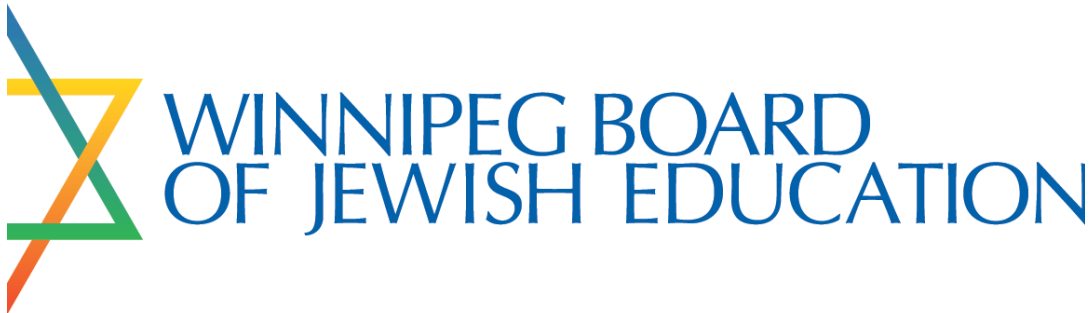


Annual Report

2015-16



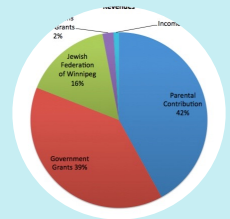
Words From the President

This past year was an extremely busy one for our organization. It was the first year of our new leadership team, and it worked hard to guide the school in the right direction. We continued to work on implementing the Winnipeg Board of Jewish Education's (WBJE) Strategic Plan, which was published in 2015. This is the document that guides the organization into the future and is the basis upon which the Board of Directors tracks the progress and activities of senior management. We have taken significant steps on all aspects of our strategic goals, and I would encourage you to familiarize yourself with the strategic plan, which is [available on](#)



Head of School Report

Page 3



Learn about the WBJE Finances

Page 6



WBJE Board of Directors

Page 12



Gray Academy
OF JEWISH EDUCATION

our website. As we commence the new fiscal year (2016-17), the WBJE and the leadership team will continue to work towards implementing all aspects of the Strategic Plan. The entire board is very pleased with the progress made thus far, and the impact that this progress has had, and continues to have, on the organization.



The new leadership team hit the ground running in September and never looked back. The new Head of School and CEO, Lori Binder, along with the principals, Tracy White and Joyce Kerr, Director of Teaching and Learning, Rob Dalglish, Judaic Studies Advisor, Ruth Ashrafi, and Director of Admissions, Judi Price-Rosen, are a dedicated and passionate group that continually strives to strengthen the school for staff and students. For the 2016-17 school year, David Borzykowski has joined them as the Director of Marketing and Communications.

I recently had the opportunity to present some brief remarks at a meeting of all of our staff. During this meeting, I discussed the concept of accountability and the importance of this notion in today's world. This concept is relevant to all of us in the organization, from the board of directors to all staff members. Commonly known as "tone at the top," this concept ensures that we are accountable to all of our stakeholders, including our funders, staff, parents, and, most importantly, students. As part of this push for more accountability, you will see in this report new information about the board and its activities. This type of information is very common (and is required) for companies that are public, and we are moving toward that standard to enhance the transparency of our operations.

I thank you for your continued support, and, as always, if there are any questions that you have, or conversations that you would like to have, I would encourage you to contact me at any time.

Sincerely,
Sean Shore
President

JEWISH FOUNDATION OF MANITOBA GRANTS

Gray Academy received a number of grants from the Jewish Foundation of Manitoba (JFM) in 2015-16. These grants have had an impact on the school, and we appreciate the support for our many new initiatives and needs. Below are some of the projects funded by the JFM:

- Film literacy course
- Gym sound system improvements
- Multimedia improvements
- Special needs program support
- Endowment feasibility
- Resource centre enhancements



**JEWISH
FOUNDATION**
— OF MANITOBA —

Report From the Head of School and CEO

In September 2015, I proudly began my 20th year as a Gray Academy staff member, as well as my first year as Head of School and CEO. I am grateful to the entire school community for its partnership and collaboration during a significant year that included the launch of the WBJE's new Strategic Plan (2015-2019) and the first year of a new leadership team. The team members continue to dedicate themselves to the mission and vision of Gray Academy, meeting the standards of a CAIS accredited



school, and most importantly ensuring that every child has the opportunity to grow and develop in a safe and caring school community. Along with our devoted faculty and staff, we committed to renewing the school, ensuring confidence in our operations and creating a stronger connection for every parent to his or her child's education. Here are some of the commitments we addressed during this past year:

