



## **Report to the Board: Funding Recommendations FY 25**

**From: Kevin Barwin, Chair, Grants & Evaluation Committee, Anne Read, Director of Community Collaboration**

**Date: May, 2024**

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### **1. INTRODUCTION**

This report outlines the Grants and Allocations Committee's funding recommendations for organizations receiving Organizational Funding, Supplementary School Funding and Program Funding for the FY25, 2024-2025 fiscal year.

The Grants Committee is chaired by Kevin Barwin, and the current committee members include Jeffrey Laks, Jonathan Greenberg, Gerald Rip, Jodi Kathron, Sarah Berns, Hana Shusterman and Gillian Presner. The committee is staffed by Anne Read.

Considering the sea change in Federation's leadership, the committee understands the coming year, FY25, as a necessary time to reevaluate funding architecture to ensure the long-term benefit to the organization. New leadership will need time to evaluate the current funding model and allocation procedures to guarantee our organization is operating at the highest level of excellence, while ensuring our funding methods are flexible, accessible, reliable, and flow equitably to individuals and community partners.

The committee is neither ignorant of, nor immune to the complex pressures facing our partner organizations. Since October 7, Federation has funded enhanced security measures at our community's day schools as well as on the Jewish Community Campus. In the early days after October 7<sup>th</sup>, Federation provided security support to our community's agencies as needed. The committee notes the growing need for enhanced security measures across the community, and incumbent costs. Recent data from [Ottawa Police on Hate Crimes by Religion](#) (a measure of the increase or decrease in local antisemitic incidents over time) indicates that in 2023 alone, of the

152 reported hate crimes (motivated by religion), 115, or 76% of them targeted a Jewish individual. Given the ongoing war between Hamas and Israel, and the significant rise in reported hate crimes towards Jewish individuals in Ottawa over the past year (up to 115 in 2023 from 67 in 2022), this has necessitated additional investments to ensure the safety and security of our partner organizations and their participants. The committee is also cognizant of impact of the elevated rate of inflation, and that the prices of goods and services, that have strained our own operational budget, and those of our nonprofit partner agencies.

Despite these compounding pressures, the Federation has continued to provide crucial support to our community locally and abroad. This includes the Israel Emergency Campaign initiated at the onset of 10/7, which remains in place to this day, as well as a series of Community Impact Grants (previously known as Strategic Funding) to alleviate strain on operational budgets and maintain financial stability.

Moreover, Federation's sister organization, the Ottawa Jewish Community Foundation, increase annual disbursements to partner organizations from 4% to 5% for fiscal year 2025. This is a very positive step that will provide critical financial relief and stability, enabling our valued partners to sustain and expand their vital programs and services that enrich the lives of the Ottawa Jewish community.

## 2. FUNDING ENVELOPES

**Table 1. Funding Envelopes FY25**

<b>Funding Envelopes</b>	<b><u>Funding FY22</u></b>	<b><u>Funding FY23</u></b>	<b><u>Funding FY24</u></b>	<b><u>Recommended Funding FY25</u></b>
<b>Organizational Funding</b>	\$1,864,294	\$1,864,294	\$1,864,294	<b>\$1,864,294</b>
<b>Program Funding</b>	\$164,100	\$164,100	\$164,100	<b>\$164,100</b>
<b>Supplementary Schools</b>	\$105,473	\$105,473	\$105,473	<b>\$105,473</b>
<b>Funding for TDSO's Yeshiva High School of Ottawa</b>	\$21,000	\$18,000	\$16,500	<b>\$12,000</b>
<b>Total:</b>	<b>\$2,154,867</b>	<b>\$2,151,867</b>	<b>\$2,150,367</b>	<b>\$2,145,867</b>

### 3. ORGANIZATIONAL FUNDING

#### Maintaining Stability

The big six organizations receiving Organizational Funding include the Soloway JCC, Tamir, Jewish Family Services, Hillel Lodge, the OJCS and Torah Days School of Ottawa. Based on the discussions and feedback from these agencies, including the annual reviews conducted in Spring 2024, the committee recommends that annual allocation envelopes remain consistent with the previous six years.

The committee's recommendations, to sustain current levels of Organizational Funding for FY25, while increasing the envelope for Community Impact Grants, will allow Federation's new leadership ample opportunity to create a forward-looking strategic plan, and budget according to the current trends and emerging needs of the community for FY26. Ensuring flexible funding is available through Community Impact Grants will continue to allow us to address acute community needs and support legacy organizations and programs. It will also allow Federation's leadership team to design a clear strategic direction and adaptive funding system, that integrates a deeper understanding of how all streams of funding (allocations, community impact grants, and microgrants) impact our communities level of engagement and build the thriving Ottawa Jewish community we are all committed to.

