

UJA FEDERATION OF GREATER TORONTO

ANNUAL REPORT TO THE COMMUNITY 2019-2020

Momentum



A Crisis that Calls for Leadership

In reflecting on my term as Chair, I think back to some years ago when I never saw myself taking on this role. It didn't really appeal to me and felt too political for my liking. But after I saw the shifting challenges affecting our community and the broader Jewish world, I came to a key conclusion. The greatest contribution one can make is to give of one's time and strive to offer leadership.

While there is no one single issue affecting our community, the common thread that runs through them is the importance of effective leadership. This requires confronting problems rather than avoiding them and bringing together the full resources of the community—our collective generosity, talents, and ideas—to resolve them together. With that in mind, when asked to serve as Chair, I readily agreed to it.

I never could have imagined the crisis that would confront our community with the COVID-19 pandemic. But our outstanding volunteers, donors, and community workers stepped up to address the immediate and growing needs of the community. While there are many examples, I'll never forget the way everyone came together for the Passover food drive. At a time of great uncertainty at the beginning of the pandemic, UJA staff and volunteers pitched in to pack food boxes, ensuring they were delivered to thousands of households in need.

After we responded to those first essential requirements, we broadened the lens to look at the larger and more long-term issues impacting the community. We assessed that the needs would grow by \$25 million. We set clear, focused, and transparent goals. We paused programs, so as to redirect funds to the areas of greatest urgency.

As a Board, we realized that this was truly a crisis our Toronto Jewish community had never seen before. The needs were growing rapidly and so many factors were unknown. But what was clear was that a focused and unprecedented strategy was essential, one in which the entire community was invited to play a role. The validation came in the form of an overwhelming response from the community to meet this challenge.

There's still a lot of uncertainty looking ahead to 2021, but I'm optimistic. We have a strong plan and we're ready to adapt to meet the shifting needs of the community. Most of all, I'm hopeful for our community. Besides all the difficult challenges we've seen in 2020, we've also seen our community at its finest.

I am thrilled to welcome Senator Linda Frum as incoming Chair of the Board. Our community is fortunate to have someone of her calibre lead us into 2021. I have every confidence in her ability, and that of our Board, volunteers, and staff, to ensure our community will continue to grow and thrive.

Sincerely,



Warren Kimel

Chair

Focusing on What Matters Most

Just as the pandemic brought out the best in our community, so too did it have a clarifying effect by reminding us what's truly essential.

Limitations have been exposed and, in turn, opportunities for greater investment and significant change have been identified. We have all considered what matters most to us during these challenging times, and it is from these reflections that we will all emerge stronger and more resilient—both as individuals and as a community.

One of the aspects I find most meaningful about working at UJA Federation is the opportunity to have a unique and holistic window into the needs of our community. When the COVID-19 pandemic made its way to Toronto, it became clear that our community was facing three severe threats.

First, that UJA's network of Jewish social service agencies would be overwhelmed by the needs of the vulnerable, including those who were at-risk for the first time due to job loss. Second, that the economic downturn would lead to the greatest withdrawal from community life in the history of Toronto Jewry, with many families unable to afford essential Jewish programming for their children. Third, that this would in turn pose an existential threat to cherished institutions throughout our Jewish community.

While UJA Federation has mobilized many times in the past for Jews in Israel and overseas, we have never had to do so for an emergency like this in our own city. We knew we needed a focused and strategic response, which is why we launched the Emergency Campaign for Community Resilience in the spring. The Campaign became rooted in two objectives: making sure that no community member in need is turned away from our Jewish social service agencies due to a lack of community resources; and ensuring that no Jewish child or teen becomes disconnected from essential Jewish experiences due to the financial crisis.

As I reflect on these two goals and the progress we have made so far, I am so proud of Toronto's Jewish community and the way everyone has stepped up to help. 1,700+ volunteers mobilized. 11,000+ donors. 37,000+ wellness phone calls made. 2,800+ vulnerable Jewish seniors helped. 60,000+ Kosher Meals on Wheels delivered. These numbers truly demonstrate what an exceptional community we are.

Another reason I enjoy working at UJA Federation is the outstanding people with whom I get to work. As I look back on Warren Kimel's decisive and selfless leadership as Chair, I want to thank him for everything he has done to strengthen our community. I look forward to working with Senator Linda Frum, who brings significant leadership experience as our incoming Chair of the Board. With Linda and the rest of our outstanding Board membership, we are in very capable hands as we head into 2021.

