to maintain diverse access points are supported to maximize community engagement.

Implementing Innovation

- Develop an innovation incubator that encourages innovation and volunteerism through a contest and an incubator model where “winning” proposals can be nurtured with expert resource, potential funding, and supporting services, e.g. through a collaborative hub described above.

2019-20 Plans: Develop an innovation incubator that encourages innovation and volunteerism through a contest and incubator model⁴ where “winning” proposals can be nurtured with expert resource, potential funding, and supporting services, e.g. through a collaborative hub described above.

⁴ An incubator is an entity that offers supportive services to help grow and nurture a new idea, and bring it to fruition. In the community context that would include advice and some support services, and possibly start up funds.



Welcoming Community: Help to educate on and implement welcoming behaviours throughout the Winnipeg Jewish community

Welcoming Community

Marina Abramson
Ricardo Ben Nathaniahu
Claudia Griner
Hofit Yanev

Sub-committee agenda and goals for the first year were:

- Phase 1 Objectives:
 - Evaluate the ways in which our community succeeds and lacks in regards to welcoming.
 - Catalogue best practices.
 - Identify a format through which to share findings with the community.
- Product: Outline an action plan for helping our Jewish community to be more welcoming

Discussion

- A wide variety of opportunities were tabled that would all contribute to creating a welcoming environment in the community. They include:
 - A public education campaign to encourage the community to be more welcoming;
 - A volunteer concierge to new families with community activities and a matching program for new families with hosts;
 - Whole community events that satisfy the desire of the community to gather and feel part of a larger whole;
 - “Meet Ups” to create small group conversations and lots of different styles of events;
 - A “Welcome Desk” at the Asper Campus.

Recommendations: Create a public education campaign and support best practice training in welcoming environments.

Consider:

1. Ideas for Public Education Campaign – Use video and humour to get the message out that it benefits you to befriend others. *Homework: come up with ideas for the message and the media*



2. Community Fun Day Early Summer 2019 or plan a multi-stage Lag Ba'Omer with a component for adults! *Homework: identify a few people who would want to work on planning the event(s).*
3. Welcome hub on campus – what is possible in this space? Contact Asper Jewish Community Campus management and explore possibilities.
4. Open up the community to low cost events that gather people to get to know each other and make friends. Accept offers from volunteers to organize events.
5. Programming Principles:
 - Build in ice breakers and coffee and a concierge approach to introducing people to each other at almost any event.
 - Use public venues to attract attendance.

2019-20 Plans: Plan a volunteer staffed information service to accompany upgraded technology, online information about services and events, and a new kiosk. (Work with Engagement Manager and Federation Marketing Communications staff.)



The Program Inventory: The committees reviewing education and innovative programs both decided that they should begin with an inventory of programs that were being offered currently to identify strengths and gaps.

Program Survey Team

- | |
|---|
| Ariel Branitsky, former Engagement Director |
| Diego Lanchuske |
| Ruth Seyoum, Jewish Leadership Intern |

Background:

The Program Survey – The Education Review and Innovative Programming Sub-committees both saw the need to have an inventory of what was already available in the community as the baseline for their further discussions. This was combined into a single survey.

The survey results were a challenge to analyze based on the quantity of information but very little in the way of obvious data patterns. The obvious initial conclusion is that our community has a lot to offer! The survey showed a rich array of activities available for Jews of all ages.

Methodology:

Staff and volunteers developed a survey and spreadsheet form. They contacted Jewish organizations asking them to fill in the survey. They then made phone calls to arrange to assist staff in filling in the survey with a first focus on youth and family programs. See Appendix 1.7, page 82, for the survey.

The Results:

It was clear from the information collected and the size of the task for organizational leadership to provide information that our community benefits from a rich and diverse array of well used programs. While it was not completed in perfect detail for all programs and certain organizations and demographics were missing or underrepresented in the reporting of programs, there are an impressive number and array of activities.



Count of Programs by Type	
Formal Jewish Education (includes supplementary programs)	16
Informal Jewish Education	61
Jewish Program	149
Grand Total	226

It is also clear that some are not as well known or well attended as others. Several survey discussions with those leaders included comments that any coordinated effort to advertise on their behalf would be welcome.

What was not clear from the inventory was where the gaps might be. They simply weren't visible. E.g. the absence of information about seniors programs does not indicate a gap, but a flaw in data collection. Alternatively, the array of childrens' programs does not indicate which demographics are missing from those programs.

Remaining questions include:

- Are there enough programs accessible in diverse locations, e.g. not in Winnipeg South Centre? Would they reach a segment of population not currently well-connected with community?
- Are vulnerable populations attending these offerings and are they well-integrated?
- What are the Jewish educational and engagement goals of each offering and are they being met?
- Who is missing from this picture?



Strengthen Community Caring: Connect each Jew to that part of Jewish community that supports & includes them as full participants in Jewish life and Jewish community.

Community Caring Co-Chairs
Rietta Floom Daniela Jacobsohn

Priority areas for action:

- Reduce Isolation of Seniors: Maximize the quality of life and Jewish connections for Jewish seniors. Connect our elders to: each other, other Jewish adults, to Jewish kids; Jewish culture and religion; activities and nutritious kosher food that are the basics of active, healthy aging.
- Age with Dignity: Every senior should have the housing with services they need to age with dignity & vibrancy.
- Support & Connect the most vulnerable: Connect anyone with a "disadvantage" to all those aspects of Jewish life that strengthen their Jewish identity and improve quality of life.
- Inclusion and acceptance: Act on specific issues that improve inclusion in institutions for a diverse array of community members.



Aging: Reduce Isolation of Seniors: Maximize the quality of life and Jewish connections for Jewish seniors. Connect our elders to: each other, other Jewish adults, to Jewish kids; Jewish culture and religion; activities and nutritious kosher food that are the basics of active, healthy aging.

Sub-committee on Aging

Marilyn Regiec, Co-chair
Steven Hyman, Co-chair
Anat Froimovich
Cheryl Hirsch Katz
Elaine Stern
Olga Malyev
Nancy Hughes
Sherry Lercher Davis
Irwin Corobow
Penny Yellen
Becky Chisick
Leah Weinberg

Sub-committee agenda and goals for the first year were:

Develop some concrete action plans to reduce isolation. The sub-committee decided to set aside housing as a matter too vast to be addressed at this time.

Background: It should be noted that the senior serving agencies in the Jewish community have a long history of working together as a coalition to advance the needs of seniors. The Committee on Aging was created in the 1980s and recreated as the Coalition for Older Adults in 1999. The coalition was led by Federation as a function of the Planning Committee and included Jewish Child and Family Service, Gwen Secter Creative Living Centre, Rose and Max Rady Jewish Community Centre, Congregation Shaarey Zedek (their seniors Program for many years), Meals on Wheels (when meetings were relevant to them).

Discussion:

Top issues: Appropriate and affordable transportation; access to affordable kosher food; connection for the most isolated.



Potential focus projects:

- a) **Transportation:** The committee received a presentation on a local entrepreneurial model regarding affordable access to transportation to community events for Winnipeg seniors. They also received an update from HandiTransit on the planned changes related to implementation of new booking systems.

Conclusions after some discussion:

1. The Jewish community is too small a population/market to run a system of their own. But there are several models of partnerships with private entrepreneurs that could be effective.
 2. The cost goes down with volume rides, but there are many unique needs that require more personal service for some people who cannot afford that service. Therefore, the system would need subsidies.
 3. The depth of need is undocumented given that there are many seniors who are isolated and not yet requesting transportation services. It is difficult to plan to serve these seniors without further needs assessment.
- b) **Community Engagement:** There is a strong case for outreach. The ultimate goal is that no Jewish elder should die alone (or live alone) in their home. The solution is to locate Jewish seniors and ensure that they are offered and connected with all appropriate Jewish services, so they will not feel or be isolated. Conclusions:
1. An outreach worker is needed to work with all the organizations on finding and connecting seniors.
 2. Some publicity would be required to reach those seniors and others who know them.
 3. Peer connectors would be a useful strategy for reaching isolated seniors.
- c) **“Caregivers Club”** where adult children who are caregivers can exchange information and tips on getting services for their parents. Addressing the isolation of older seniors requires reaching those in their support systems to pass on key information and referrals. This would be part of an outreach strategy.

Action Items

The Senior Concierge project: develop a pilot project with an outreach coordinator that will: find isolated seniors; assess and document needs; connect them with available services; identify gaps; work in collaboration with all Jewish organizations, serve individuals including transportation to community activities if needed.

Short Term Plans – Senior Concierge implementation: acquire funding, recruit volunteers to support the Concierge, etc.

Long Term Plans – assess ongoing need for Concierge; add transportation services as identified through the project and by senior serving organizations; consider housing matters; develop role in working with the general community to advocate for the needs of seniors.

2019-20 Plans: Launch Senior Concierge Project in 2020



Support & Connect the most vulnerable: Connect anyone with a "disadvantage" to all aspects of Jewish life that strengthen their Jewish identity and improve quality of life.

Sub-committee on Mitigating Poverty

Heather Leonoff, Chair
Arie Lavy
David Litvack
Ruth Carol Feldman
Viviana Goldenberg
Kim Breslauer
Philipa Caplan* - ask to chair some piece???
Jorge Wengiel
Ofer Tzidon
Shana Menkis
Daniela Jacobsohn *
Rietta Floom *

Sub-committee on Vulnerable Populations and Mitigating Poverty agenda and goals for the first year were:

The committee convened to focus on the above quickly realized that the issues were diverse and diffuse. The common thread was reducing poverty and improving inclusion.

- With a focus on mitigating the effects of poverty while promoting full inclusion in Jewish life in the most dignified manner, ideation produced a long list of possible initiatives. Honing in on one project to begin with, the idea of a community coupon book that many community members would buy, and some would be given, is under consideration. At the next meeting the idea will be tested with some key stakeholders to further understand how to overcome various challenges and assess feasibility. Should it not be feasible, another idea will be selected for development.

Discussion:

The sub-committee identified three priorities for further planning

- a. The need for connection and the desire to overcome barriers
- b. Gaps in service, and ways to lower barriers



- c. The need to reach out to those living with poverty and other challenges, in order to make them comfortable as fully participating members of the Jewish community.

Discussion included focus on:

- Volunteer empowerment;
- Raising awareness in our community and amongst our organizations;
- Evaluating our community and programs for accessibility to those living with poverty;
- Considering the impact of our program plans on those with few resources.

With a strong desire to develop a practical deliverable project, the committee further chose a Time Horizon of 5 years, with Three major thrusts: Raise awareness in the community of poverty; Connect people to people⁵; Provide avenues for ongoing volunteerism. Selected project goals:

- Engage the target group to increase their connection to the Jewish community and their comfort in being involved in Jewish life, without stigma
- Take the edge off of financial exclusion

Recognizing that the scope of a manageable project would not significantly alter the circumstances of the most vulnerable such as homeless adults, the target groups for this project would be: Single parent families, and 15-24 year olds; Those experiencing poverty but have some form of stable housing.

Different approaches were discussed:

- Accessible by design: “Infiltrate” organizations to make programs more accessible and encourage offerings that are offsite/public space and low or no cost, that include an offer of a ride, etc.
- Financial inclusion by design: some free admission, some include rides, etc
- Practically inclusive and integrative: Offer programs that are attractive to the target demographic and practical, programs that integrate with peers not particular to low income.
- Naturally integrative: Free community wide events, e.g. Federation day @ the Ball park, or bowling, etc.