**Table 2: Organizational Funding Allocations by Agency FY22-FY25**

<b><u>Agency</u></b>	<b><u>Funding FY22</u></b>	<b><u>Funding FY23</u></b>	<b><u>Funding FY24</u></b>	<b><u>Recommended Funding FY25</u></b>
SJCC	\$ 384,667	\$ 384,667	\$ 384,667	\$ 384,667
Tamir	\$ 86,787	\$ 86,787	\$ 86,787	\$ 86,787
Hillel Lodge	\$ 231,787	\$ 231,787	\$ 231,787	\$ 231,787
JFS	\$ 384,487	\$ 384,487	\$ 384,487	\$ 384,487
OJCS	\$554,526	\$554,526	\$554,526	\$554,526
TDSO	\$222,040	\$222,040	\$222,040	\$222,040
<b>TOTAL:</b>	<b>\$1,864,294</b>	<b>\$1,864,294</b>	<b>\$1,864,294</b>	<b>\$1,864,294</b>

#### 4. PROGRAM FUNDED ORGANIZATIONS

##### Data-Driven Change

The Grants and Allocations Committee recommends that all allocations to Program Funding remain the same as FY 2024 and an assessment of the funding model be strategically reviewed in FY25.

**The committee strongly recommends a strategic revisioning of the Program Funded Allocation envelope considering the best use of the collected data, and its implications on Federation’s commitment to ensure accessibility to Jewish life for all age groups in FY25.**

Moreover, the committee strongly recommends a re-evaluation of the criteria required to access this allocation envelope and the viability of current organizational fit in this category (for example, Hillel Ottawa, a core Federation program, currently receives 31% of the Program Funding budget). The committee recommends revisiting the work of the Task Force for Program Funding (FY23) and its findings, including the analysis on the impact of change to legacy organization (See Appendix, Table 13).

**Table 3: Program Funding Recommended Allocations by Agency**

Agency	FY20 2019/20	FY21 2020/21	FY22 2021/22	FY23 2022/23	FY24 2023/24	Recommend -ed 2024/25
<b>AJA 50+:</b> AJA Programming Creative Connections	\$10,000 \$3,000	\$10,000 \$3,000	\$10,000 \$3,000	\$10,000 \$3,000	\$10,000 \$3,000	\$10,000 \$3,000
<b>Camp B’nai Brith:</b> Scholarships	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
<b>Chabad Student Network:</b> Holiday Programming	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
<b>Hillel Ottawa:</b> Jewish Campus Life	\$51,000	\$46,000	\$51,000	\$51,000	\$51,000	\$51,000
<b>JET:</b> Glebe Shul Women’s Programming Adult Education	\$15,000 \$3,000 \$9,000	\$13,000 \$2,500 \$8,000	\$15,000 \$3,000 \$9,000	\$15,000 \$3,000 \$9,000	\$15,000 \$3,000 \$9,000	\$15,000 \$3,000 \$9,000
<b>Jewish Youth Library:</b> Montessori Preschool Friendship Circle	\$3,000 \$4,400	\$3,000 \$4,400	\$3,000 \$4,400	\$3,000 \$4,400	\$3,000 \$4,400	\$3,000 \$4,400
<b>Limmud</b>	\$2,000	\$1,000	\$0	\$0	\$0	\$0
<b>NCSY:</b> Jewish Student Union	\$24,200	\$18,000	\$24,200	\$24,200	\$24,200	\$24,200
<b>Or Haneshamah:</b>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

Machaneh Shabbat						
<b>Ottawa Torah Centre:</b>						
Living Legacy	\$10,000	\$8,000	\$10,000	\$10,000	\$10,000	\$10,000
JLI Courses	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>Sephardi Association</b>	\$9,000	\$6,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Totals:</b>	<b>\$173,100</b>	<b>\$152,400</b>	<b>\$164,100</b>	<b>\$164,100</b>	<b>\$164,100</b>	<b>\$164,100</b>

New compliance criteria were implemented for all organizations receiving Program Funding in FY24, to gain clarity on the impact that community dollars have on the formation of Jewish identity and community engagement. This was done to better evaluate program funding and ensure Federation was reaching its stated objectives through program funded agencies.

In order ensure program-funded agencies have outcomes that are related to, and aligned with Federation's stated strategic objectives, program-funded organizations reported on several data points, allowing Federation to develop viable benchmarks and ensure compliance with the new funding agreements.

### **Program Funded Organizations by Target Demographic**

Federation's Program Funded Organizations have a wide range of target audiences, with programs offered to ages from 0 to 85+. To assess the landscape of targeted audiences for Program Funded organizations, Federation did a cross analysis of the age cohorts living in Jewish Ottawa versus the number of programs available to them, and the total amount of funding allocated to each demographic.

The majority of program funded agencies focus on the 0-14 and 15-24 age ranges, followed by the 65-85+, 25-44 and 45-64 demographics respectively (N.B. age distribution categories match those available in the 2021 census data to ensure comparative alignment).

**Table 4: Program Funded Organizations by Target Demographic and Allocation Amount**

<b>Target demographic by Ottawa Jewish Population</b>	<b>Inter-generational</b>	<b>0-14 (16.4%)</b>	<b>15-24 (11.5%)</b>	<b>25-44 (26%)</b>	<b>45-64 (22.9%)</b>	<b>65-85+ (23.2%)</b>
<b><u>Program</u></b> by target demographic %	7%	32%	28%	12%	8%	12%
<b><u>Budget</u></b> by target demographic %	1.2%	27%	50%	8%	4%	10%

<b>Budget by target demographic actual</b>	\$2,000	\$45,300	\$81,300	\$13,000	\$5,500	\$17,000
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Findings reveal that 60% of legacy organizations receiving Program Funded organizations target children (ages 0-14), teens and young adults (15-24), and receive a total of \$126,600 - representing 77% of the total Program Funding envelope.