- Strengthened our parent community through opportunities for parents to meet, socialize, and collaborate for the benefit of their children
- Ensured transparency in everything we do to further instill trust in the partnership with our parents
- Created a new "Parents as Partners" series, and educational sessions for parents on various topics

Our strength and permanence as a leading Jewish day school in North America will ensure the continuity of our community for many generations. We appreciate the Jewish Federation of Winnipeg for its strong support of our school. As the largest beneficiary agency in the community, the Federation helps to ensure the vibrancy of a Jewish community day school education in Winnipeg. We thank the Jewish Foundation of Manitoba for its ongoing assistance and grants that impacted the 2015-16 school year. Thanks to the Asper Foundation for its funding of the Asper Cup Debating Tournament and the Grade 9 trip to Washington D.C.

- Expanded opportunities for families to join their children at various school events and activities



I would like to thank the board members for their commitment to our school and for ensuring a strong future for Gray Academy for years to come. I am grateful to work together with a dedicated group of volunteers committed to the mission, vision, and goals of the WBJE. Thank you also to the entire leadership team who always put students at the centre of the work they do everyday.

I invite you all to come see our school in action. You will feel the inspiration of our students and staff—like I do everyday. Please don't hesitate to contact my office if you have a question or concern or just want to say hello.

I look forward to the years to come and can't wait to realize the course we set in this first year.

Sincerely,

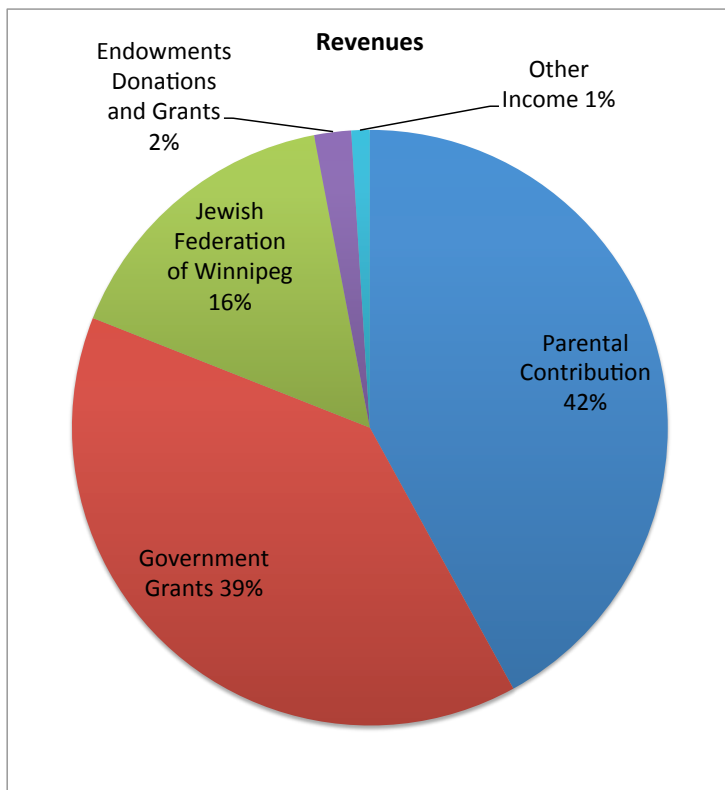
Lori Binder

Head of School and CEO



WBJE Finance Committee Report

The 2015-16 school year was busy for the Finance Committee as we continued to work on the Strategic Financial Plan as outlined in the WBJE Strategic Plan. Increased transparency to our constituents, a focus on fundraising, and improved financial reporting requirements for enrollment were some of the main goals for the year. The long-term goal of the Finance Committee is financial sustainability for Gray Academy.

