UJA By the Numbers

Making the biggest impact on the issues you care about
The following pages provide readers with a full summary of the UJA Federation budget allocations approved for 2016/17, our 100th year of providing leadership, philanthropy and service to the global Jewish community. The allocations listed were determined following a thoughtful and comprehensive process led by various UJA Federation committees and approved by the Federation Board. The format of this year’s budget report also reflects UJA Federation’s new strategic plan, a plan which focuses on six essential community priorities which will be our focus for change over the next five years. Those priorities are:

- Forging strong connections with Israel
- Caring for the vulnerable
- Advocating on behalf of Israel, the Jewish People and Canadian values
- Maintaining Toronto’s position as a leader in Jewish education
- Inspiring young generations to embrace Jewish life and to ensure a Jewish future
- Galvanizing the community whether in times of crisis or celebration

To view UJA’s Strategic Plan, please visit jewishtoronto.com/about-uja/strategic-plan

With the help of our visionary and generous donors, UJA Federation is proud of our accomplishments in Jewish Toronto, Israel and across the Jewish world. We are making the biggest impact on the issues our community cares about, while helping as many people as possible. Along with UJA's more than 100 partner agencies, we continue to demonstrate that “helping each other” is our promise; a promise that we will continue to keep as we begin our second century.

Sincerely,

Morris Perlis  
Chair of the Board

Adam Minsky  
President & CEO
Available Funds:

<table>
<thead>
<tr>
<th>TOTAL CAMPAIGN</th>
<th>$59,858,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted Strategic Supplementary Gifts</td>
<td>($3,558,000)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL UNRESTRICTED CAMPAIGN</th>
<th>$56,300,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate partners revenue</td>
<td>$900,000</td>
</tr>
<tr>
<td>Provisions for uncollectable pledges</td>
<td>($2,375,000)</td>
</tr>
<tr>
<td>Special gift</td>
<td>$400,000</td>
</tr>
<tr>
<td>UJA Campaign expenses</td>
<td>($6,300,000)</td>
</tr>
<tr>
<td>Financial transactions</td>
<td>($400,000)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET UNRESTRICTED FUNDS AVAILABLE FROM CAMPAIGN</th>
<th>$48,525,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional revenue from Jewish Foundation, capital recovery &amp; other unrestricted revenues</td>
<td>$2,877,500</td>
</tr>
<tr>
<td>Restricted Strategic Supplementary Gifts</td>
<td>$3,558,000</td>
</tr>
<tr>
<td>UJA Federation &amp; Jewish Foundation operations</td>
<td>($6,437,478)</td>
</tr>
<tr>
<td>Community planning &amp; programs</td>
<td>($1,968,643)</td>
</tr>
</tbody>
</table>

Total Net Funds Available for Allocations: $46,554,379
* Per budget

2016/2017 UJA Annual Campaign Allocations

- Advocating on Behalf of Israel and the Jewish People: $3,935,000 (8%)
- Reserve/Debt Retirement: $2,715,941 (6%)
- Forging Strong Connections with Israel: $11,944,500 (26%)
- Inspiring Young Generations to Embrace Jewish Life: $7,793,391 (17%)
- Strengthening Jewish Education: $12,419,014 (27%)
- Caring for the Vulnerable: $7,746,533 (16%)

This document focuses on Annual Campaign allocations. Please note that UJA Federation combined operating, fundraising and community planning expenses represent 11.5% of total revenues, inclusive of annual campaign (unrestricted and restricted), special campaigns, designated gifts, capital project donations, bequests and endowments, and sundry revenue. Combined estimated revenues total $135 million.
The Toronto Jewish community is internationally renowned for the strength, meaning and cohesiveness it derives from its relationship with Israel. But like Jewish communities worldwide, it has been increasingly exposed to criticism of Israel, as well as attacks designed to undermine Israel’s right to exist. Alarmingly, research indicates that growing numbers of young Jews are distancing themselves from Israel as a result of exposure to such global censure.

In response, we have developed a number of high impact programs that are successfully engaging our future generations with their Israeli peers both in Toronto and in Israel. The shinshinim (Hebrew for young emissaries) project is but one example.