Action Plan:

The Coupon Book: Create a Community Coupon Book that many would buy but some would receive as a gift (through Jewish Child and Family Service).

- Engage all the organizations in a dialogue about lowering barriers and including appropriate offerings in the coupon book.
- Recognize that coupons don’t replace subventions such as free membership at the Rose and Max Rady Jewish Community Centre.

⁵ *humansofnewyork.com* was cited as a source of compassionate examples of these connections.



- No stigma
- Include family pass items, because one ticket/free admission to an event for a family isn't helpful.

Conclusions: After lengthy discussion to develop viable parameters and testing its feasibility with some organizational representatives, the idea was deemed too difficult to define clearly and not viable to accomplish its goal. The idea was revised to a gift certificate. The community gift certificate project will be defined and a request made that funders be sought to support this incentive gift over a period of years. A gift certificate for young families would serve the dual purpose of engaging all the families in the demographic and including those who might otherwise not be involved due to cost.

Short Term Planning: Another idea will be selected when the committee reconvenes.

Long term plans: address awareness in the community of ways to personally act inclusively that will mitigate poverty. Raise awareness of the benefit to the community to have all involved. Teach organizations to rethink accessibility for those with limited income when program planning.

2019-20 Plans: Develop additional project ideas; Confirm and plan launch of the Community Gift Certificate in 2020. (Appendix 2.2, page 93)



Inclusion and acceptance: Act on specific issues that improve inclusion in institutions for a diverse array of community members.

Inclusion Sub-committee

Daniela Jacobsohn , Co-chair
Rietta Floom , Co-chair
Faye Mount
Eleni Wener
Fern Swedlove
Nora Sobel
Joyce Douglas
Laura Sonin
Karen Dana
Dorit Kosman
Samantha Chodirker
Sandy Sheegl

Inclusion and Accessibility Sub-committee agenda and goals for the first year were:

- **Raising awareness** - Participate in JDAIM (Jewish Disability Awareness and Inclusion Month) with the “Put Inclusion on your radar” campaign, and develop orientation for the whole community to be provided by committee members.
- **Early Action items: March 12, 2018 conference on inclusion:** Driven by implementation of new accessibility legislation November 1, 2019, a new vision for inclusion and the development of a policy to be adopted by Federation and all the Jewish community boards. Included a new logo to offer accommodation. Followed by accessible customer service training: **How Can I Help? Accessibility Training** – 5 sessions were delivered on November 26, 2017 to approximately 80 people, most of whom were staff, but about 15 board members and volunteers. It was generally well received.

Background: The committee recognized the groundwork laid by the preceding committees over a period of almost 30 years: the Special Needs Steering Committee, then renamed the Steering Committee for Persons with Disabilities, and currently the GROW organization.



Discussion

- Developing messages
- Changing the mindset of the community
- Diversity of the community and what does acceptance look like.

Short Term Plans and Actions:

- Provide new bathroom signs for existing closed door bathrooms – more inclusive than “handicapped”.
- Create a “speakers bureau” and refine the presentation to deliver to the community on how easy it is to be more inclusive.

Some of the messaging that we want to get across that requires telling stories and expounding on the slides includes:

- Being welcoming at events means offering accommodation – “How can I help you?” and inviting someone to sit with you.
- What seems like common courtesy requires some conscious choice because you may be uncomfortable, not knowing how to respond to a particular individual.
- It’s important to recognize what makes you uncomfortable and move beyond it, e.g. odd behaviour like shouting or twitches, affectionate behavior between two individuals of the same sex, skin colour, etc.
- Want them to come away feeling “I can do this” as an individual representing my organization, e.g. at an event.
and
- “We can do this” as in it is doable for a board to support their organization’s provision of accommodations. That includes facilitating or funding for ongoing training for staff, adopting inclusive policies, supporting event plan with alternative spaces (e.g. reserving a quiet room), etc. They should not be afraid that everything costs too much money.

Long Term Plans

- Improve networking and mentoring for newer special needs parents and re-establish advocacy role of the committee.
- Address gender fluid inclusion.
- Continue to support Jewish organizations in the implementation of new additions to MB Legislation and Regulation as they come into effect.

2019-20 plans: Plan awareness campaign, event, and speakers bureau to ***Put Inclusion on your Radar.***



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

Priority areas for action:

Strategic Thinking

- The Affordability Task Force is seeking to create a model for sustaining affordable access for families to be able to engage in Jewish community life.
- Youth program continuity: How will we engage our youth in their teens to ensure that they are not lost from the Jewish community as they age out of children's programs, and become eligible for teen activities and then university engagement and young adult focused programs?

Central Coordination

- Leadership development: Coordinated, thorough leadership and board development, with training, recruitment and board governance planning for the whole community.
 - Deferred due to resource limitations
- Communications to the Community: While the issue of how best to inform our Jewish community of all that is available arose in many areas, formation of a specific working sub-committee to focus on this matter was deferred due to resource availability. However, it emerged again as a top issue and theme that affects all other implementation initiatives and several concrete projects were identified for action in the short term. (See page 55.)

Community Planning

- Collective Impact modelling: Measure the effectiveness of community initiatives and organizations in contributing to the vibrancy of Jewish life.



Strategic Thinking

The Affordability Task Force is seeking to create a model for sustaining affordable access for families to be able to engage in Jewish community life.

Affordability Task Force
David Kroft
Evan Roitenberg
Harvey Secter
Elaine Goldstine
Eric Winograd

Following extensive community consultations by Federation and, separately, by Gray Academy in the context of the school, the affordability for families participating in the Jewish Community has been identified as a major and increasingly challenging issue. This issue is neither unique to Winnipeg nor is there a universal fix. Moreover, it is no longer restricted to the lowest income earners – it greatly impacts those in what we might categorize as the middle income level.

A special committee was struck by Jewish Federation of Winnipeg's Executive Committee with the full participation of the Jewish Foundation of Manitoba, to consider ways to address affordability in a meaningful way going forward.

While the work of the committee is still at an early conceptual stage, it appears that any workable resolution of this problem will involve creating, over time, a fund large enough to generate the income required to provide sufficient funding to offset the costs of families participating in Jewish life.

2019-20 Plans: The committee is testing the concept with some stake holder boards to determine if there is support for the concept of addressing affordability in a systematic fashion through the development of a specific plan.

While still at the conceptual stage, in our discussions, the committee believes:

- a) Affordability is a critical issue directly affecting members of our community, and the institutions that are integral to fostering individual connections with the Jewish community through the programs and resources they offer.
- b) Any plan that is developed cannot be, or be perceived to be, simply “another campaign”. In its proper light, affordability, like the creation of the Campus before it, is another necessary step in sustaining and growing the Winnipeg Jewish Community as a whole. It is of that **magnitude and importance**. The “capital” this time would not be a building, but rather a fund to assist families. Assuming this is the case, it would work alongside of, and not in competition with, other fundraising initiatives, including CJA (Combined Jewish Appeal).



- c) The time to address affordability is now, while it is still a growing concern, and not a decade from now when it may become an overwhelming obstacle.

Youth program continuity: How will we engage our youth in their teens to ensure that they are not lost from the Jewish community as they age out of children’s programs and are eligible for teen activities and then university engagement and young adult focused programs?

Youth Continuity Think Tank

- Jeff Lieberman, Chair
- Julio Barki
- Kayla Saarinen
- Diego Skladnik
- Dafne Orbach
- Marcelo Mandelbaum
- Meni Mualem
- Daniel Glikman
- Drew McGillawee
- Lynne Kohm
- Tamar Barr
- Yardena Zimmerman
- Rebecca Powell
- Myriam Saitman
- Arielle Branitsky
- Hartley Mendelsohn
- Roman Lisak
- Marina Lisak
- Einat Paz Keynan
- Jerrod Hennoch, BB Camp
- Claudia Griner, Etz
- Rena Elbaze, SZ
- Lexie Yurman, BB Camp

Kick off attendees:

- Noa Farage
- Danial Sprintz
- Uri Kraut
- Sara Jacobsohn
- Joyce Kerr
- Carol Duboff
- Sherry Lercher Davis
- Shimon Segal
- Florencia Katz
- Marsha Palansky
- Sabrina Bokser
- Evgeny Gotfrid
- Leo Lisogorsky
- Ara Morris
- Sophie Hershfield
- Elly Coodin
- Daniel Kroft
- Meytal Kraut
- Gilad Stitz
- Jenna Bravo
- Laura Marjovsky

Youth Think Tank agenda and goals for the first year Establish strategy to connect as many youth as possible and keep them connected throughout their growth; recognize that social activities are a significant component of connecting to Jewish identity.



Discussion

Key principles that developed were:

- Youth led, youth centred
- Collaboration across organizations for communications, marketing and engaging youth

Recommendations for Action:

1. Create a “community youth leadership council” and parallel “youth professionals roundtable”.
 - “Community youth leadership council”: Composed of representation from Gray Academy, BBYO, (PJ Our Way), Camps, JCC Tal, congregation groups and others interested, with a diverse spread of ages.
 - a. **Peer Connectors:** This for youth by youth model will help serve and develop a peer connector program.
 - i. As peer connectors, advertising, outreach and communications will be a key part of this
 - b. Community wide, big picture, initiatives:
 - i. Will look at planning some bigger picture youth programs (e.g. awards, sports league, teen Limmud, leadership programs, philanthropy)
 - ii. Develop a proposal for Awards for teens + youth volunteers / leaders – Use Role models – do it the way we do it for older people (e.g. Kavod)
 - “Youth professionals roundtable”: composed of staff from all youth serving programs in the Jewish community, convened by Federation Young Leadership Coordinator
 - c. Federation staff to convene a coordinating committee group for those in programming and
 - i. Create a staff directory that provides easier access to the people you want to reach out to
 - ii. Discuss and coordinate ways to offer the best programs collaboratively
 - iii. Continued meetings with all community organizations semi-annually
 - d. Consider granting sources for contact management system development to improve outreach capacity
2. Getting youth involved in existing programs
 - a. Youth tables at existing events (e.g. Shabbat Across Winnipeg, Challah Bake, etc.)
 - b. Allowing youth to more actively participate (students submit questions and the chosen questions can be asked to the guest speaker by the student)
3. Affordability
 - a. Work with staff and youth leadership to plan
 - b. Low cost programming



- c. Offer free trial to come out to the programs
- d. Provide a program subsidy for specific individuals which allows them to attend X number of events at reduced rates or no charge (this would be with organizations who agree to be a part of this)

Long Term Goals: More youth engaged in Jewish community and empowered as leaders; Unified approach to offering youth opportunities to engage in Jewish community.

2019-20 Plans:

1. Create a “community youth leadership council” and parallel “youth professionals roundtable”.
2. Get youth involved in existing programs.
3. Address Affordability with low cost programming, free trials, and subsidies.



Central Coordination

Leadership development: Coordinated, thorough leadership and board development, with training, recruitment and board governance planning for the whole community.

This item was deferred due to resource limitations.

Recommendation: Re-engage as soon as volunteer leaders can be recruited.

Communications to the Community: While the issue of how best to inform our Jewish community of all that is available arose in many areas, formation of a specific working sub-committee to focus on this matter was deferred due to resource availability. However, it emerged again as a top issue and theme that affects all other implementation initiatives and several concrete projects were identified for action in the short term.

Recommendations / 2019-20 Plans:

Federation staff in marketing, engagement and planning will undertake projects:

a. Information Kiosk

Goal: Create an information kiosk, web presence, and volunteer supported service that helps guide anyone in the community to the programs, services, and organizations that will best suit their interests and needs. Better promote and advertise Jewish programming and educational offerings. Make this information searchable online and available in printable and other accessible forms as needed. Use the existing Community Calendar and Directory to better advantage.

