



Jewish Federation OF WINNIPEG

Report of the Allocations Committee

For the period: September 1, 2015 to August 31, 2016



**Kovi Smolack,
Chair**

May 27, 2015

Report of the 2015 Allocations Committee

The Allocations Committee convened in April of 2015 to consider presentations from each beneficiary agency and develop the recommendations that follow. The Committee made some suggestions for considerations to strengthen the process for future years that will be discussed before next year's allocations. Overall they felt that they had received sufficient information to allocate funds and to be extremely proud of our agencies' accomplishments.

The Campaign was the strongest ever in several key ways: new volunteer canvassers, new young leaders and donors, new Lion of Judah donors in Women's Philanthropy, and breadth of participation that increases year after year. Unfortunately, the final total available for allocations is less than last year, a situation that has not arisen for fifteen years.

The focus of the Committee's deliberations this year was how best to minimize the impact of necessary cuts.

Allocations by the Numbers

Funds available for Allocation are derived primarily from the recently concluded CJA Campaign. The total campaign includes funds that are designated to specific projects and are not available for allocation. Income from the Leave More than Memories fund at the Jewish Foundation of Manitoba which is designed to provide funding to the Campaign is added to the total. Current year (Sept 1, 2014 to August 31, 2015) Federation expenses are deducted from the total campaign. Interest and income from short term investments are added to the available dollars. Accordingly, funds available for allocation for the period of September 1, 2015 to August 31, 2016 are **\$3,158,550**. This represents a decrease of \$103,250 a 3.2% drop from the previous year.

Federation Reserves are projected to be at \$522,817 by August 2015, prior to the start of this year's allocation year. It was the decision of the Board of Directors, at its meeting of November 24, 2014, to reduce the balance sheet balance that was recorded due to advances made in prior years to Jewish Federations Canada/UIA as part of our national/overseas commitment, and instead reduce the reserve balance for that same amount. Furthermore, it was mandated that this balance would be restored over several years at a rate of \$65,000 per year. Thus, the new reserve total is significantly lower than previous years due to this one-time adjustment. The Committee is not recommending an additional allocation to reserves this year, beyond the mandated \$65,000.

The CJA Campaign is completed shortly before the allocation process begins. Beneficiary partners were realistic in their requests; even though they understood that not all the requests could be met. **Requests from local beneficiaries** exceeded dollars available by **\$285,650**.

Allocations Recommendations:

LOCAL PARTNER AGENCIES

Aleph Bet Child Life Enrichment – Aleph Bet has a history of making themselves financially viable by first expanding with their building acquisition and second with satellite school age programs. In the coming year they are challenged by provincial cutbacks to funding for support of children with special needs. The school is at the beginning of planning a major renovation to increase spaces, having already made a number of renovations with respect to washrooms.

B'nai Brith Jewish Community Camp (BB Camp) – The camp leadership spoke of many new and positive developments for the camp, which include the purchase of part of Towne Island from Kenora, as well as increasing day programming for children in the Kenora area and alumni weekend camping experiences. The Federation had previously assisted BB Camp with a bridge loan to facilitate the purchase of their campsite on Towne Island; the loan has been fully repaid. The camp leadership requested an allocation that included basic operating expenses, support for a Judaic specialist, Israeli schlichim (Israeli young adults who work as specialist counsellors), special needs assistance and subventions. The camp leadership also asked, once again, that the Federation consider the 'One Happy Camper' incentive program, an incentive program that provides a one-time grant for campers who sign up for any Jewish camp, who have never attended a Jewish summer camp. This program has been reviewed several times by the Board with the determination that the priority for funds for Winnipeg campers would be on subsidies rather than incentives.

Camp Massad – Camp Massad has witnessed tremendous growth over the past number of years in the number of campers, quality of the camp infrastructure and its capital campaign. The camp stands out as the only Zionist, Hebrew language, Jewish overnight camp in North America. Massad has a high number of its campers on subventions, which reflects the Camp's desire for inclusivity. The camp allocation request for the year included assistance for website re-development, staff salary assistance, and camper subventions.

Gray Academy of Jewish Education – The presentation from Gray Academy highlighted the strategic efforts currently underway to improve recruitment and increase enrollment. The presentation also highlighted many of the impressive accomplishments of the student body both academically and in extracurricular activities. The strategic plan presented is planned on a backdrop of change as their top two administrators retire, as well as six teachers who have accepted early retirement incentives. One of the initiatives was supported through an allocation from Reserves in the current (2014/15) fiscal year to create a staff position focused on recruitment. This was supported through a North American mentoring program (Atideinu) which provides expert consultation to the staff and the school. The primary sources of funds for the operation of the school include a per capita grant from the Manitoba government for each student enrolled, parental contributions, and the Federation. The allocation requested each year is for the regular operations of the school as well as the operations of the community library.