We will work to ensure that every Jewish young adult has the opportunity to build a positive connection to Israel through a relationship with an Israeli counterpart. At the same time, we will deepen our level of philanthropic involvement in Israel. We will leverage the impact of philanthropic work in Israel by expanding it to be an opportunity for engagement for local young adults with Israel.

**JEWISH AGENCY FOR ISRAEL (JAFI) $5,285,000**

For almost 75 years, the Jewish Agency’s focus has been the successful resettlement and integration of the Jewish people in the State of Israel. Since 1948, the Agency has facilitated the integration in Israel of over three million new immigrants. Today, JAFI continues to provide integral services in Israel and to the international Jewish community. [jewishagency.org](http://jewishagency.org)

In partnership with JAFI, UJA has been instrumental in:

- Expediting aliyah for those in danger as well as those who choose to resettle in Israel
- Absorbing thousands of Ethiopian Jews across the country
- Focusing on the needs of Jewish populations at risk, worldwide - in particular today helping refugees from the conflict in eastern Ukraine

Special Toronto partnerships

- In order to strengthen our work with the Jewish Agency, UJA has initiated three unique partnerships focused on strengthening education for young Israelis with the Israeli municipalities of Bat Yam, Eilat/Eilot and Sderot

- UJA improves socio-economic conditions for Israelis through educational, vocational and health service programs

**AMERICAN JEWISH JOINT DISTRIBUTION COMMITTEE (JDC) $546,000**

JDC is the world’s leading Jewish humanitarian assistance organization, impacting millions of lives in more than 70 countries today. JDC leverages a century’s experience confronting poverty and crisis around the world to: save the world’s poorest Jews; revitalize Jewish life in Europe and the former Soviet Union and develop tomorrow’s leaders for Jewish communities in need. [jdc.org](http://jdc.org)

**JEWISH FEDERATIONS OF CANADA-UIA $2,721,500**

Jewish Federations of Canada-UIA (JFC-UIA) is the national Jewish organization of federated communities across the country, serving to administer funds raised in Canada, providing for the needs of the international Jewish community, abroad and in Israel. The organization’s key enterprise is the administration of National Collective Responsibility (NCR), fostering Canadian Jewish and Zionist identity. [jewishcanada.org](http://jewishcanada.org)

NCR includes:

- Hillel Canada (Support for programming for Jewish students on university campuses outside of Toronto)
- Jewish engagement programming in small communities
- Stewardship/CRA compliance of overseas allocations
- National Young Leadership programming

**ISRAEL AND OVERSEAS PROGRAMS & PLANNING $135,000**

**SPECIAL ISRAEL & OVERSEAS ALLOCATION $400,000**

**ADDITIONAL ONE-TIME GIFTS TO ISRAEL $2,857,000**

In addition to annual UJA unrestricted allocations, UJA Federation secures one-time gifts for strategic projects in Israel.
It’s hard to deny that a 100-year anniversary – the Centennial anniversary – is a rare feat, and one worth celebrating to its fullest.

From October 31 to November 8, 2017, that is exactly what UJA Federation will be doing as it celebrates its one-hundredth year of providing leadership, philanthropy and service to the global Jewish community.

And make no mistake – UJA’s Centennial Journey to Israel – is not your average mission to Israel; quite the contrary. With a selection of five journey packages, all of which include two days of personalized tracks ensuring you have the opportunity to go experience the Jewish state your way, the Journey promises to be an unforgettable and transformative experience.

Whether you are interested in the stunning splendor of Israel’s natural beauty; its exquisite beaches; exclusive briefings with Israel’s movers and shakers; a leisurely stroll through the streets of Jerusalem; experiencing Israel’s pulsating nightlife; taking a tasty tour of one of Israel’s countless wineries; or getting a firsthand look at UJA’s ongoing projects that are transforming our partner regions of Eilat/Eilot, Bat Yam and Sderot, UJA’s Centennial Journey to Israel has you covered.

Chaired by community leaders Steve and Rosanne Ain and Marcy Abramsky, the Journey is expected to will bring together approximately 500 individuals of all ages and religious streams to celebrate UJA’s centennial in the Jewish homeland.