Tasks: Request for Proposals and grant applications

Timeline: spring implementation

b. Federation website updates

Goal: Improve usability of Community Calendar and Federation web page as the foundation for promotion of all community activities. Create incentive for all organizations to maintain calendar by offering promotional emails and posts, use of filtered calendars by population and using the calendar and directory as the underpinning of a kiosk.

Timeline: expecting to receive web upgrades in December and implement design change in January/February 2020

c. Public Education Campaigns

- Plan an Education Week with open houses and publicity to raise awareness of all the educational offerings.
- Create public education campaigns
 - To support best practice training in welcoming environments.
 - “Put Inclusion on your Radar” - to accompany a speakers series that will conduct an information/orientation session for community boards.
 - To promote inclusion of those with moderate or low family income in all aspects of Jewish life.

Timeline: Communication plans ready by November 2019.



Community Planning

Community Planning Committee 2018-19

Carol Duboff, Chair Howard Kideckel Ted Lyons David Gisser Jorge Feldman Daniela Jacobsohn Rietta Floom Marcelo Aprosoff Sharon Graham Becky Jacobs David Cohen Jason Gisser

Collective Impact modelling: Measure the effectiveness of community initiatives and organizations in contributing to the vibrancy of Jewish life.
--

Agenda/goals for the first year: Establish scope of project and select methodology, undertaken by the Community Planning Committee

Discussion:

- In public education and healthcare and poverty reduction for cities and whole societies, the in depth methods that assess Collective Impact have access to large quantities of public data. There are civil service and public service organizations with the capacity to ramp up to collect and analyze data that supports trend analysis on a large scale.
Jewish communities have less data available. Privacy legislation inhibits the assembly of all relevant data.
Small communities have even fewer resources available.
- The chosen approach was to focus on indicators of community health and vibrancy to research trends in specific areas over the long term using best available data and modest resourcing.

Recommendation and 2019-20 Plan: Launch “*Are we There Yet?*” See Appendix 2.1, page 89, for the Project Description.



Appendix 1: Source Documents and Bibliography

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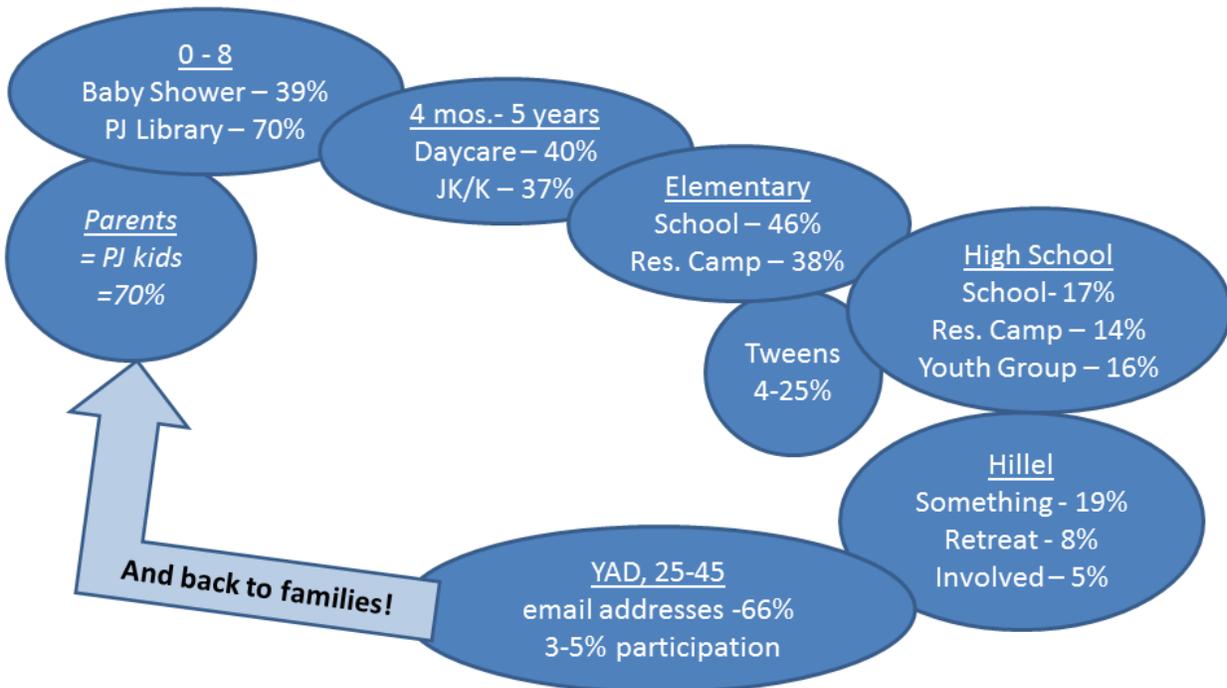


1. Demographics – Youth think tank analysis of market penetration

Prepared for the strategic thinking session November 29, 2018:

While assessing participation levels for the entire community is challenging, there is some useful data available about the participation levels of children and youth.

Participation by Age





2. Education and Engagement – Collected recommendations including Programming Principles

Community Forward Action Planning

Report of the Jewish Education and Engagement Committee, June 2019

In 2018, the Jewish Education and Engagement Committee took on the agenda of planning for priorities identified through the Community Forward planning process under the heading of ***Programming for the Diverse and Modern Jewish Community***.

They advertised for volunteers in the spring of 2018 and formed four sub-committees to examine the various matters highlighted through community consultations and initial planning to select first priorities. The specific committee agendas and results follow at the end of this paper.

Having meetings over the course of the last year, the Education and Engagement Committee identified some common themes across the sub-committees and is able to offer the following unified set of recommendations.

Priorities for action – Recommendations:

The collected recommendations come from all of these conversations, some repeated in different sub-committees.

- ***Communications***

- Create an information kiosk, web presence, and volunteer supported service that helps guide anyone in the community to the programs, services, and organizations that will best suit their interests and needs. Better promote and advertise Jewish programming and educational offerings. Make this information searchable online and available in printable and other accessible forms as needed. Use the existing Community Calendar and Directory to better advantage.
- Plan an Education Week with open houses and publicity to raise awareness of all the educational offerings.
- Create a public education campaign and support best practice training in welcoming environments.

- ***Nurturing a collaborative culture***

- Instill a series of principles in our community organizations that will foster a culture of innovation, relationship building and management, engagement in Jewish life, and empowering participants and volunteers.



- Create volunteer and trained peer connector programs for each demographic group, in keeping with the intelligence from the field that a best practice in engagement includes creating connectors/ambassadors/concierge services.
 - Actively convene cross-communal groups that will operate as the hubs for collaboration, communications and innovation for each specific demographic, e.g. teen engagement, young family engagement, seniors, etc.
 - Convene these cross-communal groups to plan collaboratively to engage the diversity of the community, recognizing that sometimes diversity appears to be duplication. Thoughtful planning will ensure that those programs necessary to maintain diverse access points are supported to maximize community engagement.
- **Implementing Innovation**
 - Develop an innovation incubator that encourages innovation and volunteerism through a contest and incubator model where “winning” proposals can be nurtured with expert resource, potential funding, and supporting services, e.g. through a collaborative hub described above.
 - Grow Shabbat @ Home and identify the appropriate permanent home for this inter-organizational, cross-communal program.

In its first 4 months, there were 8 Shabbat dinners with approximately 40 adults and 18 children.

Principles that are reflected in these recommendations and need to be considered in ongoing program planning in the community:

- **Language** is important. Inclusive language welcomes: all members of a family including those who are not Jewish; individuals with disabilities; individuals who might think of themselves as marginalized, etc.
- **Diversity of programs** as entry points and ongoing access points. Do not presume one size fits all, which may appear more efficient, but appeal to fewer people overall.
- Fostering **small groups** and more intimate social connections in a Jewish context.
- The **personal touch is essential**. People respond to people, when they need information, or need to be invited to come to something new.
- The Jewish community needs to view itself as an **incubator of relationships**. Plan for connectors and ambassadors in every demographic.
- **Volunteer empowerment** and design thinking to ensure that target markets “own” the program.
- **Affordability** includes low cost and no cost variations, not just subsidies.
- Content is important to provide **Jewish context and skills**.
- **Frequency of contact** is foundational to relationship and skill building.
- **Foster and nurture new ideas** that keep the community fresh and vibrant for all.

The longer description of these principles is attached at the end of this paper.



The Work of the Sub-committees

Phase I – May through October 2018

The Sub-committees began meeting with the following agendas:

- Innovative Programming: Work with community organizations to make sure the needs of Jewish Winnipeg are being met.
 - Phase 1 Objectives:
 - Review programs and events currently offered
 - Identify gaps (if any) in the program calendar
 - Inform planning through a survey of other communities
 - Brainstorm on how to address gaps
 - Product: : Compile a report with priorities and recommendations for programs
- Jewish Education Review: Catalogue the landscape of Jewish education in Winnipeg, identify needs, and advise on filling voids
 - Phase 1 Objectives:
 - Review current educational offerings, excluding University courses
 - Identify gaps through consultations
 - Agree on immediate needs to be addressed
 - Product: Present a detailed report, with a timeline for response
- Shabbat Engagement: Create opportunities for connection and enriched Jewish experience in the space and time of Shabbat
 - Phase 1 Objectives:
 - Research the field of Shabbat programs
 - Brainstorm ideas
 - Identify 1-3 options to implement
 - Product: Begin implementing programs by Fall 2018
- Welcoming Community: Help to educate on and implement welcoming behaviours throughout the Winnipeg Jewish community
 - Phase 1 Objectives:
 - Evaluate the ways in which our community succeeds and lacks in regards to welcoming
 - Catalogue best practices
 - Identify a format through which to share findings with the community
 - Product: Outline an action plan for helping our Jewish community to be more welcoming

The innovation team and the education group both identified the need for an inventory of existing programs. That inventory was designed in the fall and data collection began.



Phase II – January through April 2019

The sub-committees met several times with varying attendance. The starting point agendas were revised based on the discussion of the committees and their identification of initial information requirements, first deliverables and long term strategies. There was enthusiasm at each committee for further engaging the community in Jewish life through a variety of lenses that are reflected in their results.

The Program Survey – The Education Review and innovative Programming Sub-committees both saw the need to have an inventory of what was already available in the community as the baseline for their further discussions. This was combined into a single survey.

The survey results were a challenge to analyze based on the quantity of information but very little in the way of obvious data patterns. The obvious initial conclusion is that our community has a lot to offer! The survey showed a rich array of activities available for Jews of all ages.

Every meeting highlighted our desire to be inclusive and the need to serve those who aren't currently using community programs and services. Personal outreach was a repeated focus.

What did they discuss?

Innovative Programming

- Looked towards a program survey to provide the landscape of Jewish programming in the community, the assumption being that it would highlight gaps in programs and services, and potentially underserved populations.
- While the survey results were interesting, the basic question of who is underserved and where there were gaps was not answered. It is obvious that there are a lot of offerings.
- Perhaps it is not the specific gaps that are critical, but creating a culture of innovation with principles that lead to continuous improvement that are important.

Jewish Education Review

- Having reviewed some of the issues highlighted in community consultations, and reviewing the program survey results, it was clear that communication about existing offerings is needed. There is room for increased enrolment in current programs for various demographics.
- Some discussion about the diversity of offerings identified the need to consider further ways of filling gaps. One of the educational needs is engaging individuals



in acting on their Judaism. This requires skill training, understanding values and other creative aspects of education that are more evident in experiential education.

