

BUILDING OUR FUTURE TOGETHER

UJA STRATEGIC PLAN



UJA FEDERATION
of Greater Toronto

2026–2030



TABLE OF CONTENTS

04 UJA's 5-Year Strategic Plan:
At a Glance

06 The Four Pillars
of Our Strategic Plan

08 Welcoming the Surge
& Caring for Every Jew

14 Building a
Resilient Identity

18 Helping to
Rebuild Israel

22 Confronting
Antisemitism

28 How We Are
Planning for the Future

30 How We
Do It

A PIVOTAL MOMENT FOR JEWISH TORONTO

A NOTE FROM OUR LEADERSHIP

Jewish Toronto stands at a defining moment. Our community is experiencing both extraordinary engagement and unprecedented challenges. The decisions we make in the next five years will shape the trajectory of Jewish life in Toronto for the next generation. These decisions will advance our vision of leading the most vibrant Jewish community in North America—one defined by unity, compassion, generosity, and a commitment to Israel and Jewish values.

We are fortunate to have deeply committed community members, generous donors, engaged volunteers, and a professional team driven by passion, skill, and purpose. These strengths give us confidence as we navigate increasing complexity and rising expectations, and they reinforce the importance of UJA operating with the highest standards of professionalism, co-ordination, and stewardship.

This strategic plan offers a clear vision for how UJA will deliver meaningful and measurable impact for Jewish Toronto. It is rooted in extensive consultation across the community and in a shared conviction that UJA must continue to evolve, innovate, and lead with purpose.

The plan focuses on the enduring priorities that will define and sustain Jewish life in Toronto for years to come. It strengthens the safety and vitality of our community, expands lifelong access to Jewish learning and engagement, ensures care and support for those who need it most, deepens our connection with Israel and

the global Jewish people, and reinforces the resilience of our institutions and communal infrastructure. It also outlines how we will measure progress over time, ensuring transparency, accountability, and shared understanding of the impact we are striving to achieve.

We also recognize that delivering on this plan requires more than strong programs and investments. It requires an organization operating at its very best—aligned internally, disciplined in execution, and committed to excellence across all departments. UJA will continue to invest in leadership; fortify our financial resilience; and strengthen the systems, data, and technology that support effective decision making and seamless collaboration.

Success will mean that donors feel confident that their investment is stewarded with rigor and impact. Volunteers feel connected and empowered. Agencies and partners experience UJA as a strategic convener and collaborative leader. Most importantly, Jewish Toronto becomes stronger, safer, more connected, and more resilient.



Ken Tanenbaum
Chair of the Board



Adam Minsky
President & CEO

OUR MISSION:

UJA Federation of Greater Toronto's mission is to preserve and strengthen the quality of Jewish life in Greater Toronto, Canada, Israel, and around the world through philanthropic, volunteer, and professional leadership.



UJA'S 5-YEAR STRATEGIC PLAN: BUILDING THE COMMUNITY WE ENVISION

Over the next five years, UJA Federation of Greater Toronto will lead a co-ordinated, community-wide effort to strengthen Jewish life, deepen our connection to Israel, and secure our place in Canadian society. Grounded in data and shaped by the voices of more than 1,600 community members, this plan reflects both the urgency of today and the promise of tomorrow.

**OUR VISION IS OF A JEWISH TORONTO
THAT IS STRONGER IN ITS UNITY,
DEEPER IN ITS BELONGING, AND
PROUDER IN ITS PURPOSE.**

TORONTO IS HOME TO ONE OF THE STRONGEST JEWISH COMMUNITIES IN THE WORLD.

- ☐ **More than 50,000 Jews and allies** participate in the Walk with Israel
- ☐ **70% of young families** receive monthly PJ Library books, connecting them with Jewish life from their earliest years
- ☐ **More than 10,000 children** attend Jewish day school
- ☐ **More than 20,000 of our most vulnerable** are supported by UJA-funded Jewish social services



A PLAN BUILT ON DATA AND COMMUNITY INPUT

Through online surveys, in-person roundtables, stakeholder interviews, and facilitated sessions with agency partners, rabbis, donors, volunteer leaders, and professionals across the GTA, UJA gathered diverse perspectives spanning ages, Jewish affiliations, and geographic areas.

We engaged both long-standing and emerging communities to ensure that every segment of Jewish Toronto was represented. Throughout the process, UJA worked closely

with senior leadership, staff, and key stakeholders to test insights, refine priorities, and validate direction. The strategic planning team also reviewed demographic trends, service data, and post-October 7th realities, synthesizing both qualitative and quantitative findings.