Thank you to everyone in our community who rose to meet this year's extraordinary challenges. May our community continue to go from strength to strength.

Sincerely,



Adam Minsky

President & CEO

2019-2020 Financial Highlights

This fiscal year, UJA Federation raised close to \$209 million in support of vital causes in the Greater Toronto Area, across Canada, in Israel, and around the world.

HOW DID WE DO THIS YEAR?

ANNUAL CAMPAIGN
\$60,144,000

JEWISH FOUNDATION
\$89,145,000*

GOVERNMENT GRANTS
\$2,480,000

SPECIAL CAMPAIGN GIFTS
\$31,368,000

CAPITAL PROJECT DONATIONS
\$14,016,000

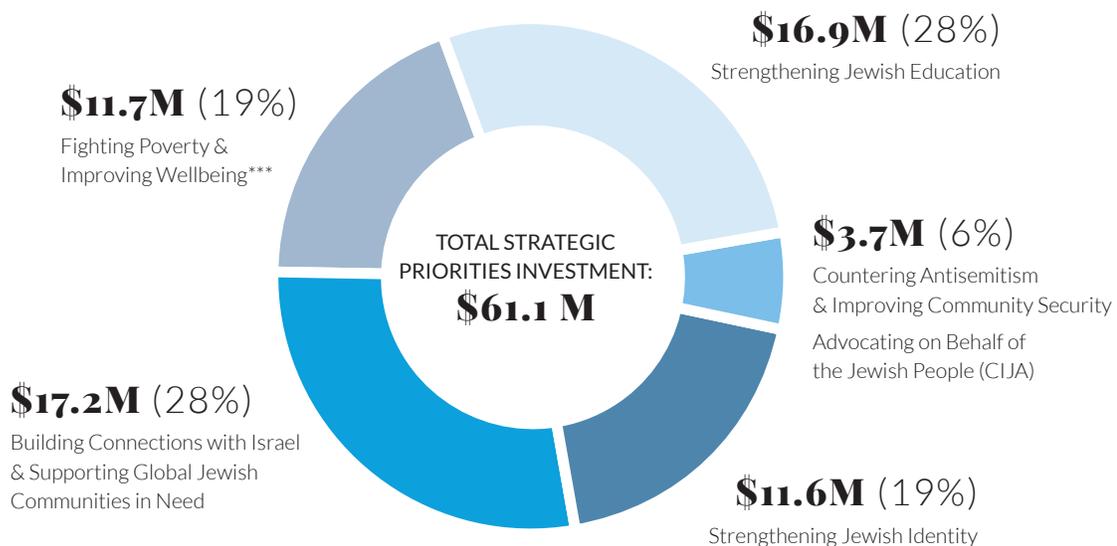
TOTAL FUNDS RAISED:
\$208,934,000

TARGETED
 SUPPLEMENTARY GIVING
\$2,366,000

CORPORATE PARTNERS
 & OTHER REVENUE**
\$9,415,000

UJA Federation's corporate infrastructure and fundraising expenses represent 10.2% of combined revenues of \$209M, inclusive of Annual Campaign (unrestricted and restricted), special campaigns gifts, capital project donations, bequests and endowments, and sundry revenue. For our complete audited financial statements, visit <https://jewishtoronto.com/financials>.

UJA GRANT DISTRIBUTIONS 2019-2020



*In addition, the Foundation received \$6.1 million in managed funds

**Other revenue includes program and event registration

***This pillar includes the portion of COVID-19 relief funds granted to UJA's social service agency partners before June 30, 2020. This is distinct from UJA's

Emergency Campaign for Community Resilience, the goal of which is to raise an additional \$25 million over and above our regular Annual Campaign, dedicated to supporting the Jewish vulnerable through social services and maintaining the essentials of Jewish life. Allocations from the Emergency Campaign will be detailed in the 2021 Annual Report.

Fundraising Streams

UJA Federation's work to strengthen our community requires a strategic approach to raising and managing funds—harnessing the collective power of our dedicated donors, volunteers, corporate sponsors, and professional staff.