- Committee spent some time attempting to come up with a definition of Jewish Education with respect to what should be included in the scope of this review.

Shabbat Engagement

- The needs identified through community consultations were more social networking and Jewish context, i.e. a number of individuals wanted more opportunity to meet Jewish peers, make more Jewish friends, and increase exposure to Jewish environments (diverse expressions of Judaism).
- The idea of taking advantage of Friday night – Shabbat – dinners as Jewish time, combined with home hosted activities which allow for more intimate and in depth contact and conversation address the need for opportunities for Jewish socialization, in a Jewish context. There is also a positive track record for such a program in our community as evidenced in the PJ Library Shabbat in my Neighbourhood program.
- Shabbat also offers participation in diverse expressions of Judaism. For some gathering with family and friends with challah on the table and good conversation is the perfect way to celebrate Shabbat. For others, Shabbat comes in with candles, blessings, Kiddush and singing. Creative vegetarian meals and new ethnocultural recipes have been added to the traditional kosher chicken dinner. All of these cultural and expressive differences create a fabric of Jewish life that can engage all Jews.
- Further planning should extend to other forms of Jewish social networking, socialization, including Friday evening social gathering (e.g. Oneg Shabbat) and Saturday night events that begin with Havdallah, etc.

Welcoming Community

- A wide variety of opportunities were tabled that would all contribute to creating a welcoming environment in the community. They include:
 - A public education campaign to encourage the community to be more welcoming
 - A volunteer concierge to new families with community activities and a matching program for new families with hosts.
 - Whole community events that satisfy the desire of the community to gather and feel part of a larger whole
 - “Meet Ups” to create small group conversations and lots of different style events
 - A “Welcome Desk” at the Asper Campus



Recommendations from the Innovative Programming Committee – Principles

The Innovative Programming Committee was assigned the task of responding to the Community Planning process that took place during 2017. Participants from across the Jewish community expressed many opinions about the state of the Winnipeg Jewish community and what they wanted to see in the future. One of the points discussed as being a priority was Programming for the Modern Jewish Community. The following are the recommendations of the Innovative Programming Committee, which was struck to address the programming recommendations of the planning process.

One of the tasks that the committee undertook was an attempt to compile an accurate picture of the programs that occurred over 2018 by all sectors of the Jewish community, including Federation supported entities, synagogues and non-supported entities. This was a major undertaking done by Federation staff and volunteers, and, as not all Jewish organizations were able to respond, incomplete. However, what was compiled showed a rich array of activities available for Jews of all ages. Trying to calculate which demographic groups were underserved turned out to be very difficult, as well as trying to find out how many programs were being held outside of the traditional Jewish neighbourhoods such as River Heights and the North End. This highlighted the lack of data across organizations that is a challenge in the face of privacy legislation.

It appeared, however, that a pattern could be somewhat discerned: there were many different kinds of programs, but some people were unable to connect with them; there tend to be fewer programs geared towards teens not born in Canada; and Canadian-born Jews in their twenties and thirties are also less involved. It appears that just as the Community Planning participants noted, programming in the Jewish community now does not focus on building relationships, but are rather seen as one-off events for groups who already know each other.

General Recommendations

The Jewish community has changed. **Intermarried families** are often interested in joining in community events and organizations, but the Jewish members' memories of the anti-intermarriage rhetoric of past ages may dissuade them from joining in. Using inclusive language is key, as well as welcoming all members of a family and inviting them in.

There was in the past a concern about the Jewish community having too much overlap of services. However, a one-size-fits-all approach to programming will lead to some people feeling left out or having their needs unmet. For instance, there is only one youth group in Winnipeg, BBYO. Many teens enjoy BBYO and find it an entree into a life of Jewish communal activity, but those teens who do not find it to their taste are missing that entree. **Diversity** of programs, organizations and approaches to Jewish life will allow the Jewish community to include all members. Jewish traditions are the source of Jewish ingenuity and strength, and can be adapted to appeal to many different kinds of



Jews. Some may find traditional language off-putting, but will be interested in Jewish ideas and events. Programming should be driven by **volunteers** from the targeted group, which can help guide the events to meet their interests and needs.

Finally, **affordability** is always important. The Winnipeg Jewish community has made important strides towards economic inclusivity, but Jewish organizations must publicize their financial accommodations. Assuming that the Jewish community has a homogenous class and income level is false, and may cause some Jews to refrain from participating in the community. Some offerings need to be low cost or no cost, not just have subsidies available.

Recommendations

- 1. Connectors/Navigators/Ambassadors** – our recommendation is that the Federation take the lead in creating a Connectors training program. **The Jewish community needs to view itself as an incubator of relationships.** To that end, we recommend that the Federation **train a group of volunteers** whose role is to connect with people, invite them to events and to greet them when they arrive. Connectors could reach out to people to inform them about upcoming programs that would interest them. A connector could ensure that people don't feel isolated when they do attend, and give information about the community when necessary.

This is a behaviour that will require planning, training and resources. Additional resources could be spent on giving other Jewish organizations information and training about setting up their own connectors program. Other Jewish communities have set up similar programs, and have noted that they are successful in helping Jews build communal relationships.

These volunteers, with staff assistance, will help to ensure that **relationships** can be forged between new participants, more experienced participants, and the organizational bodies of the Jewish community.

These connectors need to be empowered in different demographic groups, and may require incentives or support to accomplish their goals. Examples exist amongst Hillels, PJ Library communities, and Jewish Information Services, JCC young family programs, synagogues who practice “radical hospitality” and other areas of engagement across North American Jewish communities.

- 2. Small Groups** – Life today is customizable but also isolating. Although larger events, such as Folklorama, Limmud, the Challah Bake and Yom Ha'atzmaut are invaluable in making Jews feel connected to a larger whole, other events and experiences are more effective when they attract small groups. Small groups of like-



minded people can foster an intimacy that may be missing from Jewish life, especially for newcomers, those who have returned to Winnipeg after an absence, or those who are beginning to build families and looking to re-engage with Jewish life. Success should not only be defined as a numbers game, but as whether or not people were made to feel welcome and if they experienced a valuable Jewish moment.

- 3. Content is important** – although the Jewish community should forge relationships through programs, the actual content of those programs is still important. Creating programs that are contextual, teach Jewish skills, are frequent and inclusive is vital. **Frequency** of contact is important to developing friendships and social connections, as well as to creating familiarity with Jewish content and building skills.

- 4. Diverse entry points** – programs must have the input of many different kinds of Jews. The senior Jew who is inspired by Torah learning does not need a Purim carnival but does need a weekly study group. The young family who feels alone with their children needs a way to meet other young families over Shabbat dinner, to discuss Hebrew school, day care and their day to day lives. The child who attends public school may benefit from a sleepover camp that provides a Shabbat experience; her brother may be happier at a sports-based day camp where other children speak Hebrew like he does. Understanding that diversity creates multiple Jewish opportunities means that Jewish communal organizations will continue to strengthen each other by continuing to work collaboratively with each other and with volunteers. In addition, Jewish communal organizations have to think about expanding programs outside of the Asper Jewish Community Campus and locations in the North End and River Heights. Newer neighbourhoods in the southern reaches of the city and Transcona are seeing a growing Jewish population; acknowledging this reality will help the community meet Jews where they are.

- 5. Volunteers are vital** – Jewish communal staff are heroes. They work long hours, putting all their passion and skills into stewarding the Jewish community. But what staff wants in a program may not be what is needed by community members. The Winnipeg Jewish community is already a very volunteer-rich environment. Remembering to keep volunteers at the forefront of program planning will only strengthen the appeal and diversity of the Jewish community. Volunteerism is also a profound form of engagement in and connection to Jewish community. Volunteers need to be empowered to do what they like to do, not just tasks staff deem suitable.

- 6. Mechanisms need to be created that foster new program ideas development** – although Jewish organizations try to be open to community members, the structure and professional nature of the Jewish community can seem like a barrier. When a community member has a great idea for a program, who do they speak with? Is the



organization that they approach interested in what they have to say? Members of the Innovative Programming Committee themselves had experiences of being brushed off when they offered their ideas and their time. Having a formal process for listening to an idea, such as a new idea form to fill out and submit, or a pitch process, will help organizations to hear the needs of the Jewish community members and accept their volunteer offers. In addition, the connectors or navigators could help people with great ideas find the Jewish organization that would best implement them.

- 7. Language is important** – if all are welcome, say so. If there are ways to arrange financial assistance, be explicit. If the event is accessible (a goal that the Jewish community should be working towards), say so. And watch for divisive or dismissive language, so as to avoid shutting some people out. Some groups will feel intimidated by the use of Hebrew terms, and some will need them – once again, volunteers will help organizations to craft their publicity materials and event content to meet the needs of the intended participants.

Winnipeg's Jewish community is a diverse and friendly group that is proud to be Jewish and wants multiple Jewish experiences. For the future, let's create programs that meet our needs, by working together, encouraging volunteers, accepting diversity, fostering strong relationships, and reaching out in a Jewish context.



3. Seniors planning bibliography

- Community Consultation and Age Friendly assessment of 2016
 - “ isolated seniors are contacted, visited or taken to activities 16% yes, 65% No 19% don’t know)”
 - “Participants would like to see more outreach to isolated seniors”
 - “Participants strongly expressed the need to address isolation for seniors”
- Gwen Secter 2016 Outreach research paper.
- 1999 Coalition for Older Adults report

4. Jewish Poverty background

- “Am I still a Jew to You?” (Youtube, produced in Vancouver by their Federation and NCJW, edited to remove student voices and some of the most difficult comments.
- “From the Back of the Room : The Jewish Working Class”, Tova Stabin (Elitalks.org, inclusion not charity)



5. Inclusion

a. Vision statement and policy (including logo)

Approved September 20, 2018

Vision Statement for Inclusion in the Jewish community of Winnipeg

*We celebrate the diversity of our Jewish community.
We strive to identify, prevent, and remove barriers to inclusion, enabling equitable access to Jewish life for all members of our Jewish community.*

Accessible Customer Service Policy

The Jewish Federation of Winnipeg is committed to the Accessibility for Manitobans Act and its Customer Service Standard Regulation. This accessible customer service policy is guided by principles of independence, dignity, privacy and confidentiality, integration and equality of opportunity for all.

This policy applies to all employees, volunteers and management.

Providing accessible customer services:

1. Communication and information

To determine the barrier, we ask the individual what method of communication they prefer and strive to offer that modality.

2. Assistive devices

Individuals with disabilities may use their personal assistive devices when accessing our programs, services or facilities.

3. Support persons

We welcome support persons and will provide information in advance if a support person is expected to pay admission or service fees.

4. Service animals

We welcome service animals accompanying an individual.

i. Maintain barrier free physical access

We are committed to maintaining barrier free physical access to our programs and services.

ii. Notice of temporary disruption

In the event of a planned or unexpected disruption of services or facilities, we let the public know when and why an accessibility feature is temporarily unavailable, how long it will be unavailable, and other ways to access our services.



Office/Service locations as well as facilities within them that are affected by this policy include: accessible washroom; elevator; automatic doors.

7. Feedback process

We welcome feedback on our accessible customer service. Community member feedback will help us identify barriers and respond to concerns. We document the actions we take to respond to the feedback we receive, and that information is available on request in a format that meets the individual's communication needs.