This plan is the product of that deep engagement shaped by data, informed by lived experience, and guided by the collective vision of our community.

OUR STRATEGIC FRAMEWORK

This plan is built around two interconnected parts that together define both what we will achieve and how we will make it real.

External Priorities

THE FOUR PILLARS

What we will achieve together as a community.

How We Do It

THE UJA ADVANTAGE

How UJA powers delivery through its unique capabilities, partnerships, and financial engine.

Together, these strategies ensure not only a compelling vision, but also the organizational strength, co-ordination, and discipline to deliver it with scale, speed, and measurable impact.



THE FOUR PILLARS OF OUR STRATEGIC PLAN

WELCOMING THE SURGE & CARING FOR EVERY JEW

**ENGAGING EVERY JEW WHO
RAISES THEIR HAND**

Across Toronto, Jewish life is expanding in extraordinary ways. Since October 7th, Jewish Toronto has experienced a powerful surge of people seeking to affiliate, participate, and connect. At the same time, growing insecurity and affordability pressures have led more people to seek care and support.

Our task is to meet both needs: to welcome every person who raises their hand for connection, and to care for those who raise their hand for help, strengthening the overall quality of Jewish life for years to come.



BUILDING A RESILIENT IDENTITY

**STRENGTHENING PRIDE, KNOWLEDGE,
AND THE POWER TO ACT**

In a world that increasingly challenges who we are, resilience begins with identity. We will nurture a community that is proud of its Jewish and Zionist identity, deeply knowledgeable, and empowered to act on its values.

This means giving every person—young and old—the tools to stand tall, engage thoughtfully, and lead with confidence, even in times of tension or disagreement.



HELPING TO REBUILD ISRAEL

INVESTING IN RENEWAL AND CONNECTION

The devastation of October 7th left deep wounds in Israel, but it also inspired unprecedented solidarity. Over the next five years, Jewish Toronto will play a critical role in helping to rebuild Israel through investments in education, mental health, community renewal, and people-to-people partnerships that strengthen our shared future, as well as offer our community the opportunity to volunteer in Israel as part of the rebuilding effort.

This is our generation's opportunity to stand with Israelis as true partners in recovery and renewal.



CONFRONTING ANTISEMITISM

AND SECURING OUR PLACE IN CANADIAN SOCIETY

Antisemitism has re-emerged as one of the defining challenges of our time. To confront it, we will strengthen advocacy, expand security infrastructure, and mobilize allies who share our vision for an inclusive Canada.

By empowering Jews to stand proud and ensuring that our schools, synagogues, and community spaces remain safe, we will protect our place in Canadian society and push hatred back to the margins where it belongs.



**TOGETHER, THESE PILLARS REFLECT OUR
MISSION—TO ENRICH JEWISH LIFE, CARE FOR
THOSE IN NEED, AND STRENGTHEN
OUR COMMUNITY AT HOME AND ABROAD.**

1

WELCOMING THE SURGE & CARING FOR EVERY JEW

ENGAGING EVERY JEW WHO
RAISES THEIR HAND



We are at a remarkable moment of Jewish engagement. Since October 7th, Jewish Toronto has experienced a powerful surge of people seeking to affiliate, participate, and connect. Our educational programs, including PJ Library, Jewish day schools, Israel experiences, and summer camps, are growing rapidly. We are gathering in numbers never before seen, whether at the Walk with Israel, memorials, or community events celebrating Jewish pride and solidarity. Amid this resurgence, a parallel surge in need has emerged, with growing insecurity driving more people to seek urgent care and support within the Jewish community, particularly in the areas of mental health and poverty relief.

This surge represents a once-in-a-generation opportunity to welcome every person who raises their hand, and to ensure they find their place in Jewish life today and into the future. This includes ensuring that our most vulnerable community members receive timely, expert support, as rising demand in mental health and poverty relief places increased pressure on human services agencies.

EVERY JEW, WHEREVER THEY ARE AND HOWEVER THEY LIVE, SHOULD BE ABLE TO DISCOVER THE POWER OF JEWISH IDENTITY AND COMMUNITY

WE ENVISION A COMMUNITY WHERE:

- ☐ Everyone who seeks connection or help is welcomed—**no waiting lists, no barriers.**
- ☐ The surge in **engagement is sustained** for the long-term, not episodic.
- ☐ Jewish life is **affordable and accessible for all.**
- ☐ **Vulnerable community members receive timely, expert support**, as rising demand places increased pressure on human services agencies.
- ☐ Every young person has **access to core Jewish educational experiences**—from day schools to camps to Israel programs—that strengthen identity, belonging, and connection to the Jewish people.
- ☐ Our growing **senior population is meaningfully connected to Jewish life** and supported appropriately as they age.