WHAT WE DO

UNITED JEWISH APPEAL ANNUAL CAMPAIGN

Through UJA's Annual Campaign, we raise funds every year and strategically allocate them in the ensuing calendar year to the areas of greatest need in our community. We fund a wide array of services directly related to our core priorities, impacting the lives of thousands of community members in Toronto, Israel, and around the world. This year, in response to the COVID-19 pandemic, UJA launched an Emergency Campaign for Community Resilience.

JEWISH FOUNDATION OF GREATER TORONTO

The Jewish Foundation makes charitable giving easy and rewarding so that individuals and families can fulfill their personal philanthropic goals and translate their charitable vision into viable solutions. The Foundation's holistic knowledge of the community and our many partnerships with community organizations has proven to be invaluable in meeting the challenges and needs of our community, particularly this year when so many worthy causes needed immediate assistance.

TOMORROW CAMPAIGN

With the support of visionary donors, UJA Federation's capital campaign, the Tomorrow Campaign, has created three campuses of Jewish life in Toronto: in the downtown core, North York, and York Region. All are dynamic hubs with engaging Jewish programs, social events, and fitness centres to support our growing community. Not only do the campuses offer practical resources, but they act as a central access point to high-quality Jewish experiences for tens of thousands of community members.

HOW WE DO IT

We put a high premium on the trust our volunteers and donors have placed in UJA Federation. We work to honour that trust by maximizing results and making every dollar count, so that you can make an even greater impact in our community.

STRATEGIC COLLABORATION AND INNOVATION

Tackling the greatest challenges facing our community requires a holistic strategy, not band-aid solutions. There is no one program or agency that can meet the needs, which is why UJA partners with more than 100 organizations to ensure a community-wide approach. By bringing together organizations to develop innovative solutions and measure outcomes, we're not only meeting the needs of today but strengthening our collective future.

EFFICIENCY

Our operating costs are only 10.2% of our revenue—less than half of the operating costs of comparable charities (with average costs being 26%, according to Charity Intelligence). Our efficient ability to make a big impact is one reason *Maclean's* named UJA Federation of Greater Toronto one of Canada's best charities for 2020.

MATCHING FUNDS

Creative partnerships enable us to leverage donor dollars to make an even greater impact. Through our work with governments, private foundations, and philanthropists, we generated matching funds amounting to 44¢ per dollar raised through UJA's Annual Campaign.

Annual Campaign

UJA's Annual Campaign raises around \$60 million each year in support of our core priorities in the Greater Toronto Area, Canada, Israel, and around the Jewish world. These funds are strategically allocated to address the greatest challenges facing our community. This includes alleviating Jewish poverty and vulnerability, combating antisemitism, building connections with Israel, and strengthening Jewish education and identity.

When the COVID-19 pandemic began, UJA quickly launched a community-wide effort to help those hit hardest. Projecting that the needs of our community would grow by \$25 million, we set out to raise \$85 million in 2020—becoming the first Jewish Federation in North America to launch an Emergency Campaign in response to the pandemic. As of December 7, we have raised \$75.5 million, representing 89% of our stated goal.

The Annual Campaign has achieved a number of important milestones. We mobilized more than 1,700 volunteers to place over 37,000 wellness phone calls and deliver groceries to over 2,500 vulnerable households. More than 400 additional community members with special needs were supported with at-home personal support workers, occupational therapy, and other in-home assistance to get through the pandemic safely. Over 110 new interest-free loans were provided to community members struggling financially. These are just a few examples of how the Emergency Campaign has supported Jews experiencing vulnerability across our city.

While our focus this year has been helping those affected most by the pandemic, crucial projects and initiatives funded by the Annual Campaign are continuing to serve the complete needs of our community. To name a few highlights:

Our investments in **Jewish education and identity-building** programs have enabled us to help ensure young community members can remain engaged, with one outcome being a growth in day school enrolment for the first time in 17 years.

Our efforts to **build connections with Israel** were an important source of strength for many during the pandemic, with the UJA-funded Cyber Education Center's online programming attracting almost 69,000 students from around the world.

UJA Community Security reached several key milestones, including the establishment of a 24/7 hotline and the first-ever volunteer security team trained to protect their own synagogue.