8. Training

We provide the required training on accessible customer service to employees, volunteers and management. We are trained on:

- How to interact and communicate with people who face barriers to accessing goods and services, who use assistive devices, who are assisted by a support person and/or are assisted by a service animal.
- How to use any equipment or assistive devices that are available on-site.
- An overview of The Accessibility for Manitobans Act, The Human Rights Code (Manitoba), and the Customer Service Standard.
- Our organizational policies, practices and measures, including updates or changes.

9. Written record of our accessibility and training policies

We keep a written record of our accessibility and training policies. Our written documents include a summary of our training material and when training is offered.

We let the public know that our written policies are available on request.

10. Making public events accessible

Public events will be planned with accommodation in mind including:

- holding events in accessible venues
- offering accommodation in event advertising



We are committed to inclusion.
How can we help you?



b. March 12 conference summary



Summary Report – Our Jewish Family

*Faye Rosenberg-Cohen, Community Planning and Allocations Director
Jewish Federation of Winnipeg
March 21, 2018*

On March 12th the Winnipeg Jewish community gathered professionals and volunteer leadership to open their thinking about diversity in community. Several community members shared their personal experiences and identified changes and improvements that could be undertaken to make the community and its institutions more inclusive.

Sessions and Purposes:

1. **Clinical Best Practices for Supporting Transgender and Gender Nonconforming Individuals:** In-servicing Clinical professionals who work in the Jewish community on the language and challenges of gender non-conformity, and supporting individuals in transition.

30 professionals and interested individuals attended the 3 hour session with **Rabbi Micah Buck-Yael** from St. Louis, who provided definition, an understanding of the challenges, and stressed the importance of language and acceptance.



2. **Workshops:** Open the minds of professionals of all kinds who work in the Jewish community and some of their volunteer leadership on various kinds of inclusion challenges.

60 people from Jewish organizations and the community heard about various kinds of inclusion challenges and benefits: disabilities, gender non-conformity, cross-cultural and intermarried families, and adults who are newly single.

3. **Jewish thought on Diversity:** Provide volunteer leadership and professionals from Jewish organizations with Jewish thought on inclusion and begin to develop thinking about language and action planning.

The evening session focused on Jewish values and changing environment for inclusion with 25 individuals reflecting the breadth of organizations in the community.



The resounding theme from the day was:

Accommodation for one benefits everyone.

4. **Action Planning for Diversity and Inclusion:** Gather representatives of Jewish organizations to plan for improved inclusion in all our Jewish environments.



Linda Kislowicz moderated one afternoon session and brought the results of the March 12th conference into a planning session the next day. She summarized what we heard.

“Consider the language of forms, public relations materials and web sites. Consider gender inclusive washrooms. Consider ramps and other simple wheelchair accessible changes. Consider family friendly programs that are open to different cultures and religions. Small incremental changes would make a significant difference.”

The 2 day experience ended with a multi organizational gathering of professionals who were inspired to develop a community wide plan that would up their community’s capacity to be inclusive.

Attendance:

- 100 individuals registered or walked in the day of the conference, staff who work for Jewish organizations, board members, and some interested community members
- 17 Jewish organizations were represented reflecting
 - 2 seniors’ programs,
 - 6 youth focused programs,
 - 2 schools,
 - 3 programs that serve people with disabilities specifically,
 - 4 synagogues
 - a whole bunch of family and adult programming services,
 - and Jewish Child and Family Service with a breadth of related programs too numerous to list.

The Partners: The conference was a joint initiative of Jewish Child and Family Service, Rose and Max Rady Jewish Community Centre and the Jewish Federation of Winnipeg. The day was generously supported through a grant from the Jewish Foundation of Manitoba.

Conference Planning Group:

Faye Rosenberg-Cohen, Community Planning and Allocations Director, Jewish Federation of Winnipeg



Shana Menkis, Director of Operations, Jewish Child and Family Service
Tamar Barr, Assistant Executive Director, Rose and Max Rady Jewish Community Centre

What did we achieve? In 2 days the community's inclusive IQ grew exponentially. And a collaborative spirit among all the participating organizations prevailed. Cross agency working teams were tasked with moving the plan forward over the next few months.

Thanks to our presenters and facilitators:

- Rabbi Micah Buck-Yael, coordinator of community chaplaincy with the Jewish Family & Children's Service in St. Louis, Missouri
- Linda Kislowicz, President & CEO, Jewish Federations Canada – UIA
- Yutta Fricke, Disabilities Issues Office
- Marc Schaeffer, community member speaking on cross-cultural family experience
- Laura Sonin, community member speaking on the challenges of re-integrating as a single

Draft Action Plan:

As a result of the summation and action planning undertaken the day after the conference, senior leadership who were present committed to action items and to carrying the conversation forward. These action plans will be included in the Community Forward Action Plan being developed by the Community Planning Committee of the Jewish Federation of Winnipeg.

Steering Group: The Community Planning Committee of the Jewish Federation will act as the umbrella group to gather the cross-section of representation on a regular (perhaps twice per year) basis to ensure progress on inclusion. This may take the form of a standing sub-committee to ensure ongoing attention, with the **goal of continuously improving inclusion in the Jewish community.**

Committees will be multi-representational, led by Federation as convener.

The Steering Group will consider creating advisory groups to ensure legitimacy through community/end user representation; role model the practice of inclusion; perhaps a professional advisory board to help



Principles:

- Language matters, but the sensitivities are not the same for everyone. Public awareness is needed to ensure language changes with the times.
- The prevailing and newer approach is to offer accommodation and then listen to what is required to support an individual. It is not sufficient to offer a menu of adaptations and expect an individual to fit into the list, with staff anticipating needs and assuming the list will do. The newer service model is to ask: “what do you need/want/how you identify, what do you need from me?” While this won’t take a lot in retraining and retooling, it is a philosophical shift.
- Top down and bottom up – organizations must take the initiative but must listen to the potential users of service.
- Relevant Jewish values:
 - **Tzelem Elohim** – צֶלֶם אֱלֹהִים – **image of God** – The foundational principle of Jewish ethics that every human being is created in the image of God and must be treated accordingly (*Genesis 1:27; Genesis Rabbah 24*).
 - **Lifnei Iver Lo Titen Michshol** – לִפְנֵי עֵוֶר לֹא תִתֵּן מִכְשׁוֹל – **do not place a stumbling block before a blind man** – Applied to the sin of keeping someone in ignorance from information that will protect him/her, or to the sin of making it easier for someone else to commit crimes (*Leviticus 19:14; Maimonides, Book of Commandments, neg. 299*).

Different focus areas were identified for action:

A. Communications: *Improve forms, websites, signage to remove or provide choices and remove exclusions such as gender.*

- Begin with a quick inventory.
- Changing forms to take off salutation, male/female/other or gender and blank space....take out or modify gender language, and accompany with education for the community.
- Add the question about accommodation to make your experience better.
- Also applies to websites, etc.
- Implies changing computer systems.
- Photos on promotional material that reflects the full diversity of the community.

B. Vision and policy: *Develop vision statement and policies that can be used or form the base for each Jewish organization*

- Satisfy the requirements for non-profits by November 2018 in the Accessibility for Manitobans Act; Develop draft Customer Service policies in April.



- Shift our thinking over the long term. When we implement change that benefits one or a few it benefits everyone. Short term action helps us stay on the path, a small change doesn't alienate current population, just adds acceptance for everyone.
- Articulating a community vision will help organizations choose strategies without risk of losing themselves in the task. Each organization's board of directors will need to adopt vision, policies, etc. to raise consciousness, endorsing appropriate principles and guidelines for staff, volunteers, members, etc.
- Employer responsibilities: consider diverse hiring and workplace policies.

C. Education and Training: *Impart the necessary skills and knowledge to staff and volunteers in all organizations to create a welcoming environment.*

- “Upping the Game! In terms of Welcoming-ness”, starting at the front door. Everyone needs training in customer service, accommodation, and security.
 - Consider a kiosk at the front door of Campus, staffed by trained volunteers, who will improve the welcome.
- Youth targeted education
- Public Education – e.g. “Can we Talk About”, Jewish Child and Family Service's annual lecture, will address gender identity in 2018.

D. Outreach and Advocacy: *Create a renewed focus on reaching out and supporting anyone who needs accommodation or guidance through the community.*

- Develop strategy for renewed mentorship of parents by parents who are advocating for their children's' needs.
- Institutionalize advocacy for improved inclusion in our systems.
- Work with Jewish Education and Engagement Committee on outreach, Jewish social networking: Ambassadorships, bridging the gaps, teaching the difference between friendly and welcoming, surface manners vs inviting someone to your home or to go with you to an event.
- Sensitivity to people of colour, and other differences, as welcoming with older kids as with daycare kids.

E. Physical Plant: *Identify low hanging fruit and long term planning issues to improve access.*

- Improve signage.
 - Washroom signs – gender neutral, single washroom, now more possible in the building code, like the gender neutral change room/family change room – just a washroom sign
 - New signage for people with disabilities – e.g. like the new symbols ordered for the locker room
- Plan for gender neutral bathrooms.



F. Intersection of Jewish practice and inclusion: *Improve inclusion in Judaism in Winnipeg*

- Intersection of programming and the language in the programming in light of traditional Jewish practice, inclusive in delivery and content;
- Help community members navigate the Jewish world. E.g. a couple who want to marry, or parents of a special needs child of bnai mitzvah age;
- Bring rabbis to the table
- Don't assume denominational differences are the barriers, while respecting differences
- e.g. Chabad rabbis working with addicts and ex-cons, etc.
- Ask the right person! Ask them what they **can** do.

c. How Can I Help?

Orientation to Accessibility and Customer Service is available on the Federation web page at

www.jewishwinnipeg.org/planning

Click on **Inclusion and Accessibility in the Jewish Community**

Click on

Orientation to Accessibility, Customer Service, and the Jewish Community



6. Collective Impact Discussion Paper – January 2019

Collective Impact Approaches

Purposes:

For Federation: Closing the loop between funding, fundraising, and decision making on priority programs.

For Community Planning:

Taking an integrated approach to population based outcomes;
Enabling the community to work together on common goals.

Approaches:

1. **Data driven allocations:** Intensive data collection and analysis, ultimately tied to Allocations.
 - a. Collect detailed program participation data.
 - b. Establish specific population goals and outcomes by demographic group.
 - c. Build collaborative tables in population group to establish, monitor, and implement changes to achieve each outcome.
 - d. Report detailed outcomes to community.
 - e. Refocus allocations to be entirely based on demonstrable outcomes.
 - f. Refine data collection, and re-establish goals, etc. on a 5-10 year cycle.
2. **Collaborative Strategies:** Using available data, assess participation rates and establish goals with some high value outcomes by population group.
 - a. Assess.
 - b. Propose outcomes for particular population groups.
 - c. Develop organizational/community wide consensus.
 - d. Report on one outcome per year, requiring some data collection (surveys and organizational data) and revise.
3. **Community Report Card:** Minimize additional data collection, but focus on population outcomes and developing systems that produce useful data over time.
 - a. Select population based goals and outcomes that reflect a “Vibrant, connected, Jewish community”.
 - b. Build collaborative tables by population group to work on those outcomes: developing strategy, systems, etc.
 - c. Revise goals and outcomes through consensus.
 - d. Collect data, stories, and new data that comes from new collaborative systems to communicate population outcomes and impact.