Let UJA’s experienced Israel journey experts make your Israeli journey one that you will never forget as you share the splendor and history of the country with other like-minded members of Toronto’s Jewish community, as we come together in the Jewish state to celebrate UJA’s Centennial anniversary, and all that this little country has accomplished in just 68 years.

For more information, visit jewishtoronto.com/centennialjourney or contact Keren Levy at klevy@ujafed.org or at 416.631.5723
According to the most recent census, the number of Jews living below the poverty line has increased by 4,500 in recent years—growing from 19,745 in 2001 to 24,315 in 2011. This represents a 2% growth - the first time in a generation that the percentage of Jews living in poverty has increased.

We will mobilize the largest ever coalition of Jewish and secular organizations to unite in a collective effort to eliminate poverty in our community. Special attention will be paid to seniors and Holocaust survivors and children, youth and their families. We will continue to work with our partner agencies to provide a safety net for our most vulnerable.

**JEWISH FAMILY & CHILD (JF&CS)**

Supports the healthy development of individuals, children, families, and communities through prevention, protection, counseling, education and advocacy services, within the context of Jewish values.

jfandcs.com

**ZAREINU EDUCATIONAL CENTRE** $100,000

Offers families a wide range of therapeutic and educational programs directly designed and delivered by qualified educators and therapists in its main centre and in satellite classes located in Jewish Day schools. zareinu.org

**CHAI TIKVAH FOUNDATION** $30,000

Provides residential options, programs, public education, and advocacy to enhance the quality of life for Jewish individuals and families affected by psychiatric disabilities. chaitikvah.org

**REENA - JUDAIC PROGRAM** $87,223

Enables people with developmental disabilities to realize their full potential by forming lifelong partnerships with individuals and their families within a framework of Jewish culture and values. reena.org

**JACS** $95,000

Supports those suffering from or affected by addiction. Helps people to explore and pursue recovery in a safe, nurturing environment and educates the community. jacstoronto.org

**JVS TORONTO** $213,361

Helps people succeed by providing outstanding employment, social and educational services which meet the changing needs of the diverse communities we serve, building on our experience serving the Jewish community. jvstoronto.org

**KEHILLA RESIDENTIAL PROGRAMME** $18,500

Identifies and champions affordable housing in the Greater Toronto area and implements housing initiatives for the Jewish community. kehilla.ca

**JEFFERSON FROEMER LOAN TORONTO** $97,000

Provides interest-free loans to needy individuals in the Jewish community across the Greater Toronto Area. jewishfreeloan.ca

**BERNARD BETEL CENTRE FOR CREATIVE LIVING**

Empowers seniors to lead active, creative and healthy lifestyles in a Jewish environment. The Centre offers active living program, lectures, computer classes, art lessons and many other services. betelcentre.org

**SOCIALIZATION PROGRAMS** $86,852

**HEALTHY AT HOME AT MULTIPLE SITES** $112,836
**CIRCLE OF CARE**

Supports seniors individual independence and quality of life in the community. circleofcare.com

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRANSPORTATION</td>
<td>$20,000</td>
</tr>
<tr>
<td>HOME CARE FOR HOLOCAUST SURVIVORS</td>
<td>$135,000</td>
</tr>
<tr>
<td>COLLECTIVE IMPACT POVERTY INITIATIVE</td>
<td>$60,000</td>
</tr>
<tr>
<td>CAPACITY BUILDING FOR SOCIAL SERVICES</td>
<td>$11,771</td>
</tr>
<tr>
<td>ADDITIONAL ONE TIME GIFTS</td>
<td>$392,000</td>
</tr>
</tbody>
</table>

In addition to annual UJA unrestricted allocations, UJA Federation secures strategic one-time gifts for social service agencies.

**ADVOCATING ON BEHALF OF ISRAEL, THE JEWISH PEOPLE AND CANADIAN VALUES:**

The Canadian Jewish community can be proud of the fact that Canada is widely considered to be one of Israel’s strongest and most reliable friends in the world. Acting through our advocacy partners at the Centre for Israel and Jewish Affairs (CIJA), our focus will be on continuing to support the people and the land of Israel, to combat antisemitism and discrimination in all its forms and to advocate for the fundamental rights and freedoms of all Canadians.