Our continued efforts to **fight poverty and improve wellbeing** included the issuing of emergency grants to key social service agency partners. The rapid delivery of these funds during the spring lockdown enabled them to continue meeting the needs of clients safely at a time of uncertainty, including isolated Holocaust survivors and other Jewish seniors, community members with disabilities and special needs, and those struggling with addiction—to name a few examples.



Jewish Foundation of Greater Toronto

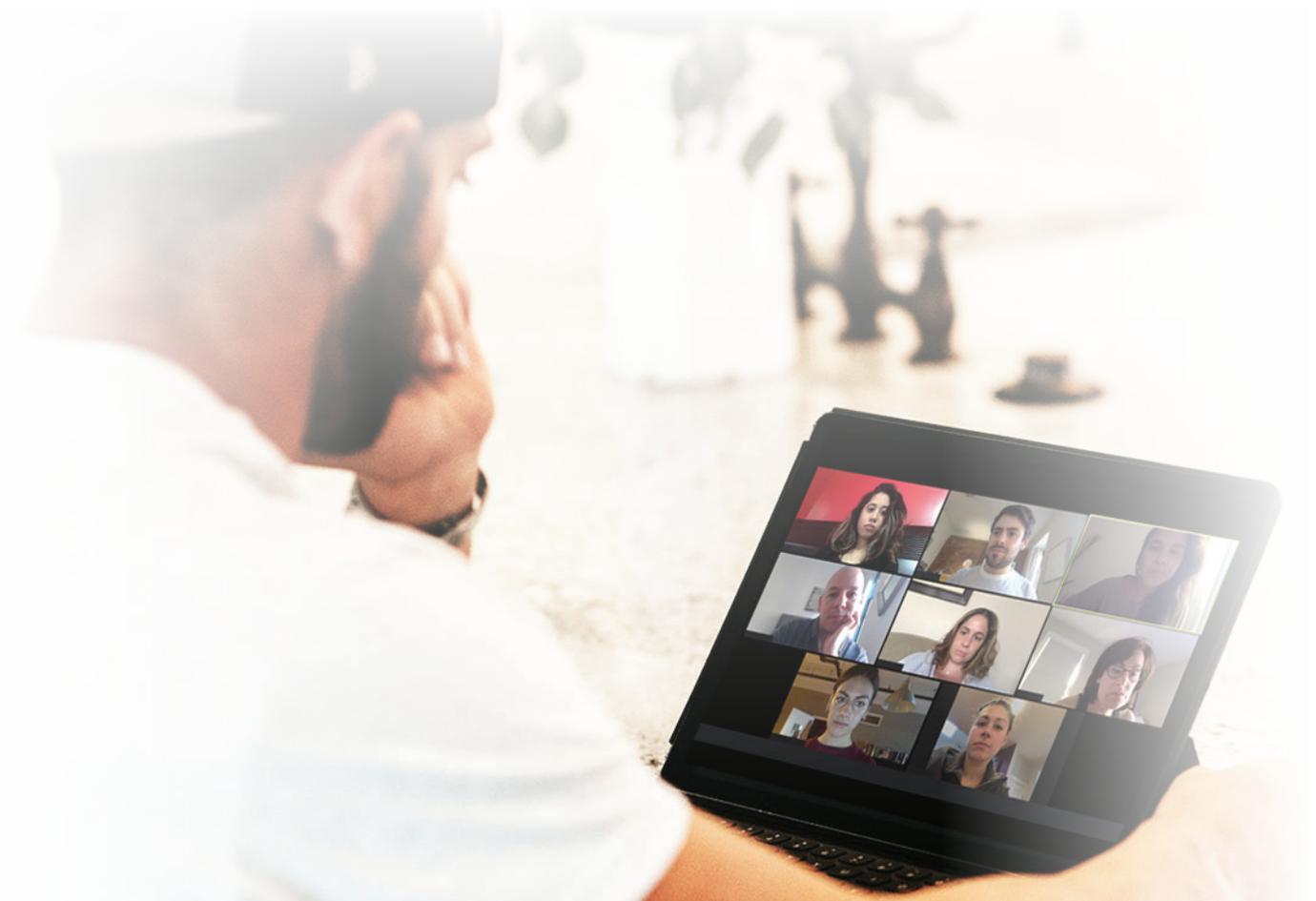
As one of the largest Jewish community foundations in Canada, the Jewish Foundation of Greater Toronto is continuing to evolve as an invaluable philanthropic vehicle for our community.