Building up the expertise for each approach:

1. Data driven allocations

- a. Hire social impact consultants to guide process and train cadre of community facilitators.
- b. Select single outcome to use as pilot.
- c. Gain commitment from diverse boards in order to begin, including Federation Board support for data driven allocations and partnership with Foundation for startup grants for agencies.
- d. Plan to fund ongoing data collection and analysis.
 - Consulting costs: \$12-18,000 over 18 months
 - Ongoing costs: most likely one additional position at Federation to collect data, survey, analyze, etc.; cost to each organization to collect and produce data.
 - Organizations with services to help: Tamarack Institute, Innoweave (comes with grants, but would need to purchase additional consulting services), Social Impact Advisors

Risks: biting off more than we can chew or fund; too much data for a small community; losing cooperation through too demanding a process; offending donors by spending too many dollars on data collection; losing on qualitative improvements in favour of data driven change.

Benefits: clear decision making with the ability to show direct and detailed impacts as a result of our allocations.



2. Collaborative Strategies:

- a. Hire consultants to help launch process.
 - b. Train collaborative impact facilitators to lead collaborative tables.
 - c. Form collaborative tables by population group.
 - d. Establish population goals (bottom up approach).
 - e. Collect information, identify some areas to investigate.
 - f. Report impact to partners, to community, etc.
- Consulting costs: \$6-10,000 over 18 months
 - Ongoing costs: contracting to do independent research
 - Organizations with services to help: Tamarack Institute, Social Impact Advisors

Risks: biting off more than we can chew or fund; too much data for a small community; losing cooperation through too demanding a process; failing due to lack of consensus; offending donors by spending too many dollars on data collection;

Benefits: the ability to show more direct impacts of our funding; organizational consensus building and collaboration on implementation; many community ambassadors for impact and collaboration



3. Community Report Card:

- a. Hire community coach to support process.
 - b. Choose 5-10 indicators of Jewish community health – a “vibrant, connected, Jewish community” – using the coach to kick off this planning.
 - c. Build consensus on indicators.
 - d. Build collaborative tables to identify specific outcomes and systems for measuring those outcomes.
 - e. Collect qualitative data and stories that support (or refute) available data.
 - f. Invest in longitudinal studies to continue data collection on a few indicators.
 - g. Report to community.
 - h. Adjust on a 3-5 year cycle.
- Consulting costs: \$10-15,000 over 18 months
 - Ongoing costs: independent research as required to enhance available data, on a somewhat irregular or project basis.
 - Organizations with services to help: Joshua Avedon, Jumpstart – Jewish Innovation consultants.

Risks: lack of cooperation due to lack of funding incentives; available data is insufficient to answer management and donor concerns; no specific connection to drive allocations decisions;

Benefits: the ability to show more a broad picture of community impact; organizational consensus building and collaboration on implementation; many community ambassadors for impact and collaboration both in Jewish organizations and Federation leadership; ***Jewish community pride to improve participation and create an upward spiral of community vibrancy***; manageable/scaleable process to adapt to community capacity over time; can start in spring!



Some definitions:

- a. **Tamarack Institute** – transforming cities, offers community training and consultation
- b. **Qualitative Research** - methods include in focus groups and interviews, combine data collection with storytelling to expound on data
- c. **Longitudinal Studies** – tracking changes over decades, e.g. the U of M longitudinal study of seniors that led to the definitions of the determinants of health and informed community health policy and funding of seniors centres offering clinics such as foot care as well as recreation programs with hot meals, as well as fall prevention programs.
- d. **Collaborative tables to set common goals and measures** – e.g. Youth Strategy – using Toronto as our model. Koschitsky focusses on population based goals such as early childhood and young family engagement.
- e. **Logic models** – method for stating common goals and measures for specific initiatives and populations. What is the change you want to see? Outputs, then outcomes. And how will you collect the info, i.e. data and stories.
- f. **Jewish Community Report Card** – Establish a set of global community indicators to be measured and updated regularly to indicate how are community is changing for the better (or not).

At its meeting of February 7, 2019 the Community Planning Committee unanimously selected alternative 3 – titled the Community Report Card – as the most practical.



7. The Program Survey

Purpose

The committees reviewing education and innovative programs both decided that they should begin with an inventory of programs that were being offered currently to identify strengths and gaps.

Some data:

Count of Programs by Type	
Formal Jewish Education (includes supplementary programs)	16
Informal Jewish Education	61
Jewish Program	149
Grand Total	226

Program capacity and average participation by target group

Target Group	Formal Jewish Education (includes supplementary programs)		Informal Jewish Education		Jewish Program		(blank)		Total Sum of Average Participation:		Total Sum of Participation Capacity:	
	Sum of Average Participation:	Sum of Participation Capacity:	Sum of Average Participation:	Sum of Participation Capacity:	Sum of Average Participation:	Sum of Participation Capacity:	Sum of Average Participation:	Sum of Participation Capacity:				
☒ From 3 month to 11 years old												
☒ (Teens & Young Adults)												
☒ 10 and up					24	8			24	8		
☒ 10-14 years old												
☒ 5 to 14												
☒ Adults	8	20	615	815	620	2010			1243	2845		
☒ Adults (35+)												
☒ Adults (45+)												
☒ aged 8-13												
☒ Ages 13-21					24	12			24	12		
☒ All Ages			915	970	4540	5540			5455	6510		
☒ Children	20	20	225	320	25	25			270	365		
☒ Early Childhood	80	0	21	0	45538	2170			45639	2170		
☒ Elementary School aged	258	15	189	35	2670	2550	20	30	3137	2630		
☒ Families (of all ages)			235	250	230	250			465	500		
☒ grade 12					20	20			20	20		
☒ Grades 10 & 11			18	25					18	25		
☒ Grades 2-4												
☒ Grades 5 & 6												
☒ Grades 7 & 8					48	24			48	24		
☒ High School aged	173	10	55	0	1210	1590			1438	1600		
☒ Infants			30	30	30	30	0	0	60	60		
☒ Middle School aged					80	80			80	80		
☒ Seniors												
☒ Teens & Young Adults 14 - 30					60	20			60	20		
☒ Teens (13-16)												
☒ Teens (13-17)			10	150	60	150			70	300		
☒ Teens (Grades 7-12)												
☒ Teens 13-21					25	25			25	25		
☒ Young Adults (18+)	20	20			260	300			280	320		
☒ Young Adults (25+)			15	150	115	325			130	475		
☒ Young Adults/Professionals					100	190			100	190		
☒ Young Families (Children age 10 and younger)					3975	1120			3975	1120		
☒ (blank)					50	50	118	130	168	180		
Grand Total	559	85	2328	2745	59704	16489	138	160	62729	19479		



The Survey Questions

1. What is the title of this offering?
2. Is this a Jewish Program, Formal or Informal Education offering?

For the purpose of this form, use the following definitions:

- Jewish Program - An offering for the Jewish community, not specifically meant as Jewish education. Typically an activity, one time lecture or performance, social gathering, or club. The program may have components that count as Jewish education.
- Jewish Education - An offering with the purpose of providing education about Judaism (religion and culture), including Israel (culture and advocacy) to an audience that includes, though not necessarily exclusive to, Jews.
- Formal Education - Jewish Education that takes place in a classroom setting or traditional educational space like a school. This is usually offered as a course or lecture, with an instructor who presents from a curriculum.
- Informal Education - Jewish Education that takes place outside of a classroom environment, in different settings. This is less structured in nature and may not involve an instructor or curriculum. Camp is an example of informal education. Hillel educational activities are examples of informal education.

As the organizer please decide which descriptor is the best fit for every entry.

3. Description - Please provide a one line description to summarize the program.



4. What is the target age group for this offering?

Age Range
All Ages
Infants
Early Childhood
Elementary School aged
High School aged
Middle School aged
Teens (13-17)
Families (of all ages)
Young Families (Children age 10 and younger)
Young Adults/Professionals
Young Adults (18 +)
Young Adults (25+)
Adults
Adults (35+)
Adults (45+)
Adults (55+)
Seniors
Seniors (65+)
Seniors (80+)

5. What other demographics is the offering aimed at?

Other Demographics
No other demographics
Recent Immigrants to Canada (2 years or less)
People of a specific place of origin (Israeli, Russian, South American)
Couples
Newlyweds
Singles
LGBTQ
LGBTQ Couples
LGBTQ Singles
LGBTQ Families
Families
Parents
New to Judaism
Interfaith Couples
Interfaith Families
People with Varied abilities (Cognitive)
People with Varied abilities (Physical)
Students
Professionals
Current Participants
Alumni
Retirees
Men
Women



6. What is the format of the offering?

Format
Activity
Day Camp
Overnight Camp
Commemoration
Communal Meal
Course
Discussion
Group Travel/Mission
Immersive Experience
Lecture/Speaker
Leisure/Fitness/Recreation
Leisure/Outdoors/Adventure
Party/Celebration
Performance/ Presentation/Exhibit
Prayer Service
Retreat/Conference
Ritual
School
Table/Fair/Public Space
Text Study
Workshop
Other...

7. What is the main topical focus of the offering? (If more than one focus, use multiple rows, one selection per row.)

Focus
Bible (Tanach) & Talmud
All topics as part of Jewish Education Curriculum
Hebrew
Hebrew (Biblical)
Hebrew (Modern)
Holocaust
Israel (History and Current Affairs)
Israeli Culture
Jewish Culture
Jewish Ethics
Jewish History
Jewish Holidays
Jewish Outreach
Jewish Ritual & Traditions
Networking
Politics/Current Affairs
Social
Tikkun Olam (Social Action)
Yiddish/Ladino
Other...
Not Applicable



8. Where does this offering usually take place?

Locations
Adas Yeshurun Herzlia Congregation
Asper Jewish Community Campus
BB Camp/ Town Island Lake of the Woods
BerMax Caffé+Bistro
Brock Corydon School
Camp Massad/Sandy Hook MB
Chabad-Lubavitch of Winnipeg
Chessed Shel Emes
Chevra Mishnayas Synagogue
Congregation Etz Chayim
Congregation Shaarey Zedek
Desserts Plus
Gray Academy of Jewish Education
Gwen Secter Creative Living Centre
Jewish spaces
Public Space or venue
Public Space or venue - Northwest Winnipeg
Public Space or venue - Northeast Winnipeg
Public Space or venue - Downtown/Exchange District
Public Space or venue - Southwest Winnipeg
Public Space or venue - South East Winnipeg
Public Space or venue – Interlake Region
Private Home
Rady JCC
Saul and Claribel Simkin Centre
Temple Shalom
University of Manitoba
University of Winnipeg
Rural setting close to the city of Winnipeg
Other

9. How many times is this offered in a year? How often is the program offered in its entirety?

Frequency
Once
Daily (Weekday)
Bi-Weekly
Weekly
Monthly
Quarterly
Semi-Annually
Multiple times
Other...



10. If a participant has perfect attendance, what is the time commitment? What time of day is the program offered?

Duration
Semester
September to June
Summer Session
One Year
On-going
One Time
Full Day
Weekend
4 meetings or less
8 meetings or less
12 meetings or less
Other...

Time of Day
All day
Early Morning
Morning
Daytime
Lunchtime
Early Afternoon
Afternoon
Afterwork
Evening
Nighttime
All Weekend
Weekend - Daytime
Weekend - Nighttime

11. How much does it cost the participant?

Cost
Free
Pay What You Can
under \$5
\$5-10
\$11-25
\$26-50
\$51-75
\$76-100
\$101 +
\$250 +
\$500 +
\$1000 +
\$5000 +
\$10000 +
\$50000 +

12. Participation Capacity: How many people can attend?

13. Average Participation: How many people typically attend? If this is a multi-session course, answer for whole offering, not individual sessions.

14. Do you expect to offer this program again next year?

15. Comments: If there is anything you would like us to know about this program that we have not asked about, please use this space.