ESCALATING JEWISH ENGAGEMENT

The following data illustrates both the extraordinary opportunities and challenges that define this moment for Jewish Toronto. Each figure highlights why welcoming and sustaining today's surge of engagement is central to building a stronger, more connected community.

Expanding Where Jewish Life Happens

MORE THAN 45% GROWTH IN EMERGING COMMUNITIES

Over the past decade, Jewish populations in suburban regions such as Newmarket, Barrie, Aurora, and Oakville have grown incredibly quickly. Jewish life is spreading beyond the Bathurst Corridor, and UJA must ensure access and connection in these fast-growing areas, so no Jew is disconnected from community life.

Growing Jewish Learning and Engagement

70% OF OUR COMMUNITY'S KIDS RECEIVE PJ LIBRARY BOOKS

This free book subscription builds a powerful foundation for Jewish identity and community. We have an opportunity to guide families toward their next Jewish experiences, from early learning to lifelong engagement.

33% OF STUDENTS ARE ENROLLED IN JEWISH DAY SCHOOLS

Over the past five years, Jewish day school enrolment has grown to a staggering 33 percent of students.

This growth shows that when affordability and access improve, more families choose a Jewish education, strengthening both identity and community continuity.

500 MORE CAMPERS

Overnight camp enrolment grew 12 percent from 2023 to 2024. Immersive Jewish experiences continue to be one of the most powerful drivers of belonging and leadership among young Jews.

1,800 SHABBAT PARTICIPANTS

Initiatives like OneTable hosted 550 Shabbat dinners last year. This confirms that young adults are seeking community and meaning through shared Jewish experiences, an energy we must nurture beyond episodic moments.



Meeting the Needs of a Changing Population

AN AGING COMMUNITY

Jewish seniors now total nearly a quarter of the community. This demographic shift underscores the need for a co-ordinated strategy to keep older adults connected and supported as they age.

20% HIGHER DEMAND FOR MENTAL HEALTH SERVICES

Demand for mental health services at UJA partner agencies continues to rise each year. While this indicates community members feel more comfortable reaching out for support, there is still an increased need for expanded services.



WHAT SUCCESS LOOKS LIKE: A STRONGER, PROUDER JEWISH TORONTO

Jewish Toronto will channel today's unprecedented engagement into long-term connection and care by:

Strengthening Jewish Education and Experiences

40% OF JEWISH CHILDREN IN TORONTO ATTEND DAY SCHOOL

Currently, 33 percent of Jewish children in Toronto attend day school. By 2030, we will increase that to **40 percent** and ensure that 60 percent of Jewish youth experience at least two Jewish learning opportunities, whether through day school, camp, or Israel experiences, building lifelong Jewish identity and belonging.

5,000 PARTICIPANTS IN EDUCATIONAL ISRAEL EXPERIENCES

Today, about 3,000 Torontonians participate annually in educational Israel experiences to cultivate connection to Jewish heritage and homeland. By 2030, we will grow that to 5,000 participants each year, so that everyone who seeks a meaningful connection to Israel can have one.

Removing Financial Barriers to Participation

5,000 CHILDREN RECEIVE NEEDS-BASED SCHOLARSHIPS

Today, 3,500 Jewish children receive needs-based scholarships for Jewish education or experiences. By 2030, we will expand that number to 5,000 children annually, ensuring that affordability never prevents participation in Jewish life.

Expanding Access and Connection Across a Growing Community

EXPAND TO EIGHT ADDITIONAL SUBURBAN REGIONS

Today, Jewish life is concentrated in the Bathurst Corridor. Over the next five years, we will expand active engagement to eight additional suburban **regions**, ensuring that every Jew—from city centres to new neighbourhoods—can find connection, programs, and community close to home.