According to the 2021 Census data for the Ottawa Jewish community, the largest demographic of Jews living in Ottawa are between 25-44, representing 26% of the Ottawa Jewish population, followed by seniors aged 65-85+, representing 23.2%, and middle-aged individuals 45-64 years old, representing 22.9%.

One quarter, or 24% of Program Funding organizations offer Jewish programming the two largest age cohorts, young adults, ages 25-44 and seniors aged 65-85 and receive \$30,000, representing 18% of the total Program Funding envelope.

### **Growth in Participations**

Program Funded organizations reached 10,161 participations throughout the 2024 fiscal year. This is up from 7,291 participations in 2023 fiscal year and represents an overall average annual increase of 39%.

### **Participant Experience**

Program Funded organizations were required to circulate a participant experience survey created by the Federation to track engagement and impact. Notably, responses were predominantly from those aged 15-25 (33% of total respondents) and aged 65-85 (43% of total respondents).

Program Funded Organizations have an over 90 out of 100 Net Promoter Score (this is the measure of participant loyalty by looking at their likelihood of recommending a given program). 90% of participants are “very likely” or “likely” to refer a family member or friend to attend the program.

The FY24 data will allow the committee to determine a benchmark to assess objectives and outcomes of the Program Funding envelope and ensure future funding model is in alignment with our community’s current demography and needs.

### **Federation Branding**

68% of survey respondents were aware that the program they attended was funded in part by the Jewish Federation of Ottawa’s annual campaign. This indicates a gap in knowledge around the role that Federation plays in the broader community through its allocation to Program Funded organizations.

## 5. JEWISH EDUCATION

Ottawa’s Jewish Day Schools include Ottawa Jewish Community School (OJCS) and Torah Day School of Ottawa (TDSO). Since 2022, TDSO is also home to Yeshiva High School of Ottawa (YHSO) - formerly known as Ottawa Torah Institute & Machon Sarah High School. Funding for High School students continues to be calculated on a per-student basis on a 3-year enrollment average (see Table 7 for current allocation calculation).

The Federation also supports five local Supplementary Schools with annual funding. These include Chabad Hebrew School (CHS); Ottawa Talmud Torah @ Kehillat Beth Israel (OTT@KBI); Ottawa Modern Jewish School (OMJS); Temple Israel Religious School (Temple); and Torah High.

While the funding envelopes for allocations to both day and supplementary schools have remained flat since FY16, schools continue to receive additional funding from Federation in the form of Community Impact Grants, Innovative Capacity Building Grants, and microgrants. A complete overview of all forms of funding received by day and supplementary schools is found in the Appendix, Table 18.

Furthermore, the Federation has played an instrumental role in securing the future of both day and supplementary schools in Ottawa. In partnership with OJCS and Torah Day, Federation has developed a Generations Trust endowment ensuring the future viability of Jewish Day schools in Ottawa. In 2022/23 and in 2023/24, the Generations Trust has provided \$500K to OJCS, and \$300K to TDSO annually. Federation continues to work with the schools to grow the Generations Trust endowment grows to sustain both schools into the future with the goal of ensuring middle class affordability.

Additionally, in FY24 Federation launched a two-year initiative to increase enrollment in Supplementary schools, which were significantly impacted by the Covid-19 pandemic. This initiative “A Place for Everyone”, was open to all families raising Jewish children, and offered two years of tuition reduction for families who were **new** to supplemental schools.

The Grants and Allocations Committee recommends the following funding amounts for Jewish Day Schools and Supplementary Schools:

<b>Year</b>	<b>Day Schools</b>	<b>Supplementary Schools</b>	<b>Total Recommended Funding</b>
<b>FY 25 (2024-2025)</b>	<b>\$788,566</b>	<b>\$105,473</b>	<b>\$894,039</b>

The following table summarizes the level of operational support provided by Federation today and supplementary schools, in the form of annual allocations, since FY21.

**Table 5: Funding to Jewish Education FY21-FY24**

<b>Total School Funding to Jewish Education 2019-2024</b>			
<b>Year</b>	<b>Day Schools</b>	<b>Supplementary Schools</b>	<b>Total</b>
<b>FY 21 (2020/21)</b>	\$797,566	\$105,473	\$903,039
<b>FY 22 (2021/22)</b>	\$797,566	\$105,473	\$903,039
<b>FY 23 (2022/23)</b>	\$794,566	\$105,473	\$900,039
<b>FY 24 (2023/24)</b>	\$793,066 *	\$105,473	\$898,539

\*Note that TDSO funding now includes the allocation for Yeshiva High School of Ottawa (YHSO) students (formerly known as OTI & Machon Sarah), which fluctuates annually depending on number of students enrolled.