Gwen Secter Creative Living Centre (GSCLC) – The presentation by the leadership fell into three areas – the main programming of the agency, Kosher Meals on Wheels program and the cost of a mashgiach (a representative of the Vaad with respect to the kosher status of the kitchen). The presentation indicated that the number of seniors attending programs at the agency remain steady, including the regular Wednesday lunch, Shabbat early dinner (Friday lunch program) and a number of 'active' programs that are health-related. It was presented that the number of people requiring Kosher Meals on Wheels has decreased over time, but costs have increased because of the price of kosher food. Furthermore, for those receiving Kosher Meals on Wheels the price cannot increase since many are on low fixed incomes. The agency plans to do more (and with the possible help of the Federation) in marketing the kitchen for catering purposes. For example, it was contracted to supply kosher food for the Rady JCC Sports Dinner. The Committee asked the agency to re-examine the cost structure of the food component of its operations in light of the declining number of KMOW meals and increasing costs and the essential nature of this service. Furthermore, the Committee expressed concern that the food program is dependent on

the commercial kitchen in place at the current location, and we look forward to working with them to solidify a long term solution to their building and lease issues.

Irma Penn School of Jewish Learning (formerly Temple Shalom Religious School) –The School continues to be challenged with low enrollment, yet they still serve non-member children in providing Jewish education to children who otherwise would have none. At present, there are seventeen (17) children in the one day per week program, which will be going back to two days per week of instruction in the coming school year. The School is working with the Temple leadership in developing a full database of the membership of the latter so as to understand its potential audience. The School is also working to broaden its scope through a possible relationship with Brock Corydon Hebrew Bilingual program and, in general, being more visible in the community. The allocation request was for the general operations of the program.

Jewish Child and Family Service (JCFS) – The Committee was grateful to hear that Claims Conference funding for additional needs for Holocaust survivors that had been withdrawn mid-year last year, had been restored. They noted significant progress in planning for Addictions Services and the increase in demand for such services. While the depth of needs seen by JCFS continues to increase in our community, their ability to acquire outside funding and their strength as an organization reflect years of fine leadership. Emily Shane's retirement from Executive Director left them in good condition, and the smooth transition seen with Al Benarroch's promotion were both reflected in their presentation and material.

Jewish Heritage Centre (JHC) – The Heritage Centre mentioned a number of its successful programs and exhibits, including the over 600 people that attended the annual Kanee Lecture with Ari Shavit as the keynote. The leadership of JHC noted that challenges do exist, including the loss of program funding through the Asper Foundation for the Asper Holocaust and Hope Washington trips for public schools. This is because of the opening of the Canadian Museum for Human Rights. Another challenge is the need to digitize its archives on an on-going basis. The leadership also discussed program ideas that are planned to continue its goal to reach out to a younger (young adult and younger) audience as 'friends' for the long-term benefit of the organization. The successful implementation of this strategy is also evident in that it has attracted younger board members. The allocation request was for core operations as well as digitization of archives.

Jewish Learning Institute (JLI) – The JLI presentation highlighted the growth of its programs – retreats and programs with speakers as well as classroom based adult learning programs – and the increased cost of these programs. It was noted that at times, some people are unable to pay the full cost of the programming and there is a need for subventions.

Rose and Max Rady Jewish Community Centre (Rady JCC) – The Rady JCC presentation highlighted an impressive array of programming that the organization delivers to the Jewish community of Winnipeg. These programs include Jewish cultural activities (Tarbut, Music'n'Mavens, Jewish Film Festival, to name a few), leadership opportunities through Bnai Brith Youth Organization, the celebration of Jewish traditions through the community-wide Passover Seder and new groups such as Chofsi, and Anachnu which is one of the first groups of its kind in North America. The Committee had no choice but to cut back from last year's allocation but was careful to minimize the amount due to the coverage that the Rady provides to the community, impacting everyone from infants to seniors. They are proud of the breadth of the reach of the RJCC into the Jewish community and the strong fiscal management seen in the last few years. It should be noted that the Rady JCC has been building its reserve balance for the purposes of funding the development of its new daycare operations on an alternate site.

Saul and Claribel Simkin Centre – The Committee is proud to recognize the Simkin Centre as a fully participating agency in the community. The Centre, which is operated under guidelines from the Winnipeg Regional Health Authority, receives a substantial amount of its funds from governmental sources and those using the services of the organization. The Centre has gone through a strategic planning process and identified a number of areas that require planning for the future, including land owned by the Simkin Centre and possibly available for Jewish communal or other purposes. With respect to its allocation

request, it is for assistance in the area of providing High Holiday services to the residents of the personal care home and their families.