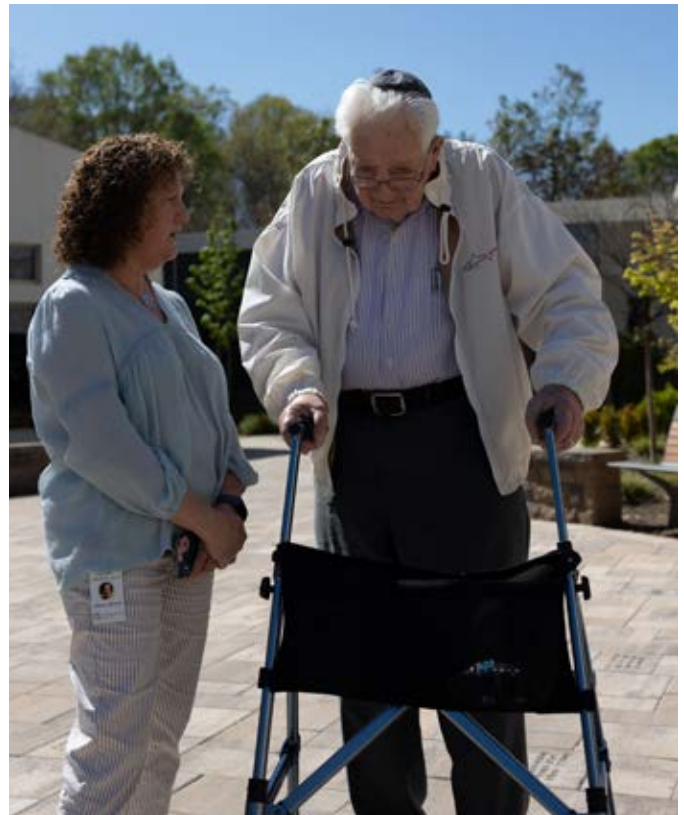




Caring for a Growing Senior Population

50% OF JEWISH SENIORS ARE CONNECTED TO JEWISH EXPERIENCES

Currently, our community lacks a co-ordinated aging strategy. By 2030, we will develop and implement a community-wide plan for older adults, ensuring that at least 50 percent of Jewish seniors are connected to meaningful Jewish experiences and supports, keeping them engaged, valued, and thriving.



Engaging and Celebrating as One Community

500,000 PARTICIPANTS IN JEWISH COMMUNITY EVENTS

Today, 250,000 people participate annually in Jewish community events. By 2030, we will engage 500,000 people each year across more than 100 community gatherings that celebrate connection, pride, and shared purpose.

Expanding Mental Health and Social Supports

4,000 COMMUNITY PROFESSIONALS AND VOLUNTEERS TRAINED

Currently, only 500 community professionals and volunteers are trained in mental health support and intervention. By 2030, we will train 4,000, equipping our community with the skills and empathy to support those in need.

7,000 INDIVIDUALS RECEIVE POVERTY-ALLEVIATION SUPPORT

Today, approximately 4,000 individuals receive poverty-alleviation support annually through UJA's partner agencies. Within five years, we will reach 7,000 individuals, ensuring that every community member in need can access timely, expert care.

Jewish Toronto will be both a broader and deeper community, where every generation, from young families to seniors, is connected to meaningful Jewish life. Across city centres and emerging suburban regions, Jewish identity will thrive through strong networks of care, affordability, and belonging. Our community will not only grow in numbers but grow closer, more vibrant, more compassionate, and united by a shared purpose.

2

BUILDING A RESILIENT IDENTITY

STRENGTHENING PRIDE, KNOWLEDGE,
AND THE POWER TO ACT



Being Jewish today requires strength, clarity, unity, and resilience that is built not only in crisis but in confidence. Post-October 7th, Jewish identity has taken on new urgency. Resilience means more than survival; it means pride, knowledge, and the confidence to act with purpose.

We will build a resilient community by giving every person the tools, inspiration, and knowledge to live proudly with a strong Jewish and Zionist identity—a core expression of Jewish peoplehood and the belief in the Jewish people's religious, cultural, and historic connection to the Land of Israel. In such a community, each of us understands our role in the greatest collective project of our time: the ongoing rebuilding of Israel and the strengthening of Jewish peoplehood worldwide. Resilience also means cohesion, knowing how to engage constructively, even when we disagree, and moving forward together.

WE ENVISION A COMMUNITY WHERE:

- ☐ Jewish identity and connection to Israel are deeply rooted and every member of **our community** is proud, knowledgeable, and empowered to act.
- ☐ We maintain unity and civil discourse, even in disagreement.
- ☐ We are mobilized and capable of collective action.

EVERY JEW SHOULD BE EMPOWERED WITH THE SKILLS TO STAND UP FOR THEIR VALUES



RIISING TO THE CHALLENGE

The following data shows both the strength of Jewish Toronto's identity and the urgency to turn this moment of pride into sustained action and learning.

A Community Rooted in Identity and Connection

AN INCREASE IN CONNECTION

Since October 7th, 87.4 percent of community members report feeling connected to Jewish Toronto, with 47.4 percent saying they feel “very connected”—an incredible increase since before the war. This growing sense of belonging underscores that our bond with Israel remains central to how our community defines its identity and purpose.