**Table 6: Jewish Education Enrollment FY24 2023-2024**

<b>Day School Enrollment 2023-24</b>	<b>JK</b>	<b>SK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total Enrollment</b>
OJCS	5	23	22	22	26	17	26	20	14	20					<b>195</b>
TDSO & YHSO	8	8	9	9	12	8	11	5	10	5	1	1	2	2	<b>91</b>
<b>Totals</b>															<b>286</b>
<b>Supplementary School Enrollment 2023-24</b>	<b>JK</b>	<b>SK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total Enrollment</b>
Chabad Hebrew School	0	14	9	9	9	16	16	13	5						<b>91</b>
TIRS		12	14	15	7	14	5	9	9	6	7	9			<b>107</b>
OMJS	1	4	6	5	8	6	9	8	3	1					<b>51</b>
OTT @ KBI		8	6	4	5	4	5	2	8	1	1				<b>44</b>
Torah High									4	6	12	11	12	12	<b>57</b>
<b>Totals</b>															<b>350</b>

The following table provides an overview of enrollment trends since FY21 in both Jewish Day and Supplementary schools locally.

**Table 7: Enrollment in Jewish Education FY21-FY24**

<b>Day Schools</b>	<b>FY 21 2020/21</b>	<b>FY22 2021/22</b>	<b>FY23 2022/23</b>	<b>FY24 2023/24</b>
OJCS	181*	187	198	195
TDSO	106	106	89	91**
OTI & Machon Sarah	17	13	0	0**
<b>Total Day School Enrollment</b>	<b>304</b>	<b>306</b>	<b>287</b>	<b>286</b>
<b>Supplementary Schools</b>				
OTC Chabad	44	55	66	91
OTT&KBI	20	46	45	44
OMJS	33	39	51	51
TIRS	91	77	86	107
Torah High	50	59	59	57
<b>Total Supplementary School Enrollment</b>	<b>238</b>	<b>276</b>	<b>307</b>	<b>350</b>

\*Starting in 2020/21 OJCS initiated a JK program, which increased ongoing enrollment. This will cease in FY25 (2024-25)

\*\* Includes current number of high school students enrolled at YHSO at TDSO (formerly OTI & Machon Sarah); for this reason, OTI & Machon Sarah (now defunct) have zero enrollments as of 2022/23.

#### **a. Jewish Day Schools**

As indicated above, the Grants and Allocations Committee recommends that operational funding for day schools remains the same as in previous years. Both the OJCS and TDSO continue to receive Organizational Funding from Federation on an annual basis. As with all operationally funded organizations, these schools have individualized compliance requirements specified and outlined in their tailored funding agreements. The Grants and Allocations committee meets annually with each school to ensure the school has met the commitments and conditions of ongoing funding.

**Table 8: Day School Funding since FY22-FY24**

<b>School</b>	<b>FY22 Funding</b>	<b>FY23 Funding</b>	<b>FY24 Funding</b>	<b>FY25 Recommended</b>
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	2021/22	2022/23	2023/24	2024/25
OJCS	\$554,526	\$554,526	\$554,526	\$554,526
TDSO	\$222,040	\$222,040	\$222,040	\$222,040
TDSO High School Yeshiva High School of Ottawa	\$21,000	\$18,000*	\$16,500	\$12,000
<b>Day School Total</b>	<b>\$797,566</b>	<b>\$794,566</b>	<b>\$793,066</b>	<b>\$788,566</b>

\*Notably, in 2022/23, the high schools formerly known as Ottawa Torah Institute (OTI) and Machon Sarah became subsumed under Torah Day School of Ottawa (TDSO).

Since 2022, TDSO, which is home to Yeshiva High School of Ottawa (YHSO) - formerly known as Ottawa Torah Institute & Machon Sarah High School, receives funding for enrolled high school students. Funding for High School students continues to be calculated on a per-student basis on a 3-year enrollment average and a multiplying factor based on the grade levels of students. According to the formula, high school students receive \$1,500/student in Grades 9 through 12.

**Table 9: Allocation for TDSO Yeshiva High School of Ottawa based on 3-Year Average**

	FY22 2021/2022	FY23 2022/23	FY24 2023/24	3-Year Average	FY25 2024/25 current recommendation
<b>TDSO High School</b>	<b>Gr. 9-12</b>	<b>Gr. 9-12</b>	<b>Gr. 9-12</b>	<b>9-12</b>	<b>Allocation by formula</b>
	13	4	6	8	<b>\$12,000</b>

### **b. Jewish Supplementary Schools**

As consistent with the funding practice established in FY26, Federation distributes funds to Supplementary Schools using a formula, which takes into consideration contact hours and the past three-year rolling average enrollment. The envelope of funding available to supplementary schools remains the same as in years past, and based on the funding formula, the following funding is recommended for schools in FY25 (2024-25). See the Appendix for the calculations of the supplementary school funding formula in Tables 9-12.