16. Promotional Description - If this is an educational offering, please provide a description of your offering that could be used by a student or parent to inform their interest in your offerings.



Appendix 2. Projects and Proposals:

1. *“Are we There Yet?”* Assessment along the road to a flourishing community 89
2. The Community Gift Certificate 93
3. Senior Concierge Project Proposal 94



1. “Are we There Yet?” Assessment along the road to a flourishing community

“Are we There Yet?” is an initiative of the Community Planning Committee, will develop methodology for assessing Community Forward results over the long term. Establishing sound methodology to be used over the next 5, 10, or even 20 years and mentoring staff and volunteers are key components of this initiative.

Purpose: The Community Planning Committee undertook an ongoing planning process in 2016, the Community Forward Plan, which looks for continuous improvement in the community for the long term. Establishing an assessment methodology will help focus resources and guide community wide initiatives to address the breadth and depth of community needs. By using well understood and accepted indicators to assess how well the community is flourishing, it will improve the choice of investment in human resources, influence fundraising plans with a stronger case for raising new dollars, demonstrate the impact of working together on a holistic vision of community, and influence future allocation of funds.

The JFW will be more effective in gathering partner organizations to move forward together on action plans that include applying appropriate resources with a clear methodology for assessing change.

The Project: Community Planning determined that the ongoing process required periodic evaluation opposite the identified needs to be able to see and demonstrate change, or lack thereof, in priority areas over the long term. The committee is now actively engaged in developing methodology, with a consultant who will provide the expertise they need to move forward with this new process. Seth Cohen of Applied Optimism has experience in similar communities as well as international organizations, experience in evaluation, and experience as a Jewish community volunteer in another city.

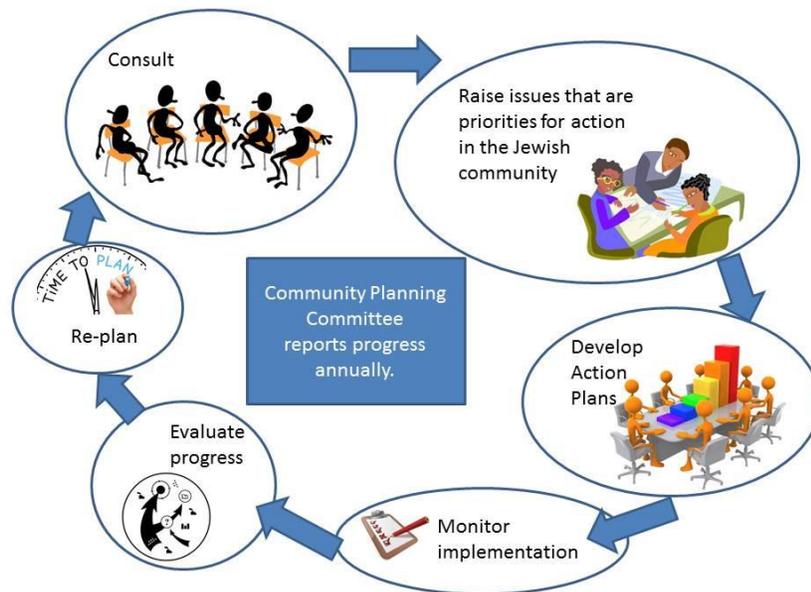
While the first stage of the consultancy with Seth Cohen will help set the goals for this initiative in the 2019, the second and third stages in the fall and winter of 2019-20 will include his expertise to help the committee develop specific methodology. He will mentor both staff and volunteer leadership in gathering community support to effectively deliver indicators of community vibrancy and health. Mentoring will establish skills locally that will enable the effective use and development of indicators going forward.

Seeing the impact over 5, 10 or 20 years and beyond allows leaders, donors, and community members to understand the progress being made, the areas that need more attention and ultimately to understand the impact of funds raised to address the priority areas identified in the Community Forward plan.

Timing: This project is an essential step in building the overall community planning process focused on a continuous improvement cycle of assessing need, developing action, assessing progress and re-planning. Before action and implementation projects begin, it is essential that the methodology identify data to be collected and approaches to be used in evaluating each initiative that contribute to the overall understanding of



community change. Retroactively examining initiatives is much more difficult than building in the perspective from the beginning. Engaging a diverse array of organizations in demonstrating results is possible only when the methodology does not add undue hardship to projects after the fact.



The steps in the ongoing process are: Consult; Raise issues that are priorities for action; develop action plans with partners; monitor implementation; evaluate progress; re-plan. Consultation with the community on a regular basis is key to effectively moving the community forward to meet future needs. The only way to effectively report back to that community and improve plans is with a

broad based assessment using data available from partners, with a methodology that is clear, user friendly, and involving the same partners who implement plans. Community Planning is committed to reporting back to the community annually to pursue ongoing community engagement in important initiatives.

It is essential that this methodology be established in the early stages of this cycle to ensure that the information required to do a useful assessment is available when needed.

- October – December 2019 – Draft and refine indicators and begin feedback process
- Spring 2020 – Convene organizations to develop consensus and confirm
- May –June 2020 – Develop methods and research proposals

Long Term Vision: The Vision of the Jewish Federation of Winnipeg is to build a vibrant, connected Winnipeg Jewish community. The Community Planning department's role within the Jewish Federation of Winnipeg is to invite the participation of all community stakeholders from organizations, various populations and community professionals to conduct broad based community planning and develop action with partners. They are committed to an ongoing cycle of long term planning to assess and better meet community needs.



The Community Forward planning process is developing a holistic vision of the community that will provide focus for fundraising, allocating annual funds, developing new initiatives, and gathering collaborative tables to support and enhance our community, as we work towards a common vision.

Success will be the completion of a comprehensive and user friendly assessment tool that is being used on a regular basis by all involved in the implementation and assessment of action plans within the Community Forward Plan. Long term results will be key evidence of the Winnipeg Jewish Community becoming an even more connected and flourishing community.



Brainstorming the indicators: What are the goals that we want for our community?

JFW Vision – Building a vibrant, connected Winnipeg Jewish community

A vision for the Jewish community of Winnipeg –

A flourishing Winnipeg Jewish community where everyone can find their place

Signs of a vibrant, connected, inclusive, supported Jewish community in Winnipeg:

Vibrant Jewish Life

- Fosters Jewish diversity: plans for multiple expressions of Judaism and multiple access points in every demographic; inclusion through choices – choice of context, content, and skills
- Offers frequency of contact, sufficient: to make friends; to build skills
- Empowers community members: using Design Thinking approaches to engage the market in the program design; empowers volunteers to own and extend the capacity of the community
- Core Jewish religious services available from cradle to grave

Connected to Jewish Community and Jewish Identity

- Relationship Management: that prevents individuals from becoming detached.
- Connector programs in every demographic to reach out to the least connected
- Inclusive of those who may feel marginalized

Inclusive Caring Community

- Connected and able to engage in Jewish life: plans to remove barriers; affordable choices; Jewish home – environments where basic Jewish needs are fulfilled
- Reaching vulnerable populations, such as: isolated seniors; experiencing poverty; various abilities or disabilities; other isolating factors

Supported with Infrastructure and Community Capacity

- Capacity Building Hubs – Cross communal groups in various sectors that: support collaboration; enhance communications with the community; innovations centres and communities of practice to build expertise; multiple access points for each demographic
- Infrastructure – supporting central core services that: plan unified approach to sustainability and fundraising; offer common or central services
- Strategic Impact – through a common and well accepted approach to making Jewish life affordable, fostering Jewish leadership, and assessing community impact on an ongoing basis.

What are the indicators, the sign posts, that will tell us that we are there...

or at least on the path?



2. The Community Gift Certificate

The community gift certificate project will be defined and a request made that funders be sought to support this incentive gift over a period of years. A gift certificate for young families would serve the dual purpose of engaging all the families in the demographic and including those who might otherwise not be involved due to cost.

Purposes:

- Engage young families (e.g. families with at least one child five or under) and others in Jewish life
- Remove the stigma and the barrier for those families who struggle with low income or poverty to participation in Jewish life

The Concept:

A group of gift certificates that in total provide a significant value (e.g. 10 gift certificates for \$10 each), that can be used to access programs and services throughout the Jewish community, would be given to any young family who wishes to use them in a given year.

This would provide an incentive to both those who “can afford” to sign up for a program and those who can’t to attend or try out something that might be of value to their family.

Additional gift certificates could be offered to some families who are not in a position to purchase many of the programs that are valuable for their family.

The Proposal:

Seek a funder or funders who would sponsor gift certificates for several years as a pilot project that would incentivize young families to participate in Jewish community while reducing the barriers and eliminating the stigma for those families who can’t afford to attend.

Steps include:

- Sign up Jewish organizations to accept the gift certificates.
 - Perhaps negotiate acceptance at less than full value, i.e. a \$10 certificate would be reimbursed at \$8.
- Reach out through every participating Jewish organizations and Jewish Child and Family Service to offer gift certificates to eligible families, e.g. those with young children.
- Seek sponsors who will fund the certificates.
- Track participation and evaluate effectiveness for both purposes.



3. The Senior Concierge: A Proposal for Outreach to Jewish Seniors

Proposed by:

Sub-committee on Aging

Community Planning

Jewish Federation of Winnipeg

Marilyn Regiec, Steven Hyman, Co-chairs

It has become clear through the discussions of the Sub-committee on Aging that the highest priority for serving Jewish seniors in our community is to reach out, responding to individual's expressed desire to participate more fully in Jewish community and to access services. Making contact with the seniors who need services is prerequisite to satisfying increased transportation needs and the imperative to connect our elders with all aspects of Jewish life.

Outreach as a strategy is imperative to get people to activities, to reduce isolation, to even allow individuals to ask for help with transportation. As the foundational work, the committee decided to propose a one year pilot with a Concierge who would:

- Find isolated seniors by developing initiatives
- Connect them with available services
- Identify gaps in Jewish community services
- Work in collaboration with all Jewish organizations to serve individuals and fill the gaps.

Background:

In the summer of 2016, seniors in the Jewish community were engaged in an Age Friendly Assessment that highlighted some specific needs.

- "isolated seniors are contacted, visited or taken to activities 16% yes, 65% No 19% don't know)"
- "Participants would like to see more outreach to isolated seniors"
- "Participants strongly expressed the need to address isolation for seniors"

These items were further reinforced through broad consultations undertaken through the fall and winter of 2016-17. As serving seniors was highlighted as a priority issue in the Community Forward planning process, the Sub-committee on Aging of Community Planning was formed in the summer of 2018 to plan with organizational partners to address the issues that seniors face as they age, including transportation, loneliness and access to community programs, services where they live, and more.

Having thoroughly discussed the potential of forming a transportation system, it was decided that outreach took priority as the action that might lead to the development of



an effective transportation service as one of its accomplishments. The committee noted that the same issues were highlighted and recommended as part of the action plan in the community report on aging from 1999.

“Outreach: To address social isolation and promote healthy, active living with the population most at risk.”

Community Forward Priority: reaching those who are not connected and/or feeling isolated from the Jewish community.

Isolated seniors are those older adults who are not connecting sufficiently with Jewish communal organizations to satisfy their needs for Jewish life as well as quality of life generally. Seniors encounter **barriers** to accessing service that range from lack of knowledge of what is available to poverty.

Winnipeg’s Vital Signs 2017 and priorities for Winnipeg overall

The Winnipeg Foundation identified key elements in the community that required attention for the well-being of the Citizens of Winnipeg in the future. One of the **Citizen Priorities** identified by and for the Aging Population of our city was to **Reduce Isolation**. Reducing abuse, poverty, and improving health are known results of improving connectivity.