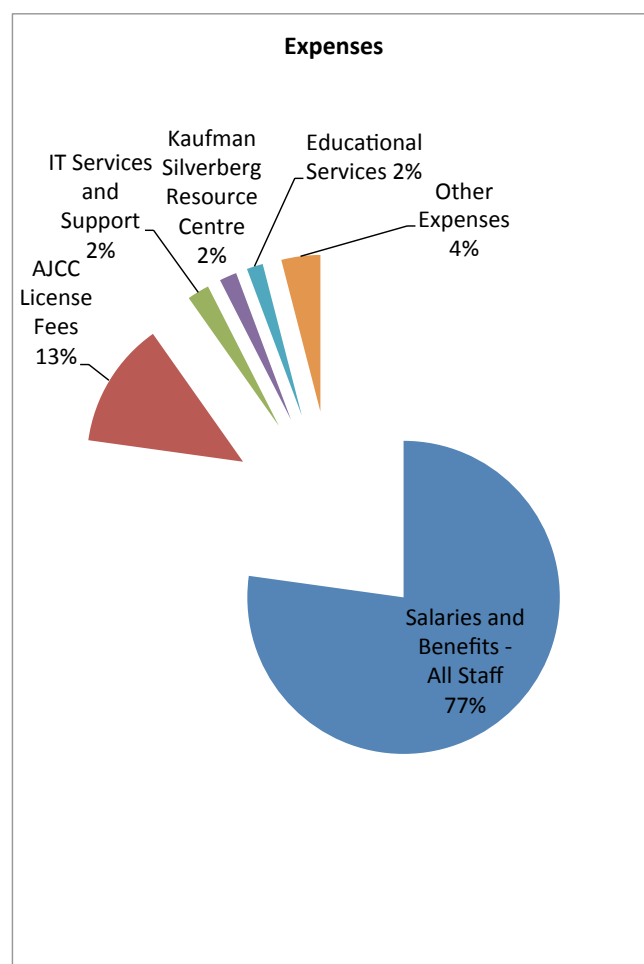


The Finance Committee has started working with the Jewish Foundation to increase our endowment. To this end, we signed on to participate in the matching grant program. We are in the process of completing a feasibility study in an effort to achieve financial sustainability for the future.

Some of the continued work for the Finance Committee include the following:

- The parental contribution model
- Preparing for the renewal of the Asper Jewish Community Campus (AJCC) license agreement
- Building a 3-5 year financial strategic plan

The WBJE held its first Café. This was an opportunity for the board to provide transparency about the finances of Gray Academy, and how the parental contribution is determined. At this event, we explained the new financial reporting terms for parents.



The school's revenue increased about 1.5%. The main sources of revenue were parental contributions, provincial grants, and the Jewish Federation of Winnipeg allocation.

Net assets for the year were \$213,850 representing the balances in the reserve fund and the equipment fund.

The WBJE financial statements, audited by Booke and Partners, follow.

Sincerely,

Diane Shindleman
Treasurer





500 - Five Donald Street
Winnipeg, Manitoba R3L 2T4
Tel: (204) 284-7060
Fax: (204) 284-7105
www.bookeandpartners.ca

Independent Auditors' Report

To the Directors of
Winnipeg Board of Jewish Education Inc.

We have audited the accompanying financial statements of Winnipeg Board of Jewish Education Inc., which comprise the statement of financial position as at June 30, 2016, and the statements of financial activities, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Winnipeg Board of Jewish Education Inc. as at June 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in blue ink that reads "Booke & Partners".

Winnipeg Board of Jewish Education Inc. Statement of Financial Activities

Year Ended June 30

	<u>Secular</u>	<u>Religious</u>	<u>2016 Combined</u>	<u>2015 Combined</u>
				(Note 13)
Revenues				
Parental contributions	\$ -	\$ 2,780,073	\$ 2,780,073	\$ 2,737,269
Junior Kindergarten program	78,402	-	78,402	81,028
Grants				
Province of Manitoba				
- instruction	2,461,859	-	2,461,859	2,406,261
- special education	96,350	-	96,350	124,010
- immigration	-	-	-	63,284
- curricular materials	27,420	-	27,420	27,690
Jewish Federation of Winnipeg				
- regular	930,000	-	930,000	992,496
- administrative (Note 4)	90,000	-	90,000	90,000
- resource centre	56,000	-	56,000	58,500
Jewish Foundation of Manitoba	17,431	-	17,431	28,998
Contributions and other	117,801	-	117,801	87,011
International student program - net	51,659	-	51,659	45,000
Interest & miscellaneous	37,122	-	37,122	15,816
	<u>3,964,044</u>	<u>2,780,073</u>	<u>6,744,117</u>	<u>6,757,363</u>
Expenses				
Education (Page 10)	2,896,303	2,146,665	5,042,968	5,650,697
Office (Page 10)	852,287	647,165	1,499,452	1,403,886
	<u>3,748,590</u>	<u>2,793,830</u>	<u>6,542,420</u>	<u>7,054,583</u>
Excess (deficiency) of revenues over expenses	<u>\$ 215,454</u>	<u>\$ (13,757)</u>	<u>\$ 201,697</u>	<u>\$ (297,220)</u>