**Table 10: Current Recommendations for Supplementary School Funding FY25**

Supplementary Schools	Contact Hours	% of Total Contact Hours	Proportion of the Funding Envelope	Funding FY24	Recommended Funding FY25
OTC Chabad	178	21%	\$22,149.33	\$20,039.87	<b>\$22,149.33</b>
OTT&KBI	135	15%	\$15,821.00	\$12,656.76	<b>\$15,821.00</b>
OMJS	141	16%	\$16,875.63	\$15,820.95	<b>\$16,875.63</b>
Temple Israel	240	28%	\$29,532.44	\$36,915.55	<b>\$29,532.44</b>
Torah High	174	20%	\$21,094.60	\$20,039.87	<b>\$21,094.60</b>
	868	100%	\$105,473.00	\$105,473.00	<b>\$105,473.00</b>

## 6. ADDITIONAL FUNDING TO ORGANIZATIONS FY24 2023-24

Regular allocations available annually through Program Funding, Organizational Funding and School Funding, are only one stream of funding available to Jewish communal organizations. Additionally, Federation continues to provide a robust stream of Community Impact Grants, Microgrants, Innovative Capacity Building Grants, and other sources of support to local Jewish organizations. An overview of these grants for FY24 is available from our Strategic Priorities Committee. For a detailed account of grants awarded to individual Jewish organizations since 2020 see the Appendix, Table 18.

Additional sources of funding include the following:

- **Microgrants:** Grants of up to \$2,500 for activities and programs that build affinity and engage the community in Jewish life.
- **Innovative Capacity Building Grants:** Organizations may apply for grants of up to \$10k, twice annually.
- **Community Impact Grants:** Including Security Funding, Security Enhancement Funding, Jewish Journeys Funding, Strategic Grants for Supplementary Schools and Day Schools for excellence, special education, and collaborative projects.

This year Federation undertook several initiatives to build the capacity of our partner agencies and promote greater inclusion within the community:

- Convened community members, lay leaders, and public servants to provide strong leadership and training on combating antisemitism in schools, workplaces, and

civic life. This work is critical to ensuring the safety and belonging of all in our community.

- Offered training sessions for local nonprofits board governance. Helping our partners navigate this landscape strengthens their operations.
- Leveraged the Federation's media platforms to amplify the work and events of our local Jewish agencies and organizations. This promotional support helps raise awareness and engagement within the community.

Through these efforts, the Federation has worked to build the capacity of our partners and foster a more inclusive, engaged Jewish community in Ottawa. We are proud to facilitate this important work on behalf of our supporters.

## **7. CONCLUSION**

In FY24, the Ottawa Jewish Federation continued its strong support for local Jewish agencies, organizations, and schools. Thanks to the generosity of our donors, we were able to fund a wide range of innovative, inclusive programs, events, and educational opportunities provided by our partner organizations.

The annual campaign enabled the Federation to allocate resources across the diverse array of Jewish institutions that comprise our vibrant community. Through this collective effort, we have made progress towards our vision of an Ottawa Jewish community that is inclusive, accessible, educated, and engaged.

Looking ahead, the Federation remains committed to sustaining and growing this critical funding to ensure the continued vitality of Jewish life in our city. Our partners' programming and services enrich the lives of community members of all ages and backgrounds, and we are proud to facilitate this work on behalf of our donors.

## APPENDIX

**Table 12: Program Funded Agency Target Demographics**

<b>Program</b>	<b>Inter- generational</b>	<b>0-14</b>	<b>15-24</b>	<b>25- 44</b>	<b>45-64</b>	<b>65-85+</b>	
Sephardi Association	X3						
NCSY: Jewish Student Union		X 1.5	X1.5				
JET: Adult Education				X1	X1	X1	
JET: Sarah's Tent				X1.5	X1.5		
JET: Glebe Shul			X1.5	X1.5			
CBB: Scholarship Program		X3					
AJA 50+ / Creative Connections						X3	
OTC: Living Legacy		X1.5	X1.5				
OTC: Jewish Learning Institute				X1	X1	X1	
JYL: Friendship Circle		X1.5	X1.5				
JYL: Westboro Jewish Montessori Preschool		X3					
Hillel Ottawa			X3				
Or Haneshamah: Machane Shabbat		X3					
Chabad Student Network			X3				
<b>Totals</b>	<b>X3</b>	<b>X13.5</b>	<b>X12</b>	<b>X5</b>	<b>X3.5</b>	<b>X5</b>	
Percentage of programs geared to target demographic		7%	32%	28%	12%	8%	12%

Programs that target more than one category (to a maximum of three) are recorded in each age cohort; programs targeting more than three age demographics are categorized as intergenerational. Programs receive a total value of three data points in one or more age categories.

**Table 13: FY23 Analysis on Impact of Change to Program Funded Legacy Organizations**

<b>Organization</b>	<b>Operational Program Budget 2020-2021</b>	<b>2021-2022 JFO Annual Funding</b>	<b>% JFO allocation represents of total budget</b>	<b>Notes</b>
AJA 50 +	\$67,850	\$13,000	19%	total program operational budget, excluding salaries
CBB Ottawa Chabad Student Network	\$2,300,000	\$22,000	1%	This was for 2019 since there was no camp in 2020. Note that total scholarships in the area of \$200k in a regular year.
Hillel Ottawa	\$220,000	\$3,500	2%	operational budget for Shabbat and Holiday program
JET	\$95,522	\$51,000	53%	
JYL Friendship Circle	\$348,128	\$27,000	8%	
JYL Preschool	\$51,654	\$4,400	9%	Friendship Circle in 2019.
Limmud	\$217,360	\$3,000	1%	Preschool in 2019
NCSY	\$7,550	\$2,000	26%	* this number represents 2019 Program. Limmud is not currently funded
Sephardi Association	\$54,500	\$24,200	44%	Program cost for 2019
Or Haneshamah Ottawa Torah Centre	\$4,587	\$2,000	44%	2019: funded \$9,000 annually, with SAO operating budget of \$14,300 (63% funded through JFO)
	\$11,862	\$1,000	8%	Just for Machane Shabbat Program. Note their annual operating budget in 2019 was \$143,771
	\$100,000	\$13,000	13%	operational budget for "adult and youth programs & community programs"