Shalom Residences – The Committee recognizes the extraordinary work and foresight of Shalom Residences in managing homes for some of our community's most extraordinary adults and getting approval for a new home in the South End. While provincial funding has improved for some more junior staff, it was noted that put pressure on the Shalom Residences budgets to retain experienced staff. Their ability to retain staff throughout the years without funding comparable to other larger provincial agencies is a reflection of the positive work environment. The chair of Shalom Residence board recognized Nancy Hughes, the Executive Director, for her 25 years of service to the organization. The allocation request was for salary support and assistance with respect to existing home renovation needs.

NATIONAL ALLOCATIONS

Jewish Federations of Canada (JFC) – A presentation on behalf of JFC was not made to the Allocations Committee (a decision made by the Executive of the Board). Instead, an informational presentation will be made to the entire Board by the Chair of JFC, Ralph Shedletsky, and President & CEO of JFC, Linda Kislowicz. It was recommended that the JFC allocation should be in line with the overall allocation reductions of the local agencies.

Recommendations

Below are the recommendations of the Allocations Committee, based on the presentations, requests made, perceived communal needs, and total funds available for allocation. In addition, the Committee began discussing some potential improvements in the process for future years, which will continue after this process and before the next.

Recommended Allocations – September 1, 2014 to August 31, 2015

Beneficiary Agency	Recommended Increase (decrease) over 14/15	2015/16 Recommended	2015/16 Request \$ over/under 14/15	2015/16 Grant Request	2014/15 Actual Allocation
Gray Academy of Jewish Education	(17,500)	930,000	20,000	967,500	947,500
Kaufman Silverberg Library	(2,500)	56,000	1,500	60,000	58,500
Total to Gray Academy	(20,000)	986,000	21,500	1,027,500	1,006,000
Jewish Child and Family Service	(32,000)	703,000	45,000	780,000	735,000
Chaplaincy	-	51,000	2,000	53,000	51,000
Total to Jewish Child and Family Service	(32,000)	754,000	47,000	833,000	786,000
Rady Jewish Community Centre	(11,500)	486,000	-	497,500	497,500
Jewish Heritage Centre of Western Canada	(7,500)	62,500	12,500	82,500	70,000
Gwen Secter Creative Living Centre	(3,500)	74,000	5,000	82,500	77,500
Kosher Meals on Wheels	(5,500)	38,500	20,000	64,000	44,000
Kashrut Mashgiach	-	10,000	-	10,000	10,000
Total to Gwen Secter Creative Living Centre	(9,000)	122,500	25,000	156,500	131,500
B'nai Brith Jewish Community Camp	(2,750)	57,750	19,500	80,000	60,500
Camp Massad	(2,250)	50,250	9,500	62,000	52,500
Aleph Bet Child Life Enrichment	(200)	3,800	26,000	30,000	4,000
Shalom Residences	750	28,250	12,500	40,000	27,500
Irma Penn School of Jewish Learning	(250)	5,750	500	6,500	6,000
Jewish Learning Institute	(250)	4,750	5,000	10,000	5,000
Simkin Centre - new in 2014/15	(300)	7,000	1,200	8,500	7,300
Total requested/allocated to Local Agencies	(85,250)	2,568,550	180,200	2,834,000	2,653,800
JFC/UIA Commitment	(20,200)	525,000	(62,800)	545,200	608,000
Allocation to Reserve Fund for Amortization of JFC/UIA ad		65,000	65,000	65,000	
Total Allocations (Requests/allocated)		\$ 3,158,550		\$ 3,444,200	\$ 3,261,800
Funds Available for Allocation	\$ (103,250)	\$3,158,550	(103,250)	\$ 3,158,550	\$3,261,800
Requests in Excess of Funds Available		\$ -		\$ 285,650	

*As per board motion passed November 24th, 2014.

2014/15 Designated Gifts:

In addition to annual allocations from the Federation, there are some designated gifts that are directed by top donors to specific beneficiaries that are then included in their current year's income. We want to thank our donors for enhancing the current fiscal year for these beneficiary agencies with these gifts.

Designated Gifts by Beneficiary	2014/15
B'nai Brith Jewish Community Camp	\$13,000
Gray Academy of Jewish Education	\$30,500
Gwen Secter Creative Living Centre	\$3,000
Jewish Child and Family Service	\$34,500
Jewish Learning Institute	\$6,000

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We are grateful to our beneficiary partners, their boards and staff for the work they do and the time and effort they invest in preparing and presenting to the full Allocations Committee. We respectfully submit the above recommended allocations to the Board of Directors for approval.

Kovi Smolack, Chair, Allocations Committee
<u>The Allocations Committee</u>
Michel Aziza
Josh Blatt
Dan Chisick
Robyn Gertenstein
David Gisser
Daniela Jacobsohn
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