**CENTRE FOR ISRAEL & JEWISH AFFAIRS** $3,650,000

The Centre for Israel and Jewish Affairs (CIJA) builds and nurtures relationships with leaders in government, media, academia, civil society and with faith and ethnic communities to ensure greater understanding of the issues that impact the Jewish community. Building a secure future for our community demands strategic action.

A few examples of how CIJA strengthens and advances the interests of Canada’s Jewish community:

- Provides advocacy support to 25 campuses in 9 provinces. CIJA works closely with Hillel and other Jewish student groups across Canada, providing direct assistance on a wide variety of issues including combatting anti-Israel activities such as BDS initiatives.
- CIJA’s security team provides a range of free services to ensure that Jewish institutions, their staff and members are well protected. This includes lock-down training, on-site security audits of Jewish facilities, and security briefings on developing challenges.
- CIJA is in constant contact with parliamentarians and other public officials at the federal, provincial and municipal levels. CIJA helps to educate these and other decision-makers on diverse issues such as genetic discrimination, affordable housing, and the need for ongoing public funding for Jewish social service agencies.
- CIJA has provided advocacy training to more than 500 Jewish and pro-Israel advocates, including university students. This work ensures that community leaders across the country are able to present a compelling, pro-Israel narrative.
- In the past year, CIJA’s action campaigns have mobilized more than 10,000 community members to email Canada’s elected representatives and key officials on issues such as Palestinian terrorism, the Iranian nuclear threat and the Green Party’s anti-Israel boycott resolution.

**PUBLIC AFFAIRS** $285,000
MAINTAINING TORONTO’S POSITION AS A LEADER IN JEWISH EDUCATION

Half a century ago, UJA Federation’s leadership took audacious steps to strategically invest in growing the Jewish Day School system. To this day, we continue to benefit from one of the strongest, most diverse and unified Jewish day school systems in the world. Our leadership, professionals, philanthropic endeavors, and Jewish character have all been strengthened as a result of UJA’s investment in Jewish day schools.

Unfortunately, growth and expansion in the Jewish education system is at a standstill. The status quo is unacceptable and cannot continue. From 2001 to 2011, tuition increased on average by 62% while household income rose by only 11%. The cost of rising tuition is forcing families out of the system. Over the last fifteen years, enrollment in Toronto’s non-Orthodox schools has dropped by over 20%.

We will make Jewish Education a key focus of our strategic plan in order that our educational infrastructure continues to strengthen our community into future generations. Our efforts will be concentrated on the issues of affordability, particularly for middle-income families, and increasing enrollment across the system. cjetroonto.com

SUPPLEMENTARY SCHOOLS $565,000
These funds are used to support supplementary schools initiatives to improve quality and expand outreach. Through the CJE’s WOW! Initiative in supplementary education, UJA is seeding new Jewish education programs designed to engage those who currently receive no formal Jewish education.

SPECIAL EDUCATION $500,000
These funds are used to support Jewish day schools to provide student assessments, social work services, educational remediation services and consultations. This allows the schools to address special learning needs of the school population.

THIRD PARTY EVALUATION PROCESS FOR DAY SCHOOLS $10,000
This initiative ensures the highest quality of education programs in our day schools.

OTHER SERVICES $81,000
Professional development programs, community-wide research, web portal development, etc.

EDUCATIONAL OUTREACH AND SUPPORT
Funding new programs designed to remove the barriers facing newcomer families when they consider Jewish day and supplementary schools for their children.

INFORMAL JEWISH EDUCATION $80,000
WOW PARTNERSHIP $20,000

CJE OPERATIONS $834,014
This includes the CJE administrative costs including operational staffing, shared services, occupancy and office expenses.

ADDITIONAL ONE-TIME GIFTS $123,000

DAY SCHOOL AFFORDABILITY $10,090,000
TUITION SUBSIDIES, MIDDLE INCOME PROGRAMS & OPERATING GRANTS
UJA Federation is committed to making our day schools affordable and sustainable. Subsidies and grants enable 14 funded Jewish day schools to welcome children from lower and middle income families into their classes. Over 2,200 benefit from these grants and subsidies. This is the largest tuition subsidy to Jewish day schools in North America, and demonstrates UJA Federation’s ongoing commitment to Jewish education. This includes the support of the Julia and Henry Koschitzky Day School Grant which promotes Hebrew and Bible literacy. The Koschitzky Centre launched two new middle income pilots for the 2016/17 year, designed to help middle income families afford Jewish day school.