**Table 14: Supplementary School: Calculation of 3-Year Average Enrollment and Contact Hours (FY22-FY24)**

<b>Supplementary Schools</b>	<b>FY22 Enrollment</b>	<b>FY23 Enrollment</b>	<b>FY24 Enrollment</b>	<b>3-year average</b>	<b>Contact Hours Per Week</b>	<b>Total Contact Hours</b>
OTC Chabad	55	66	91	71	2.5	178
OTT&KBI	46	45	44	45	3	135
OMJS	39	51	51	47	3	141
Temple Israel	77	86	107	90	* see below	240
Torah High	59	59	57	58	3	174
<b>Totals:</b>	<b>276</b>	<b>307</b>	<b>350</b>	<b>311</b>		<b>868</b>

\*As TIRS differentiates contact hours based on grade level, this impacts the 3-year average. For this reason, the calculation of TIRS contact hours to enrollment is done separately.

**Table 15: \*TIRS Contact Hours by Differentiated by Grade Level 2021-2024**

TIRS by Grade	K	1	2	3	4	5	6	7	8	9	10
FY24 (2023-24)	12	14	15	7	14	5	9	9	6	7	9
FY 23 (2022-23)	18	9	3	11	4	9	6	8	6	7	5
FY22 (2021-22)	10	6	9	4	7	8	8	8	8	6	3
<b>3-year average</b>	<b>13</b>	<b>10</b>	<b>9</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>7</b>	<b>6</b>

**Table 16: \*TIRS Contact Hours Totals 2023-2024**

*TIRS Grade Level	3-Year Average Enrollment	Number of Contact Hours	Totals
K-6	62	3	186
Grades 7-10	27	2	54
<b>Totals</b>	<b>(Enrollment by contact hours)</b>		<b>240</b>

**Table 17: Recommendations for Supplementary School Funding FY25**

Supplementary Schools	Contact Hours	% of Total Contact Hours	Proportion of the Funding Envelope	Funding FY24	Recommended Funding FY25
OTC Chabad	178	21%	\$22,149.33	\$20,039.87	<b>\$22,149.33</b>
OTT&KBI	135	15%	\$15,821.00	\$12,656.76	<b>\$15,821.00</b>
OMJS	141	16%	\$16,875.63	\$15,820.95	<b>\$16,875.63</b>
Temple Israel	240	28%	\$29,532.44	\$36,915.55	<b>\$29,532.44</b>
Torah High	174	20%	\$21,094.60	\$20,039.87	<b>\$21,094.60</b>
	868	100%	\$105,473.00	\$105,473.00	<b>\$105,473.00</b>

**Table 18: Summary of Funding to Jewish Organizations FY20-FY24**

Agency	Allocation	Microgrant to Agencies	Innovative Capacity Building Grant	Impact Grants	Emergency Funding	TOTALS
<b>Adath Shalom</b>						
FY 20						\$0
FY 21						\$0
FY 22				\$532		\$532
FY 23						\$0
FY 24						\$0
<b>AJA 50+</b>						
FY 20	\$13,000					\$13,000
FY 21	\$13,000	\$1,800		\$12,800		\$27,600
FY 22	\$13,000			\$10,000		\$23,000
FY 23	\$13,000	\$4,675				\$17,675
FY 24	\$13,000	\$2,000				\$15,000
<b>Beit Tikvah</b>						
FY 20		\$1,800				\$1,800
FY 21		\$1,127		\$8,700		\$9,827
FY 22		\$4,277	\$11,000			\$15,277
FY 23		\$4,000				\$4,000
FY 24		\$2,500	\$4,487			\$6,987
<b>CBB</b>						
FY 20	\$22,000	\$2,500				\$24,500
FY 21	\$22,000				\$116,300	\$138,300
FY 22	\$22,000	\$1,545	\$8,000			\$31,545
FY 23	\$22,000		\$9,742		\$30,244	\$61,986
FY 24	\$22,000	\$1,748	\$7,000			\$30,748
<b>Chabad Hebrew School</b>						
FY 20	\$23,204			\$8,000		\$31,204
FY 21	\$24,259				\$3,000	\$27,259

