



**Jewish Federation of Ottawa
Board of Directors Meeting**

Summary of Discussion as a Report to the Community

Tuesday, October 23, 2018
Soloway Jewish Community Centre

In Attendance: David Appotive, Kevin Barwin, Harold Feder, Stacy Goldstein, Linda Kerzner, Michael Polowin, Nikki Shapiro, Hartley Stern, Danya Vered

Staff: Andrea Freedman, Sarah Beutel, Leslie Kaufman, Judith McKenney, Micah Garten

Recorder: Bedy Israel

I: Welcome – Hartley Stern

The meeting was called to order at 5:31 pm.

Hartley welcomed everyone.

Hartley advised that he and Mark Palmer had a positive meeting with Jeremy Roberts regarding Tamir's ILC funding. Andrea is scheduled to meet with Lisa MacLeod and will keep the board apprised.

II: Approval of Board Meeting Minutes – Hartley Stern

Hartley called for a motion to approve the Minutes from the October 23, 2018, Jewish Federation of Ottawa Board of Director's meeting.

Moved: Michael Polowin

Second: Kevin Barwin

Motion carried

III: Strategic Plan 2020 – Andrea Freedman

Andrea presented the path forward to creating Federation's new 5-year Strategic Plan.

The proposal was well received and the following was discussed:

- Leadership from the Ottawa Jewish Community Foundation should be included in key stakeholder consultations.
- Ensure that branding and communication reflect "a welcoming community".
- Identifying the "less engaged" for consultation will be challenging. Participants in Emerging Generation programs funded through micro-grants might be a potential group for consultation.
- It was clarified that the board will contribute conceptually to the strategic plan but management will be responsible for writing the strategic plan, subject to board approval.

IV: Employee Engagement Survey – Leslie Kaufman

Leslie provided a PowerPoint presentation on the results of the employee engagement survey conducted by Leading Edge in the spring of 2018.

The following strengths and gaps were identified by employees in their work experience:

Strengths:

- A strong sense of connection to the mission of Federation.
- Employees feel confidence in their managers.
- Overall positive perception of senior leadership.

Gaps:

- Salary & Benefits.
- Opportunities for learning and advancement.
- Workload.
- Effective systems and processes.

Management is committed to building on strengths and working on gaps. To support these efforts, management requested board approval of up to \$25K to support remediation efforts. The money would primarily be for outside consultation.

The funds would come from an internal restricted fund that the board can allocate for special projects. The majority of the money will be one-time spending. Any ongoing costs will be presented to the board for approval and be defined as operating costs as part of next year's budget. There may also be opportunities to share resources across the campus.

Hartley called for a motion to approve a budget allocation of \$25K from the restricted fund.

Moved: Kevin Barwin

Second: Michael Polowin

Motion carried

V: President's Report – Andrea Freedman

Andrea presented the President's Report with the following updates:

- The Federation has a verbal acceptance of an offer for a new CFO. The start date would be the end of November. There will not be a crossover between Judith McKenney and the new CFO, though there will be an opportunity for training off-hours.
- Andrea updated the board on her recent trip to Israel for the annual Partnership 2gether meetings.
- The BGS event at the Sens home-opener had 12 attendees.

VI: Campaign report – Andrea Freedman

Andrea presented a new format for the report to clarify how the matching funds are applied. Campaign currently stand at \$1.9M and \$272K of the challenge fund have been used. There is a great deal of optimism concerning results to date.

VII: OVH Governance – Leslie Kaufman

Leslie highlighted the document provided in the board package:

- The relationship between Federation and the OVH has primarily been financial. The OVH had not been financially viable and has only been able to stand on its own for the last year.
- Clarity around the governance relationship between the OVH and the OVH's goals is recommended.

Harold Feder will work with Leslie on the above recommended clarification to the document.

Hartley called for a motion to approve the changes to the OVH Lay Committee's Terms of Reference with the suggested minor revisions to come.

Moved: Harold Feder

Second: Michael Polowin

Motion carried

VIII: Financial update – Judith McKenney

Judie presented the financial update and the following was noted:

- It was stated in the report under the General and overhead were on budget and forecasted to remain over budget, it should state on budget instead.
- Under the Campus, if the \$15 minimum wage is rescinded by the province, it will have the following result:
 - 31 Nadolny: \$7,085 positive variance in salaries.
 - 11 Nadolny: \$2,381 positive variance in salaries.
- 284 Laurier Ave (Hillel House): due to a large number of new tenants, the credit check expenses were under budgeted.
- Ottawa Jewish Bulletin: the publisher's aid grant was received this year; ad revenue is below budget, primarily due to a shortfall in revenue in the community-wide edition.

The meeting was adjourned at 7:10 pm.