EDUCATION PROGRAMS & SERVICES
DAY AND SUPPLEMENTARY SCHOOLS SERVICES $116,000
Services include: Israel Engagement Programs, Zimriyah, Bible Contest, School marketing, Jewish Media Centre and Professional Communities of Practice
INSPIRING YOUNG GENERATIONS TO EMBRACE JEWISH LIFE AND TO ENSURE A JEWISH FUTURE

For young generations, identifying as a Jew is a choice. Over the last decade, we have invested in an array of compelling Jewish Identity programs designed to capture the hearts, minds and free-time of young adults. Their impact has been impressive with consistently increasing numbers participating in Jewish day and overnight camps, Israel Experience programs, supplementary Jewish schools, Hillels and PJ Library.

We will capitalize on this success by doing three critical things: scaling up the most successful initiatives to reach the full potential cohort of young Jews; linking these programs to each other so that Jewish involvement becomes sustained rather than episodic; and continuing to develop innovative new programs that reach new markets of young Jews.

SILBER FAMILY CENTRE FOR JEWISH CAMPING
Strengthens Jewish overnight camping through innovative and industry leading initiatives, including One Happy Camper grants, professional development and community-wide marketing initiatives.

ONE HAPPY CAMPER $398,000
Provides financial incentives to families of first-time campers, encouraging parents to choose Jewish summer camp.

JEWH ISH CAMP COUNCIL $42,449

CAMP LEADERSHIP PROGRAM $30,000

PJ LIBRARY: ENGAGING YOUNG JEWISH FAMILIES ONE BOOK AT A TIME
Each month, over 5,000 Jewish children in Toronto run to their mailbox and rip open the blue and white envelope carrying their new PJ Library book. Through PJ Library, a partnership between UJA Federation and the Harold Grinspoon Foundation, 53% of Jewish children in Toronto receive a free Jewish book each month. No other program has the same reach into our community’s youth.

PJ Library transforms bedtime into a Jewish experience. By reading books about Shabbat, Israel, Tzedakah or other Jewish themes, parents become Jewish educators and the home becomes a locus of Jewish identity formation.

PJ Library also gives us access to an unprecedented audience of Jewish families. In partnership with Jewish day schools, supplementary schools, camps, synagogues and JCCs, UJA Federation leverages PJ Library as an onramp to other Jewish experiences. Inviting subscribers to experience everything the community has to offer – open days at summer camp, holiday celebrations at synagogues, parent and child programs at JCCs and tastes of Jewish schools.

Through PJ Library UJA Federation is engaging young families in the best our community has to offer, catalyzing lifelong engagement amongst Jewish children one book at a time.

For more information about PJ Library, visit pjlibraryToronto.ca or contact Adina Lipson at pjlibrary@ujafed.org
## JEWISH IDENTITY PROGRAM GRANTS

**BBYO**  
bbyo.org  
$57,000

**THE HOUSE**  
thehousetoronto.com  
$33,000

**JEWS FOR JUDAISM**  
jewsforjudaism.ca  
$20,250

**DILLER TEEN LEADERSHIP PROGRAM**  
jewishtoronto.com/diller  
$30,000

**AGENCY DEVELOPMENT**  
$20,000

## JEWISH CAMPUS LIFE

**HILLEL ONTARIO**  
$1,172,500

Hillel, the voice of Jewish students on campuses across Ontario, provides a wide variety of social, educational and cultural programs for over 20,000 Jewish students across Southern Ontario. hillelontario.org

## CANADA ISRAEL EXPERIENCE (CIE) / MARCH OF THE LIVING / BIRTHRIGHT ISRAEL  
$662,000

With more than 26,000 Jewish Canadians having taken part in CIE’s Taglit-Birthright Israel, an entire generation has been impacted. CIE also manages the March of the Living, where Canadian youth accompanied by survivors, visit concentration camps in Poland, before arriving in Israel in time to celebrate Independence Day. marchoftheliving.org/Israelforfree.com