FY 22	\$24,259			\$6,000		\$30,259
FY 23	\$21,095					\$21,095
FY 24	\$20,040			\$7,000		\$27,040
			<b>Innovative Capacity Building Grant</b>			
<b>Agency</b>	<b>Allocation</b>	<b>Microgrant to Agencies</b>		<b>Impact Grants</b>	<b>Emergency Funding</b>	<b>TOTALS</b>
<b>Chabad of Centreponte</b>						
FY 20		\$2,500				\$2,500
FY 21		\$2,500				\$2,500
FY 22		\$2,500				\$2,500
FY 23		\$2,500		\$11,150		\$13,650
FY 24		\$6,100				\$6,100
<b>Chabad Lubavitch</b>						
FY 20						
FY 21						
FY 22						
FY 23						
FY 24				\$8,752		\$8,752
<b>Chabad of Kanata</b>						
FY 20						\$0
FY 21		\$2,500				\$2,500
FY 22		\$2,500				\$2,500
FY 23		\$2,500				\$2,500
FY 24		\$2,500				\$2,500
<b>Chabad Student Network</b>						
FY 20	\$3,500					\$3,500
FY 21	\$3,500					\$3,500
FY 22	\$3,500	\$2,250				\$5,750
FY 23	\$3,500					\$3,500
FY 24	\$3,500	\$1,200				\$4,700
<b>Chabad of Wellington West</b>						
FY 20						
FY 21						
FY 22						

FY 23		\$5,475				\$5,475
FY 24		\$3,800				\$3,800
<b>Agency</b>	<b>Allocation</b>	<b>Microgrant to Agencies</b>	<b>Innovative Capacity Building Grant</b>	<b>Impact Grants</b>	<b>Emergency Funding</b>	<b>TOTALS</b>
CHES Centre for Holocaust, Education and Scholarship						
FY 20						
FY 21						
FY 22						
FY 23		\$2,500				\$2,500
FY 24				\$20,000		\$20,000
Congregation Machzikei Hadas						
FY 20		\$9,500		\$25,026		\$34,526
FY 21				\$15,060		\$15,060
FY 22		\$4,600				\$4,600
FY 23			\$13,500			\$13,500
FY 24		\$2,500		\$8,752		\$11,252
Hillel on Campus						
FY 20	\$51,000	\$3,000				\$54,000
FY 21	\$46,000	\$1,000				\$47,000
FY 22	\$51,000	\$500				\$51,500
FY 23	\$51,000	\$1,500				\$52,500
FY 24	\$51,000	\$533	\$6,000			\$57,533
Hillel Lodge						
FY 20	\$231,787		\$10,000		\$76,000	\$317,787
FY 21	\$231,787				\$377,246	\$609,033
FY 22	\$231,787	\$2,500				\$234,287
FY 23	\$231,787	\$1,875				\$233,662
FY 24	\$231,787		\$5,000	\$15,000		\$251,787
Jewish Education through Torah (JET)						
FY 20	\$27,000	\$1,000	\$2,500			\$30,500
FY 21	\$23,500	\$4,000	\$4,000			\$31,500

FY 22	\$27,000	\$10,600	\$5,000			\$42,600
FY 23	\$27,000	\$8,750				\$35,750
FY 24	\$27,000	\$6,800				\$33,800
			<b>Innovative Capacity Building Grant</b>	<b>Impact Grants</b>	<b>Emergency Funding</b>	<b>TOTALS</b>
<b>Agency</b>	<b>Allocation</b>	<b>Microgrant to Agencies</b>				
<b>Jewish Family Services</b>						
FY 20	\$384,487		\$13,500		\$73,875	\$471,862
FY 21	\$384,487	\$2,500			\$220,000	\$606,987
FY 22	\$384,487		\$5,000		\$63,000	\$452,487
FY 23	\$384,487			\$30,000	\$32,000	\$446,487
FY 24	\$384,487	\$3,400	\$10,000	\$28,752		\$426,639
<b>Jewish Youth Library</b>						
FY 20	\$7,400	\$2,000				\$9,400
FY 21	\$7,400		\$5,000			\$12,400
FY 22	\$7,400	\$2,500	\$4,860			\$14,760
FY 23	\$7,400	\$1,500				\$8,900
FY 24	\$7,400	\$2,500		\$17,222		\$27,122
<b>Kehillat Beth Israel</b>						
FY 20				\$25,354		\$25,354
FY 21		\$3,300		\$11,907		\$15,207
FY 22		\$4,563		\$968		\$5,531
FY 23			\$2,500			\$2,500
FY 24		\$4,050				\$4,050
<b>Limmud</b>						
FY 20	\$2,000					\$2,000
FY 21	\$0					\$0
FY 22	\$1,000					\$1,000
FY 23	\$0					\$0
FY 24	\$0					\$0
<b>NCSY</b>						
FY 20	\$24,200					\$24,200
FY 21	\$18,000					\$18,000
FY 22	\$24,200	\$547				\$24,747
FY 23	\$24,200	\$2,081		\$8,400		\$34,681