Mobilization and Volunteerism as Catalysts for Belonging

50% MORE VOLUNTEERS SINCE OCTOBER 7TH

Since 2021, more than 6,000 community members have volunteered, including more than 3,000 who mobilized after October 7th. This surge reveals a community ready to act when called; our challenge is to channel that energy into ongoing, year-round engagement.

3X MORE LIKELY TO GIVE

Volunteers are nearly three times more likely to donate than non-volunteers. This demonstrates that belonging, volunteering, and giving reinforce one another as expressions of Jewish pride and identity.



THE OPPORTUNITY: FROM UNITY IN A TIME OF CRISIS TO ENDURING RESILIENCE

While recent crises have galvanized activism and solidarity, sustained resilience requires knowledge, dialogue, and leadership pathways that strengthen identity in everyday life, not just in moments of urgency. The numbers point to a community eager to engage. We must now provide the infrastructure to keep that momentum alive.

WHAT SUCCESS LOOKS LIKE:

A RESILIENT JEWISH TORONTO

Jewish Toronto will transform today's pride and solidarity into lasting strength, building a community that is confident in its Jewish and Zionist identity, united in purpose, and ready to lead with knowledge and courage by:

Expanding Jewish Learning and Identity-Building Experiences

INSPIRING 15,000 JEWISH YOUTH

Jewish schools, JCCs, synagogues, camps and Israel experience providers offer robust educational experiences that have inspired generations of learners. Recognizing today's realities, we will assist these organizations to reimagine their programs to meet today's need in building a community that is proud, knowledgeable and empowered to act. **By 2030, we will help retool at least 30 programs reaching 15,000 Jewish youth, ensuring every young person is equipped to live and lead proudly as a Jew.**

Empowering Educators and Community Leaders

EMPOWERING 1,000 PROFESSIONALS

Today, few educators, mental health professionals, or communal leaders have structured opportunities to experience Israel firsthand. **By 2030, we will send 1,000 professionals to Israel to strengthen their Jewish and Zionist knowledge, ensuring that those who teach, counsel, and lead our community can inspire confidence, connection, and resilience.**

Building Unity and Civil Discourse

250 LEADERS TRAINED IN CIVIL DISCOURSE

Our community is increasingly polarized, and the need for respectful dialogue has never been greater. Over the next five years, **we will train 250 leaders in civil discourse and community mediation**, equipping them to model respectful debate and preserve unity, even amid disagreement.

Deepening People-to-People Connections with Israel

1,000 ISRAELI EDUCATORS CONNECTED TO TORONTO

Currently, 150 Israeli educators come to Toronto each year through UJA ShinShinim and related programs. **By 2030, we will expand this to reach up to 1,000 Israeli educators** through a mix of in-person and virtual programs, creating lasting relationships that connect Jewish Toronto and Israel through shared learning and purpose.

Jewish Toronto will be both proud and prepared: a community rooted in Jewish and Zionist identity, strengthened through knowledge and relationships, and empowered to lead with confidence and unity in any circumstance.



3

HELPING TO REBUILD ISRAEL

INVESTING IN RENEWAL
AND CONNECTION



In the aftermath of October 7th, our bond with Israel, the ancestral homeland central to Jewish history and faith, has only deepened. The devastation has left lasting scars, but also inspired extraordinary unity and resolve. Over the next five years, UJA will lead Toronto's community-wide effort to help rebuild and strengthen the people of Israel through investments in education, mental health, and leadership across Israel. We will also help connect Jewish Toronto to Israel through hands-on volunteer experiences and long-term partnerships that rebuild lives and strengthen our shared future.

WE ENVISION A COMMUNITY WHERE:

- ☐ Every member of Jewish Toronto sees themselves as a partner in **helping Israel rebuild and thrive**.
- ☐ Our investment supports both **immediate recovery and long-term renewal**.
- ☐ Bonds between Toronto and Israel grow stronger through shared experiences, learning, and service.

AS ISRAELIS WALK THE ROAD TO RECOVERY, WE WILL BE WITH THEM EVERY STEP OF THE WAY



IMPACT THROUGH PARTNERSHIPS

The following data illustrates how Jewish Toronto's partnership with the people of Israel has deepened since October 7th and why sustained investment, connection, and shared leadership are essential to rebuilding Israel and strengthening our collective future.

Extraordinary Generosity and Shared Purpose

\$100 MILLION FOR ISRAEL'S RECOVERY

UJA and its partners have raised more than \$100 million for Israel's recovery efforts. This unprecedented response reflects Jewish Toronto's generosity and commitment. It demonstrates that our community is not only reacting to crisis but helping to lay the foundation for long-term renewal.