As at June 30, 2020, Foundation assets and planned gifts totalled more than \$668 million, including \$227 million in Legacy Gifts in support of UJA's Annual Campaign. During the fiscal year, the Foundation distributed more than \$42 million to approximately 650 worthy organizations.

The Foundation's continued growth, coupled with our Investment Committee's steady pulse on the market, has enabled the Foundation to serve a unique role in meeting the changing needs of our community, including UJA's collective response to the COVID-19 crisis. **Recognizing the severe impact on the community, Foundation fundholders quickly moved to meet the urgent and long-term needs of those hit hardest by the pandemic in three significant ways.**

1 Fundholders responded to our community's rapidly shifting priorities related to the pandemic by distributing over \$5 million in just three months to such causes as:

- Food relief
- Seniors care
- Healthcare
- Addiction services
- Special needs organizations



2 Foundation Trustees recognized the severe financial impact of the pandemic on essential Jewish programming and organizations in our local community. With many institutions having significant fixed costs, the temporary forfeiture of income for a single year posed an existential threat to these vital centres of Jewish identity-building. With grants from generous fundholders, the Foundation established the Community Resilience Loan Fund to support recovery and renewal. To date, the Fund has provided \$2.8 million in interest-free loans to local Jewish organizations that have suffered massive revenue losses due to the COVID-19 pandemic. Of particular note, this initiative helped ensure the survival of multiple non-profit Jewish camps, which collectively serve more than 2,000 campers.

3 The Foundation's teen philanthropists, including B'nai Tzedek fundholders and participants of the Jewish Teen Board program (a partnership with UJA's Koschitzky Centre for Jewish Education), allocated 70% of their distributions to COVID-19 causes, providing direct support to community members and organizations affected by the pandemic.

JEWISH FOUNDATION ASSETS UNDER MANAGEMENT*

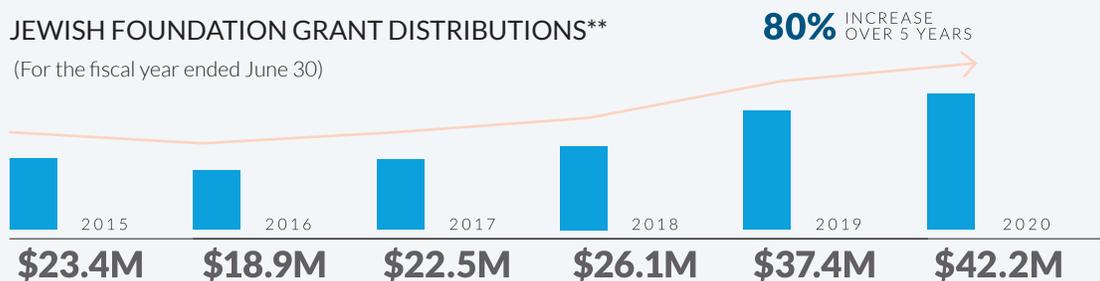
(For the fiscal year ended June 30)



*Figures include managed funds

JEWISH FOUNDATION GRANT DISTRIBUTIONS**

(For the fiscal year ended June 30)



**Figures include distributions from managed funds



Tomorrow Campaign

This summer marked the completion of the long-awaited Sheff Family Building, home of the expanded Prosserman JCC at Sherman Campus. And while the COVID-19 pandemic delayed an official opening celebration, a huge milestone has been achieved for UJA's Tomorrow Campaign—one that will strengthen Jewish life in our city for generations to come.

Twenty years ago, the Toronto Jewish community came together with a vision to build three campuses so that Jewish life could continue to thrive throughout the city. Since then, the Tomorrow Campaign has raised over \$311 million for the essential infrastructure needed to support that vision.

The Miles Nadal JCC and Wolfond Centre for Jewish Campus Life together form the downtown campus, serving the Jewish community and thousands of university students. The Schwartz/Reisman Centre, Kimel Family Education Centre, and Reena Community Residence on the Joseph and Wolf Lebovic Jewish Community Campus provide a wide array of programming for our growing community in York Region. And now with the completion of the Sheff Family Building, home of the expanded Prosserman JCC, along with the Donald Gales Family Pavilion and Lipa Green Centre on Sherman Campus in North York, a two-decade dream has been fulfilled for these three dynamic hubs.