FY 24	\$24,200	\$1,130				\$25,330
<b>Agency</b>	<b>Allocation</b>	<b>Microgrant to Agencies</b>	<b>Innovative Capacity Building Grant</b>	<b>Impact Grants</b>	<b>Emergency Funding</b>	<b>TOTALS</b>
<b>Ohev Yisroel</b>						
FY 20						
FY 21						
FY 22						
FY 23						
FY 24				\$2,284		\$2,284
<b>Or Haneshamah</b>						
FY 20	\$1,000		\$1,500			\$2,500
FY 21	\$1,000		\$8,000	\$5,805		\$14,805
FY 22	\$1,000	\$1,125				\$2,125
FY 23	\$1,000	\$2,500	\$5,000			\$8,500
FY 24	\$1,000					\$1,000
<b>OJCS</b>						
FY 20	\$554,526	\$2,500		\$44,250		\$601,276
FY 21	\$554,526	\$1,556	\$6,000		\$345,670	\$907,752
FY 22	\$554,526	\$2,500	\$7,000		\$137,495	\$701,521
FY 23	\$554,526	\$5,000	\$5,000			\$564,526
FY 24	\$554,526		\$5,000			\$559,526
<b>Ottawa Kosher Food Bank</b>						
FY 20						\$0
FY 21					\$41,650	\$41,650
FY 22					\$20,000	\$20,000
FY 23					\$28,000	\$28,000
FY 24		\$2,500				\$2,500
<b>Ottawa Modern Jewish School</b>						
FY 20	\$12,657			\$3,400		\$16,057
FY 21	\$13,712				\$3,000	\$16,712
FY 22	\$13,712			\$2,500		\$16,212
FY 23	\$14,770	\$900	\$6,000			\$21,670
FY 24	\$15,821	\$450	\$6,000	\$6,500		\$28,771

Agency	Allocation	Microgrant to Agencies	Innovative Capacity Building Grant	Impact Grants	Emergency Funding	TOTALS
<b>Ottawa Talmud Torah * Now OTT@ KBI</b>						
FY 20	\$16,876			\$2,000		\$18,876
FY 21	\$17,930	\$1,600			\$3,000	\$22,530
FY 22	\$17,930			\$10,000		\$27,930
FY 23	\$16,880	\$2,500				\$19,380
FY 24	\$12,657			\$3,500		\$16,157
<b>Ottawa Torah Centre</b>						
FY 20	\$13,000	\$2,250		\$1,904		\$17,154
FY 21	\$11,000	\$1,800		\$800		\$13,600
FY 22	\$13,000	\$4,750		\$400		\$18,150
FY 23	\$13,000	\$2,500				\$15,500
FY 24	\$13,000	\$11,200		\$8,752		\$32,952
<b>TDSO *Formerly Ottawa Torah Institute/Machon Sarah</b>						
FY 20	\$21,000					\$21,000
FY 21	\$21,000					\$21,000
FY 22	\$21,000					\$21,000
FY 23	\$18,000					\$18,000
FY 24	\$16,500					\$16,500
<b>Sephardi Association</b>						
FY 20	\$9,000	\$2,500				\$11,500
FY 21	\$6,000					\$6,000
FY 22	\$2,000	\$2,500				\$4,500
FY 23	\$2,000					\$2,000
FY 24	\$2,000	\$2,500	\$3,401			\$7,901
<b>Soloway JCC</b>						
FY 20	\$384,667			\$12,312		\$396,979

FY 21	\$384,667	\$285	\$5,687		\$500,000	\$890,639
FY 22	\$384,667	\$2,380				\$387,047
FY 23	\$384,667	\$6,700	\$4,241			\$395,608
FY 24	\$384,667	\$5,605		\$20,000		\$410,272
<b>Agency</b>	<b>Allocation</b>	<b>Microgrant to Agencies</b>	<b>Innovative Capacity Building Grant</b>	<b>Impact Grants</b>	<b>Emergency Funding</b>	<b>TOTALS</b>
<b>Tamir</b>						
FY 20	\$86,787	\$2,500				\$89,287
FY 21	\$86,787	\$2,475	\$10,000		\$51,995	\$151,257
FY 22	\$86,787		\$5,000	\$25,000		\$116,787
FY 23	\$86,787					\$86,787
FY 24	\$86,787					\$86,787
<b>Temple Israel</b>						
FY 20		\$3,000	\$1,500			\$4,500
FY 21				\$11,644		\$11,644
FY 22		\$1,800	\$5,687			\$7,487
FY 23		\$2,500				\$2,500
FY 24		\$4,500		\$8,752		\$13,252
<b>Temple Israel Religious School</b>						
FY 20	\$29,532			\$7,000		\$36,532
FY 21	\$29,532				\$3,000	\$32,532
FY 22	\$29,532			\$4,415		\$33,947
FY 23	\$32,688		\$5,000			\$37,688
FY 24	\$36,916		\$6,000	\$6,500		\$49,416
<b>Torah Day School</b>						
FY 20	\$222,040		\$9,000	\$49,500		\$280,540
FY 21	\$222,040		\$4,000	\$4,634	\$195,300	\$425,974
FY 22	\$222,040		\$4,500		\$70,893	\$297,433
FY 23	\$222,040		\$7,500	\$30,000		\$259,540
FY 24	\$222,040		\$6,000	\$16,500		\$244,540
<b>Torah High</b>						
FY 20	\$23,204					\$23,204
FY 21	\$20,040				\$2,475	\$22,515
FY 22	\$20,040		\$2,500			\$22,540
FY 23	\$20,040					\$20,040
FY 24	\$20,040			\$5,500		\$25,540

Young Israel						
FY 20				\$6,051		\$6,051
FY 21		\$1,700	\$4,280	\$3,514		\$9,494
FY 22		\$2,921		\$3,375		\$6,296
FY 23						\$0
FY 24		\$1,200				\$1,200
Ten Yad						
FY 21					\$15,000	\$15,000