98.9% CONNECTED

Almost all Jewish Torontonians report feeling an emotional attachment to Israel. Yet even with this strength, many younger Jews say they do not feel confident in their Jewish or Zionist knowledge when faced with misinformation or hostility. This highlights the importance of building confidence and understanding alongside pride. Our task is to translate this deep attachment into informed, confident engagement that endures beyond moments of crisis.



From Philanthropy to Partnership

HUNDREDS OF VOLUNTEERS IN ISRAEL

In support of trauma relief, education, and community rebuilding, hundreds of Torontonians have volunteered in Israel. This surge in hands-on involvement marks a powerful shift from financial support to direct, personal partnership in Israel's renewal.

ADDITIONAL WAYS OF HELPING

UJA's partnerships have expanded beyond emergency aid to include programs in education, mental health, and youth leadership. These initiatives reflect our evolution from immediate relief to long-term rebuilding and resilience, investing in Israel's human and social infrastructure for the future.



THE OPPORTUNITY: REBUILDING TOGETHER FOR THE LONG-TERM

The unity, generosity, and activism of the past year mark the beginning of a new era in Toronto-Israel relations. Our challenge now is to sustain this momentum by transforming emergency response into an enduring partnership. Our goal is a future in which Jewish Toronto stands shoulder-to-shoulder with Israelis as a partner in recovery, growth, and hope.

WHAT SUCCESS LOOKS LIKE:

A COMMUNITY DEFINED BY AN EVEN DEEPER CONNECTION TO ISRAEL

Jewish Toronto will turn today's extraordinary generosity and unity into lasting partnership with Israel, its Jewish and Zionist identity, united in purpose, and ready to lead with knowledge and courage by:

Investing in Israel's Renewal and Long-Term Resilience

\$125M+ TO BE INVESTED IN ISRAEL

Since October 7th, UJA and its partners have already mobilized more than \$100 million for Israel's recovery. **By 2030, our community will invest more than \$125 million in education, mental health, and community renewal.** This will represent the largest sustained investment in Israel in UJA's history, and create a foundation for social and communal rebuilding that endures well beyond crisis response.

Expanding and Deepening Partnerships Across Israel

COMMITMENT TO LONG-TERM RECOVERY

For decades, UJA has partnered with Israeli communities and institutions to strengthen education, resilience, and social services. This moment calls on us to elevate that long-standing partnership—deepening collaboration and strengthening the bond between Jewish Toronto and the people of Israel. **In the years ahead, we will expand these partnerships to help communities rebuild after October 7th and to reinforce our shared Jewish future.** Through this plan, UJA will help more than 1,000,000 individuals access improved services and ensure that at least 75 percent of participating partners report measurable improvements for key impact indicators.

Mobilizing Toronto to Stand Shoulder-to-Shoulder with Israelis

5,000+ TORONTO VOLUNTEERS IN ISRAEL

Currently, only a small number of Torontonians volunteer in Israel each year. **Over the next five years, we will enable 5,000 volunteers, including educators, students, and professionals, to contribute directly to Israel's recovery through structured programs.**

Jewish Toronto will continue to be seen as a true partner in Israel's renewal: a community that rebuilds with compassion, invests with strategy, and stands with Israel not only in times of crisis but in the everyday work of building a stronger, more hopeful Jewish future.



4

CONFRONTING ANTISEMITISM

AND SECURING OUR PLACE IN
CANADIAN SOCIETY



Since October 7th, antisemitism has risen to levels unseen in generations. Confronting it and securing our rightful place in Canadian society is essential to our survival and dignity as Jews. This requires a coordinated, community-wide approach that draws on a wide range of tools to achieve an impact. Whether it's community security measures, advocacy, legal action, education, or support for Jewish students, UJA has a comprehensive strategy to safeguard Jewish life and our Jewish way-of-life.

THE FIGHT AGAINST JEW-HATRED IS THE FIGHT TO PROTECT OUR CANADIAN VALUES

WE ENVISION A COMMUNITY WHERE:

- ☐ Every member is equipped to **stand up and speak out.**
- ☐ **We push hate back to the margins of society** through advocacy, mobilization, and law.
- ☐ **We stand shoulder-to-shoulder with allies** who share our vision of a strong, inclusive Canada.
- ☐ **Schools and universities are safe spaces** for Jewish students.
- ☐ **Every Jew feels safe** where they live, study, and pray.