Winnipeg Board of Jewish Education Inc.
Statement of Changes in Fund Balances

 Year Ended June 30

	Equipment <u>Fund</u>	Operating <u>Fund</u>	Reserve <u>Fund</u>	2016 <u>Total</u>	2015 <u>Total</u>
Balance, beginning of year	\$ 10,412	\$ -	\$ 1,741	\$ 12,153	\$ 309,373
Excess (deficiency) of revenues over expenses	(5,160)	206,857	-	201,697	(297,220)
Interfund transfers (Note 10)	<u>38,371</u>	<u>(206,857)</u>	<u>168,486</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 43,623</u>	<u>\$ -</u>	<u>\$ 170,227</u>	<u>\$ 213,850</u>	<u>\$ 12,153</u>

Winnipeg Board of Jewish Education Inc.
Statement of Financial Position

June 30	2016	2015
Assets		
Current		
Cash	\$ 198,569	\$ 334,518
Receivables (Note 5)	628,294	557,145
Prepays	<u>5,579</u>	<u>14,596</u>
	832,442	906,259
Long-term investment (Note 6)	25,515	24,436
Property and equipment (Note 7)	<u>18,108</u>	<u>10,412</u>
	<u>\$ 876,065</u>	<u>\$ 941,107</u>
Liabilities		
Current		
Payables and accruals	\$ 361,046	\$ 598,091
Deferred revenue (Note 8)	268,736	239,648
Funds held in trust	-	24,436
Deferred contributions (Note 9)	<u>32,433</u>	<u>66,779</u>
	<u>662,215</u>	<u>928,954</u>
Fund Balances		
Equipment	43,623	10,412
Reserve	<u>170,227</u>	<u>1,741</u>
	<u>213,850</u>	<u>12,153</u>
	<u>\$ 876,065</u>	<u>\$ 941,107</u>

Strategic Plan Report Card

Measuring the Progress of our Strategic Plan

2015-16 was the first year of Gray Academy's 2015-19 Strategic Plan, "A Time To EnGAJE." The plan was formulated after extensive consultation with various stakeholders, such as parents, students, alumni, and staff as well as recommendations from CAIS. Below are some of the milestones that were met in our first year.

Creating a Culture of Innovation and Enhanced 21st Century Learning

- ✓ Curriculum mapping launched with Rubicon Atlas for the advancement of teaching and learning
- ✓ Created new "Maker Space" for students to learn in an integrated STEAM (science, technology, engineering, art, and math) environment
- ✓ Began development of a new professional growth model for teachers that helps to inspire innovation and furthers 21st century teaching and learning
- ✓ Supported further professional development in the areas of 21st century competencies and learning strategies

Strengthening Community Perception

- ✓ Engaged stakeholders by fostering a climate of inclusion, transparency, and input
- ✓ Produced "Be Inspired" marketing video in January 2016
- ✓ Created more opportunities for families to participate in the school day
- ✓ Hired new Director of Marketing and Communications in June 2016

Admissions and Retention

- ✓ One of 25 schools from across North America to participate in the PEJE Atideinu program, providing professional development on admissions and enrollment management
- ✓ Development of an admissions strategy that tracks enrollment data, focuses on new families, and handles exits with care
- ✓ Focused on developing a culture of retention among the leadership team and staff
- ✓ Launched parent and student ambassador program

Financial Sustainability and Community Support

- ✓ Development of a financial strategic plan in process
- ✓ Ongoing exploration of grants
- ✓ Changed process for families seeking bursary assistance to ensure fair and confidential processes
- ✓ Held WBJE Café with the topic of "Understanding the Parental Contribution Guideline" to educate families and ensure transparency

WBJE Board Members 2016-17



(Attendance at board meetings noted in parenthesis)

Executive:

Sean Shore, President (9/9)

Sean is currently a lawyer at Canadian Compliance & Regulatory Law. He holds law degrees from the University of Manitoba's Faculty of Law (LL.B., 1993) and the London School of Economics (LL.M., 1994). He has practiced law in Winnipeg since 1995. He has two daughters attending Gray Academy in Grades 5 and 8.