Collectively, our JCCs reach over 65,000 individuals and serve as a primary gateway to Jewish life. Many JCC families are not otherwise involved or affiliated with other Jewish institutions, but are inspired to participate in community life because of the high-quality facilities and dynamic Jewish programming offered by our JCCs.

Throughout this project, our community has shown tremendous vision, leadership, and commitment. We are so excited to look ahead to the coming decades, filled with special Jewish moments across our three campuses, such as powerful Holocaust education programs; inspiring community-wide solidarity events; energizing Israeli and holiday celebrations; life-changing social events for isolated seniors; and exciting Jewish learning at day camps and daycares.

All of this and so much more will demonstrate the vibrant Jewish community life available at our three campuses. We are profoundly grateful to the visionary philanthropic leaders, volunteers, and professional staff who brought these plans to life.

This was the largest capital campaign of its kind ever undertaken by a Jewish community in North America. By offering best-in-class Jewish infrastructure and high-quality Jewish programming, the three distinct campuses represent the single largest touchpoint to Jewish community life in our city.



The new Sheff Family Building, home of the expanded Prosserman JCC on Sherman Campus.

Looking Ahead to 2021

2020 was a difficult year for all. So too, it was a year in which we were reminded daily of the power of community—and the exceptional character of Toronto Jewry.

Through UJA's Emergency Campaign for Community Resilience, thousands of community members responded by donating money, volunteering time, calling the vulnerable, packing food boxes, delivering groceries, and countless other acts of generosity and compassion. At UJA Federation, the priorities of the Annual Campaign, Jewish Foundation, Tomorrow Campaign—and all departments across our organization—were aligned to maximize results for the community's most vulnerable members and institutions.

Maintaining that sense of focused purpose will be essential in 2021, especially as the fallout of the pandemic is likely to be felt over a multi-year horizon and 2021 holds a lot of uncertainty. What is certain, however, is that we must embrace a vision of *the community we want to be* when we emerge from the pandemic, rather than a return to the community we were prior to COVID-19.

While there is much to say in this regard, three crucial elements are especially worthy to note.

First, with so many community members made newly vulnerable due to job losses and reduced income, this is a moment to innovate in building an even stronger Jewish social safety net. Through UJA's network of social service agency partners, we are fundamentally changing the way we help those in need return to self-sufficiency. Because a vulnerable community member almost always requires a range of services from multiple agencies, we are building a "no wrong door" policy. This client-centred approach will enable Jews in our city to rapidly access a broad suite of services provided by multiple agencies—and be guided through the process by a UJA-funded Resilience Coordinator who will triage their needs.

Second, affordability of Jewish life—be it Jewish education, camping, JCC, or Israel programs—must remain a priority. The pandemic's financial impact on many families has compounded its effects on Jewish institutions that are sustained by program fees. Emergency scholarships in the day school sector this year demonstrated that, with focused relief, enrolment growth is possible. This offers a model

for similar needs-based subsidies for a range of Jewish experiences. In so doing, we can enable more families to choose Jewish programs and support the sustainability of core Jewish institutions for the long-term.

Third, digital engagement has never been more important. While the suspension of in-person programs has had a massive impact on Jewish institutions, it has accelerated digital adaptation—and offered an opportunity to connect with more community members, regardless of geographic or other barriers. In the coming year, UJA will continue working to strengthen our digital experience, recognizing that keeping community members connected is vital to individual and collective well-being.

In focusing on these three core priorities—and others that will no doubt come to the fore in 2021—together, we can ensure our community emerges from the pandemic stronger than ever.



We support and strengthen 100+ affiliated schools and agencies

UJA FEDERATION PARTNER AGENCIES*, PROGRAMS, & DEPARTMENTS

Ashkenaz Festival
Bernard Betel Centre for Creative Living
Beth Chabad Israeli Community Centre
BBYO
Chai-Tikvah Foundation
Circle of Care
Harold Green Jewish Theatre Company
Hillel Ontario
Jewish Addiction Community Services
Toronto (JACS)
Jewish Camp Council of Toronto
Jewish Family and Child Service of Greater
Toronto (JF&CS)
Jewish Free Loan Toronto
Jewish Moroccan Community of Toronto
Jewish Russian Community Centre (JRCC)
JIAS (Jewish Immigrant Aid Services) Toronto
JVS Toronto
Kayla's Children Centre
Kehilla Residential Programme
Koffler Centre of the Arts