Photo Credit: Shawn Goldberg



MEETING THE CHALLENGE

The following data reveal both the scale of antisemitism's resurgence and the determination of Jewish Toronto to respond with unity, investment, and strength. Each figure underscores why this pillar securing our community and protecting Jewish life in Canada is essential to our collective future.

The Community Responds with Strength and Resolve

\$75M TRANSFORMATION CAMPAIGN

In late 2024, UJA launched the \$75 million Securing Our Future campaign, turning investment into action by fortifying institutions, expanding security infrastructure, and empowering Jews to stand proud. This effort demonstrates that Jewish Toronto is not retreating in fear but mobilizing with purpose, ensuring that protection and advocacy are enduring pillars of our community.

Eroding Sense of Safety

13% SENSE OF SAFETY

Feelings of personal safety dropped 22 percent between October 7, 2023, and August 2025. This decline reflects not only physical vulnerability, but also the emotional toll of living openly as Jews in Canada, reminding us that rebuilding security must also rebuild confidence.

NEARLY 50% UNINVESTIGATED INCIDENTS

Close to 800 antisemitic incidents were documented in Ontario schools in 2024, and almost half went uninvestigated. This exposes systemic failures that demand persistent engagement with educators, policymakers, and institutions to ensure accountability and safety for Jewish students.

A Rising Tide of Hate

243 ANTISEMITIC INCIDENTS

Between February and July 2025, the Jewish Security Network (JSN) received hundreds of reports of antisemitism. This unprecedented increase demonstrates that extremism is becoming entrenched and continues to evolve, requiring a co-ordinated and sustained response.

SIGNIFICANT INCREASE IN PERCEIVED ANTISEMITISM

The share of community members who perceive significant antisemitism has climbed from 33 percent to 72 percent. This dramatic rise in concern highlights both the scope of the threat and the urgent need for visible, enduring action to restore trust and safety.

Holding Antisemites Accountable

A POWERFUL LEGAL TASK FORCE

Launched in late 2023 and funded by UJA, CIJA's Legal Task Force is made up of more than 400 pro bono lawyers who have advised more than 1,000 community members on issues of antisemitism and discrimination.

These numbers tell a sobering but clear story: antisemitism is entrenched and evolving. Yet they also reveal our community's resilience and determination to confront hate with unity, strength, and purpose. To secure our place in Canadian society, we must strengthen security, amplify our collective voice, and mobilize allies who share our values. The task ahead is not only to protect Jewish life, but to ensure that Jewish pride and participation flourish openly and confidently across Canadian society.



WHAT SUCCESS LOOKS LIKE:

ANTISEMITISM IS PUSHED BACK TO THE MARGINS

Jewish Toronto will transform determination into action, strengthening security, amplifying advocacy, and restoring confidence and pride in Jewish life across Canada by:

Building a Unified, Co-ordinated Security Network

A SECURITY NETWORK LINKING 150+ JEWISH INSTITUTIONS

Today, hundreds of Jewish institutions operate with independent or ad hoc security measures. By 2030, **150+ institutions will be fully integrated into the Jewish Security Network (JSN)**, delivering best-in-class protection, real-time co-ordination, and rapid response across Jewish Toronto.

Empowering the Community to Protect Itself

2,000 TRAINED COMMUNITY SECURITY VOLUNTEERS

Currently, fewer than a dozen institutions have trained volunteer security teams. Over the next five years, the **Jewish Security Network (JSN) will train and deploy 2,000 community security volunteers**, empowering our community to take proactive responsibility for its own safety and preparedness.



Creating a National Legal Fund to Combat Antisemitism

ENSURING LEGAL CONSEQUENCES FOR HATE

We will launch a first-of-its-kind national legal action fund to take on precedent-setting cases related to antisemitism or extremism. **This initiative will build on UJA's existing legal advocacy work through CIJA's Legal Task Force**, which will continue to provide pro-bono support to community members who experience hate or discrimination. By elevating our impact through proactive legal action, we can shift from defence to offence in the fight against hate.



Mobilizing Allies and Advocates Across Canada

100,000 ACTIVE ALLIES

Today, more than 10,000 allies stand with our community in defence of shared democratic values. By 2030, we will **grow this network to 100,000 active allies—civic, interfaith, and political partners** working together to push hate back to the margins of Canadian society.

Empowering Jewish Students to Lead with Confidence

10,000 PROUDLY JEWISH STUDENTS

Currently, 5,000 Jewish students participate in programs that strengthen identity and advocacy. By 2030, **10,000 students will engage annually, building the confidence and skills to lead proudly** in their schools, universities, and communities.