Evan Roitenberg ('84), Vice-President (7/9)

Evan is a trial and appellate lawyer and practices with Gindin Wolson Simmonds Roitenberg. He is a proud alum (class of '84) of Joseph Wolinsky Collegiate, a founding school of Gray Academy. He has two children attending Gray Academy, one in Grade 7 and one in Grade 9.

Bruce Caplan, Secretary (8/9)

Bruce Caplan is a partner with BDO Canada LLP and is a chartered professional accountant and licensed insolvency trustee. Bruce is a past president of Jewish Child & Family Service. His two daughters attend Gray Academy in Grades 5 and 7.

Diane Shindleman, Treasurer (7/9)

Diane Shindleman is a CPA, CGA and manager of corporate finance. Diane has been a volunteer on the finance committee and a board member since 2011. Diane has one daughter who is in Grade 7 at Gray Academy.

Board Members:

Viviana Goldenberg (6/9)

Viviana graduated with a B.Sc. in Information Systems Engineering, B.Sc. in System Analysis and a Diploma in Social Psychology. She received a Certificate in Project Management in 2008. Viviana came to Canada from Argentina in 2003 and has two daughters, one who graduated from Gray Academy in 2015 and one currently enrolled in Grade 12.

Evgeny Gotfrid ('13) (New to board for 2016-17)

Evgeny is an entrepreneur and a student pursuing a Bachelor of Commerce degree at the I.H. Asper School of Business, with the intent to major in Finance and Entrepreneurship. He is an active member of the Collegiate Entrepreneurship Organization at the University of Manitoba. Born in Ukraine and raised in Israel, Evgeny came to Canada in Grade 4 where he attended Gray Academy until graduation.

Tara Kozlowich ('94) (6/9)

Tara earned her Bachelor of Commerce degree with a double major in Marketing and Management from the University of Manitoba's I.H. Asper School of Business. After living in Toronto, Tara returned to Winnipeg and sent her two daughters to Gray Academy. One is in Grade 3 and the other is in Kindergarten.

Cindy Lazar ('87) (8/9)

Cindy has been a labour lawyer for over 20 years. She currently serves on many boards and committees and is heavily involved in volunteerism for the Jewish community. Cindy has two children attending Gray Academy, one in Grade 4 and one in Grade 1.

Marla Levene ('93) (7/9)

Marla received her law degree from the University of Manitoba in 1998 and is now a partner at Aikins, MacAulay & Thorvaldson LLP. Marla has been a member of the board since 2011. She has two children attending Gray Academy in Grades 3 and 6.

Morris Shenkarow (3/9)

Morris is currently in his second year of a two-year degree in education. He has served on the board as the PAC representative since 2013. His three children all attend Gray Academy in Grades 1, 5 and 7.

Brenda Tessler-Donen (7/9)

Brenda is currently the CEO of B'nai Brith Camp. She holds degrees from the University of Manitoba in psychology and recreation studies. She has four children, three who graduated from Gray Academy, and one currently attending Grade 12.

Ex-Officio Members:

Tracy Kasner Greaves ('94), Past President

Lori Binder ('91), Head of School and CEO

Carlos Benesdra, CPA, CMA, CFO

Ron van der Hooft, WJSTA Vice-President

Thank you to Rabbi Smirec, David Gurvey, and Nancy Pitch for their years of dedication and service to the WBJE. 2015-16 was their final years on the board. Thank you to Nata Spigelman for representing the WJSTA in 2015-16.

Gray Academy Mission and Vision

Mission Statement

To graduate informed and educated individuals comfortable with all of the various expressions of Jewish Life, enabling and inspiring them to become empowered participants in the Jewish community and global society.

Vision Statement

To provide an education environment of academic excellence, strong Jewish values, spiritual and physical wellness, and proud global citizenship.

Our Beliefs and Values

- Respect
- Tolerance/Compassion
- Diversity
- Leadership
- Community

Our Commitments

- Academic Excellence
- A Community School
- Jewish Identity
- Future Leadership
- Healthy Living
- Israel