Limmud FSU
Miles Nadal Jewish Community Centre
Prosserman Jewish Community Centre
RAJET - Ameinu
Reena
Schwartz/Reisman Centre
Toronto Hebrew Memorial Parks
Toronto Jewish Film Festival
The House

JEWISH EDUCATION, TORONTO

Julia and Henry Koschitzky Centre
for Jewish Education
David & Syma Forberg Media Centre

UJA FEDERATION OF GREATER TORONTO

Committee for Yiddish
Diller Teen Fellows Program
Jewish Foundation of Greater Toronto
Ontario Jewish Archives
(Blankenstein Family Heritage Centre)
PJ Library

Sarah & Chaim Neuberger Holocaust
Education Centre
Silber Family Centre for Jewish Camping
UJA Israel Engagement ShinShinim Program

NATIONAL - IN ALLIANCE WITH JEWISH FEDERATIONS OF CANADA - UIA**

Birthright Israel
Canada Israel Experience
Centre for Israel and Jewish Affairs (CIJA)
Hillels across Canada
March of the Living

ISRAEL & OVERSEAS - IN ALLIANCE WITH JEWISH FEDERATIONS OF CANADA - UIA

American Jewish Joint Distribution
Committee (JDC)
Jewish Agency for Israel (JAFI)
Keren Hayesod
MASA Israel
Mosaic/Shalom Corps
Onward Israel

AFFILIATED SCHOOLS

DAY SCHOOLS

Associated Hebrew Schools
Bais Chaya Mushka
Bialik Hebrew Day School
Eitz Chaim Schools
Montessori Jewish Day School
Netivot HaTorah Day School
Paul Penna Downtown Jewish Day School
Robbins Hebrew Academy
The Joe Dwek Ohr HaEmet Sephardic School
The Leo Baeck Day School
The Toronto Heschel School

HIGH SCHOOLS

Beth Jacob High School for Girls
TanenbaumCHAT
Tiferes Bais Yaakov
Ulpanat Orot Girls' School (B'nei Akiva)
Yeshiva Darchei Torah
Yeshivat Or Chaim (B'nei Akiva)

SUPPLEMENTARY SCHOOLS

Adath Israel Congregational School
Ahavat Yisrael Hebrew School
Beit Rayim Hebrew School
Bet Sefer Solel

Beth Radom Congregation Hebrew School
Beth Sholom Hebrew School
Beth Torah Hebrew School
Beth Tzedec Congregational School
Chabad Hebrew School
Chabad Romano Centre
City Shul Nightingale School and Youth Group
Danforth Jewish Circle
Darchei Noam Hebrew School
Downtown Jewish Community School
Holy Blossom Temple Religious School
Jewish Heritage School at Beth Habonim
J.Roots Supplementary Jewish School
Kachol-Lavan - The Centre for Hebrew & Israel
Studies
Kol Ami Religious School
Morris Winchevsky School
Oraynu Children's School
Shaarei-Beth El Religious School
Temple Har Zion Religious School
Temple Sinai Religious School
The Centre for Jewish Living and Learning @
Temple Emanu-El
Torah High

UJA AFFILIATED CAMPS

B'nai Brith Camp (Kenora)
Camp Agudah
Camp B'nai Brith of Ottawa
Camp Gan Israel Toronto
Camp Geshet
Camp Kadimah in Halifax
Camp Kinneret-Biluim
Camp Massad (Montreal)
Camp Moshava Ennismore
Camp Northland
Camp Ramah in Canada
Camp Shalom
Camp Shomria
Camp Solelim
J.Academy Camp
URJ Camp George
Moshava Ba'ir Toronto
The Jack and Pat Kay Centre Camp

**Partner does not denote a legal partner relationship.
Agency or Agencies does not denote a legal agency
or relationship.*

***Funds raised for Israel and overseas needs are
allocated to Jewish Federations of Canada-UIA,
for which authorized organizations deliver services.*

Thank you

TO OUR CORPORATE PARTNERS FOR THEIR GENEROSITY AND SUPPORT

DIAMOND:



PLATINUM:



GOLD:



SILVER:



BRONZE:



CRYSTAL:



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UJA