Securing Jewish Toronto for the Long-Term

A SUSTAINABLE PLAN FOR THE FUTURE

Since October 7th, UJA's Securing Our Future campaign has raised \$58.2 million toward our \$76.2 million goal to strengthen safety and resilience. **By 2030, our Annual Campaign will fully sustain these critical investments**, ensuring that protection against antisemitism remains a permanent pillar of our community's infrastructure.

Jewish Toronto will stand as a model of resilience and resolve: a community that protects its people, mobilizes allies, and ensures that Jewish life in Canada remains strong, proud, and secure for generations to come.



HOW WE ARE PLANNING FOR THE FUTURE

UJA is designed to think long-term, anticipating what's coming 5, 10, and 20 years from now to ensure our community is ready for future challenges.

While the priorities in this plan address today's most urgent needs, our planning is ongoing. As we deepen engagement, strengthen identity, build partnerships, and enhance security, we are also laying the groundwork to ensure Jewish Toronto thrives.

PLANNING FOR OUR FUTURE MEANS ADDRESSING LONG-TERM CHALLENGES

HOUSING

Tackling affordability for low-income renters and middle-income homeowners, so Jewish families can continue to live in the Greater Toronto Area and thrive within strong, connected neighbourhoods.

AGING

Preparing for a rapidly growing senior population by reimagining how we engage and support older adults across all stages of later life, from independence to care.



SUMMER CAMPS

Expanding capacity and affordability to meet rising demand, ensuring that immersive Jewish experiences remain accessible to every child and family.

These emerging priorities reflect our enduring mission: to plan boldly, invest wisely, and build a Jewish Toronto that remains strong, inclusive, and connected for generations to come.

HOW WE DO IT THE UJA ADVANTAGE

Together, the four pillars chart the course for Jewish Toronto's renewal. But vision alone is not enough. To deliver at scale, UJA must also strengthen the systems, leadership, and financial foundation that make collective impact possible.

At a time of challenge and possibility, UJA Federation stands at the heart of Jewish Toronto, bringing people together to care, lead, and build. Rooted in unity and driven by purpose, we turn compassion into action and vision into lasting impact. Together, we are building a stronger, prouder, and more connected Jewish future.

Our community's strength depends not only on bold vision, but also on the ability to deliver it. UJA is uniquely equipped to make this plan happen through scale, co-ordination, and expertise that ensure every dollar, volunteer, and idea achieves maximum impact.

Our Core Strengths

COLLECTIVE IMPACT

We unite the full ecosystem of Jewish life—volunteers, donors, professionals, and more than 100 partner organizations to plan strategically and act collectively. Together, we co-ordinate efforts, avoid duplication, and achieve outcomes that no one agency could realize alone.

LEADERSHIP DEVELOPMENT

We cultivate bold, informed leaders across every sector, from civic and business leaders to educators, students, and volunteers. By investing in leadership pipelines, we ensure our community can navigate crises, bridge divides, and act with courage and unity.

FINANCIAL RESILIENCE

We power Jewish Toronto through a diversified financial engine anchored by the Annual Campaign, Transformational Initiatives, and the Jewish Foundation of Greater Toronto. This ensures immediate resources to respond to urgent needs and long-term endowment strength to sustain our community for generations.

GLOBAL PARTNERSHIP NETWORK

Our reach extends beyond Toronto. Through partnerships across Canada, Israel, and the global Jewish network, we share innovation, amplify local impact, and ensure that Jewish Toronto plays a vital role in shaping the Jewish future worldwide.

ORGANIZATIONAL EXCELLENCE

We hold ourselves to world-class standards. By investing in technology, talent, data, and transparency, we maximize the efficiency, accountability, and impact of every investment we make on behalf of the community.

Accountability and Results

We will measure progress annually by tracking participation, engagement, security, and impact across every pillar. Transparent reporting and public impact updates will ensure that every dollar, partnership, and initiative contributes to one shared outcome: a Jewish Toronto that is strong, united, and ready for the future.

CONCLUSION

THIS IS OUR MOMENT. LET US BUILD THE FUTURE TOGETHER.

We stand at an inflection point. Out of pain has come purpose, and out of urgency has come a renewed determination to build.

With the four pillars to guide our strategy over the next five years, UJA will welcome and connect, teach and strengthen, rebuild and protect. We will measure what matters, scale what works, and invest where it counts, so that our community is broader in its reach, deeper in its belonging, and stronger in its resolve.

The work ahead will require courage, discipline, and partnership. It will ask each of us—donors, volunteers, professionals, and allies—to lead. If we do, we will leave our children with a Jewish Toronto that is prouder, safer, more united, and more connected to Israel than ever before.



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