Reducing abuse, poverty, and improving health are known results of improving connectivity.

While **Aging Population and Accessibility** are two different categories under **Citizen Priorities**, it is important to understand that the weight of the large senior market, as they age, can also drive improvements in accessibility for all. As we meet the needs of seniors who make up approximately 17% of the Jewish community in Winnipeg, we address the barriers that inhibit their participation for seniors as well as others who experience those barriers. For instance, seniors activities planned with them in mind influence the planning of community wide events, e.g. considering:

- Holding events in venues that implement universal design principles;
- Providing options for registration that include modern technology as well as simple phone calls;
- Reserving seats for those who are hard of hearing in the front row;
- Having a greeter who show participants around.

Seniors Living in Poverty require additional efforts to reduce their isolation and ensure that barriers are overcome both by offering service and making it affordable. Some of these supports include: transportation to culturally appropriate events; reduced prices



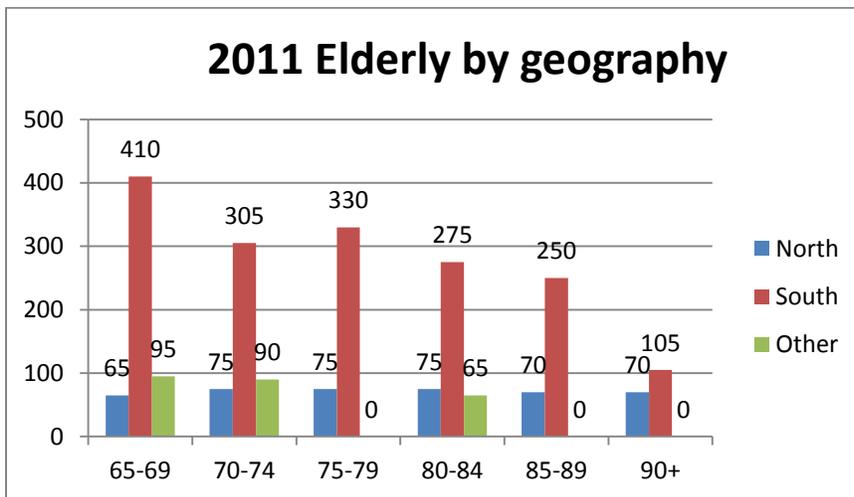
and discounts that entice seniors and retain dignity; attractive and familiar food served at most activities that support the nutritional needs of seniors as their appetites decline. These services and offerings are available currently and can be enhanced through the collaborative planning of our partners.

But first each senior needs to be aware that they are wanted, needed, and supported in that access. The Senior Concierge will improve that awareness and access for those least able and likely to find service for themselves, connecting them with appropriate partners and following up to promote success.

Demographics of seniors by geography and poverty

There are approximately 14,000 Jews in Winnipeg.⁶

The median age of the Winnipeg Jewish community decreased slightly from 2001 to 2011, to 43.1 years. The percentage of 15-24 year olds in the community has increased slightly. The percentage of 65+ has decreased slightly to **17%**. Geographically they are more concentrated in the South End of Winnipeg, but anecdotally it has become clear that, just like younger Jews, older Jews are far more dispersed than 40 years ago. Elders are moving into new neighbourhoods that are farther from the established Jewish institutions, and perhaps closer to their children.



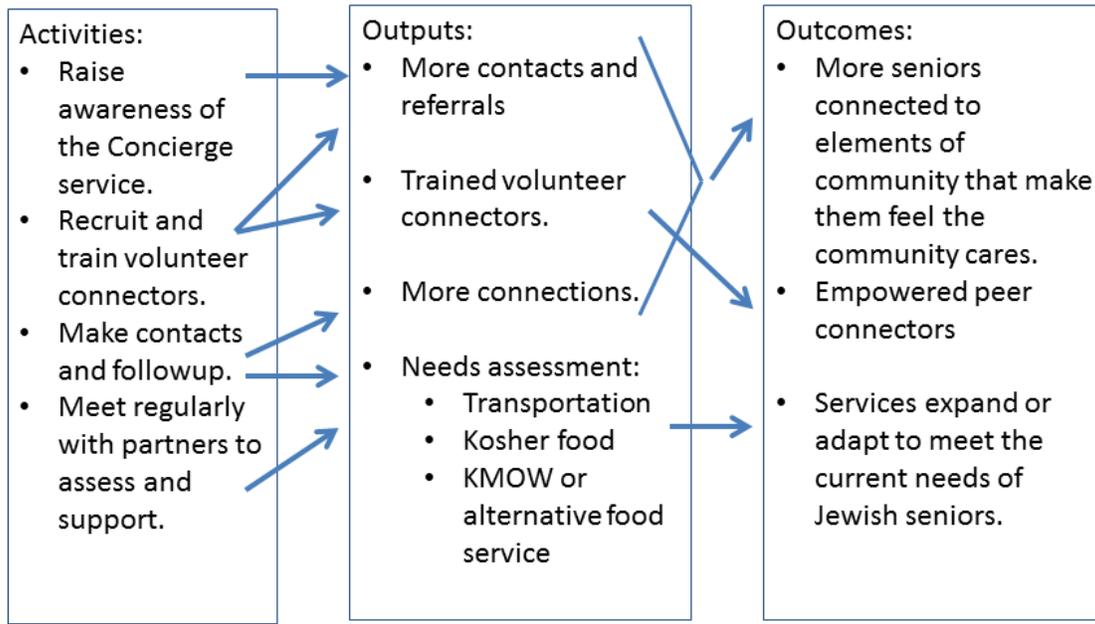
One in seven elderly Jews is poor, including 19.8% of those in the Crescentwood/Ft. Rouge area, 14.4% of those in Tuxedo, and 14.1% of elders in Garden City. These are all areas with concentrations of seniors in apartment building and condominiums.

⁶ Social Trends Briefing Papers: Jewish Winnipeg Demographics, Prepared by Faye Rosenberg-Cohen, May 5, 2016, based on *2011 National Household Survey Analysis, The Jewish Community of Winnipeg* By Charles Shahar & Faye Rosenberg-Cohen, Jewish Federations of Canada/UIA



The Goal: Reduce isolation of Jewish seniors

The Goal: No Jewish senior should die (or live) alone in their home without benefit and support of community.



Outcomes:

1. More seniors reached in total and connected to those elements of community that make them feel supported and part of their community, i.e. that the community cares. More seniors:
 - provided with information about available programs in the Jewish community,
 - connected with more programs and services that support their quality of Jewish life
 - connected with services that generally improve quality of life and improve health outcomes.
2. Seniors are empowered as peer connectors.
3. Community services and programs expand or adapt to meet the current needs of seniors.



Collaborative partners: The Jewish organizations who serve seniors and see them as a market for the aspects of Jewish life that they offer, will work together to enhance everyone's access for the senior market to the available programs. They will also have the opportunity to identify and work together to fill gaps in service.

The Sub-committee on Aging provides the collaborative planning table to bring these partners together and raise community awareness.

The partner and member organizations include: Jewish Child and Family Service, Gwen Selter Creative Living Centre, Rose and Max Rady Jewish Community Centre, Shalom Residences Inc, and the various synagogues and congregations in the community.

Together, Jewish organizations have the capacity to work with community organizations and services such as the WRHA Homecare Coordinators and Area Networks, Senior Resource Councils, and other senior serving networks.

The Project – Hire a Senior Concierge for a one to three year pilot project, to be continued based on evaluation and analysis of the project outcomes.

Using innovative approaches, reach out into the community to meet Jewish seniors. Having made contact, a Concierge can:

- Recruit and train senior volunteers as peer connectors.
- Identify isolated or less connected seniors with existing services, and identify gaps for them.
- Highlight the needs, assess, and pilot new approaches to satisfying needs.
- Identify depth of need if community capacity is insufficient to satisfy transportation needs, access to healthy, kosher food options, Kosher Meals on Wheels or alternatives, recreational choices and other services.
- Draw on the collaboration to satisfy more needs. Understand needs and develop partnerships for solutions to overcome barriers to access and fill gaps in service.

The Concierge should have most of the following attributes:

- Extensive knowledge of the Jewish community and senior serving agencies
- Be a social worker, OT or other related field with experience working with seniors
- Is creative and innovative, self-motivated

Why a Concierge? Seniors are proud and strive for independence even as they become more reliant on the services of others as they age. In order to entice more isolated seniors to make contact, the offer must be attractive. A concierge provides you with the information or the access to an event, e.g. tickets, which match your specific



interests. Our Senior Concierge will be an expert in what is available for seniors and will make the matches that are of interest to each individual.

The Structure: The Concierge would be housed and supervised by Jewish Child and Family Service (JCFS).

The Concierge would be supported by the Sub-committee on Aging. All the partners would support the activities to raise awareness, recruit and train peer connectors, and of course they provide the programs and services that will adapt or expand to meet newer needs.

The Budget: While all housing and existing services are supplied by agencies in the community, the budget will require salary of \$50-60k, and programming budget of \$20,000 to create outreach programs and marketing campaigns.

The budget includes: hardware and/or software required for tracking contacts and services, travel costs, volunteer ambassador and senior mentor recruitment, administrative support and costs such as printing, postage, etc.

Staff and benefits, up to	\$60,000
Program and marketing costs	\$20,000
Operating support	\$ 5,000
Financial Request:	\$85,000

Potential sources of revenue for the pilot:

- Jewish Foundation of Manitoba
- Winnipeg Foundation
- Winnipeg Regional Health Authority
- New Horizons Federal Grant program
- An angel donor

To continue beyond the first year should the pilot be successful the partner organizations will need to seek out funders in order to invest in including increasing their requests for Federation Allocations.

The pilot period may highlight other needs which could require future funding such as transportation subsidies.

Implementation Planning

Implementation is planned with a three year time horizon in mind, assuming first year results confirm the need for and success of reaching isolated seniors.



Population served: The major efforts to identify isolated seniors will focus on reaching Jewish seniors, particularly those living in isolation and facing barriers to participation. While that is the focus, referrals will be made for any senior inquiring of the Concierge to public programs and services available. In addition the partners provide a diverse array programs and services that are open to all seniors.

Once funding has been confirmed, JCFS will hire a Concierge, supported by the Sub-committee on Aging who will help recruit the appropriate candidate.

Supervised by JCFS staff who are experienced in social work and referral systems, the Concierge will begin establishing the ground work for successful outreach in the first month. Within the first year, the goals for outreach include:

- 10 senior volunteers trained
- At least 10 activities, e.g. serving coffee in a mall with a public display, or setting up a display in an apartment building lobby known to house a lot of seniors, or doing a food tasting booth in a grocery store.
- 10 seniors reached who have no other community involvements
- 100 seniors contacted and assisted in some way

Tasks:

Advertise and hire Concierge	JCFS, with support of Sub-committee on Aging to recruit.
Become familiar with all resources available and referral contacts.	First month
Establish tracking, evaluation and measurement methods and tools, as well as needs assessment documentation and follow up plan.	First month
Prepare volunteer orientation to inform peer connectors.	First month
Meet and connect with partners, beginning with Sub-committee on Aging.	First month
Recruit volunteers.	Ongoing – First quarter push
Train volunteers.	Ongoing – First volunteers trained by end of first quarter
Plan activities in public places and locations frequented by seniors as well as community partner hosted programs.	Ongoing – first activities piloted by end of first quarter in several new neighbourhoods
Develop awareness campaign to raise awareness of concierge service.	First quarter plan complete
Contact seniors!	