## ISRAEL ENGAGEMENT INCLUDING UJA SHINSHINIM PROGRAM  
$344,609

UJA Federation’s Israel Engagement ShinShinim program creates a personal connection between a Jew in the Diaspora and the State of Israel. ShinShinim are post-high school, pre-IDF young Israeli emissaries that informally teach about Israel through creative programs and challenging discussions, bringing an authentic Israel experience to over 38 of UJA’s partner institutions, including Jewish day & supplementary schools, youth movements, Hillel, Jewish camps and others.

## CRM SYSTEM FOR ALL AGENCIES TO UPGRADE RECRUITMENT AND RETENTION  
$100,000

## NEWCOMER OUTREACH

**COMMUNITY DEVELOPERS**  
$170,000

**SCHWARTZ/REISMAN CENTRE**  
srcentre.ca  
$127,000

**JEISH RUSSIAN COMMUNITY CENTRE (JRCC)**  
jrcc.org  
$50,000

**AMEINU**  
hillelontario.org  
$30,000

**HILLEL**  
hillelontario.org  
$58,000

**MILES NADAL JCC**  
mnjcc.ca  
$62,000

**RUSSIAN INITIATIVES**  
$80,000

**ISRAELI INITIATIVES**  
$43,000

**CJMT (MORROCAN COMMUNITY)**  
cjmt.org  
$5,000

## DATA ENHANCEMENT  
$40,000

## CULTURE

**ASHKENAZ FESTIVAL**  
$75,556

Raises the profile of Jewish diasporic culture and provides a window to the broader community on the most cutting edge elements of Yiddish culture. ashkenazfestival.com

**UJA SARAH AND CHAIM NEUBERGER HOLOCAUST EDUCATION CENTRE**  
$572,636

Serves over 20,000 school children and their teachers in learning about the Holocaust directly from our strong community of Holocaust Survivors. holocaustcentre.com

**UJA ONTARIO JEWISH ARCHIVES, BLANKENSTEIN FAMILY HERITAGE CENTRE**  
$441,879

A world-class repository for the collection, preservation, and publication of important documents pertaining to the history of Jewish life in Ontario. ontariojewisharchives.org
UJA Federation’s Ontario Jewish Archives, Blankenstein Family Heritage Centre (OJA) is the largest repository of Jewish life in Canada. Founded in 1973, the OJA acquires, preserves and makes accessible the records that chronicle our province’s vibrant Jewish history. Through walking tours, reference requests, exhibitions, and programs, there are many different ways to explore the OJA’s collection and learn about your past.

It was a busy year at the OJA in terms of collection development and the sharing of OJA’s story with the community. Over the past year, the OJA’s collection has grown through our South African Legacy Project where we have collected the stories of members from this significant part of our community. In addition to archival records (photographs, documents, correspondence, etc), we have produced oral histories that share this community’s experiences of immigrating to Canada and making their homes in the GTA. All of this content will be available on an interactive exhibition website in early 2017.

Last summer the OJA preserved the last remaining Yiddish sign in the Kensington Market neighbourhood and has begun to make plans for developing a monument that celebrates the Yiddish language and culture. And, over the winter, the OJA presented the much lauded exhibition Benjamin Brown: Architect at Urbanspace Gallery at 401 Richmond that highlighted the career of Toronto’s first Jewish architect. A collaboration with Bialik Hebrew Day School’s grade 7 and 8 students used the exhibition as a lens to learn about early Jewish Toronto.

To learn more about Ontario Jewish Archives, visit ontariojewisharchives.org

The Festival is a window and a mirror of Jewish culture, striving to be inclusive of all aspects of the Toronto community, showing films of excellence that reflect the diversity of Jewish life. tjff.com

Promotes Yiddish culture and language by sponsoring lectures, classes and other community events. committeeforyiddish.com

Serves over 70,000 participants a year and over 90,000 website users through music, dance, and visual arts classes for children, adults and families. kofflerarts.org

All of this content will be available on an interactive exhibition website in early 2017.

Reserve/Debt Retirement $2,715,941