



**Jewish Federation of Ottawa  
Board of Directors Meeting  
Summary of Discussion as a Report to the Community  
Wednesday, October 29, 2014 at 5:30 pm**

**In Attendance:** Stuart Ages, Lauren Bronstein, Debbie Halton-Weiss, Jennifer Kardash, Linda Kerzner, Steven Kimmel, Hartley Stern, Arlene Wortsman, Neil Zaret, Lenora Zelikovitz

**Staff:** Bram Bregman, Shelley Crawford, Andrea Freedman, Leslie Kaufman, Arieh Rosenblum

**Observers:** Matthew Dalrymple, Joel Kanigsberg, Lynne Oreck-Wener, Mark Palmer

**Recorder:** Rachel Abenhaim

The meeting was called to order by Steven Kimmel at 5:37 pm.

## **I. Welcome**

Steven Kimmel welcomed the board and thanked everyone for attending the Federation board meeting. He introduced Mark Palmer, Tamir's Executive Director, and Dr. Joel Kanigsberg, Chair of Tamir's board of directors, who would be presenting on the Integrated Living Centre. Next he introduced Mat Dalrymple, Federation's Director of Information Technology, who was in attendance to support the presentation for the new database.

Steven noted that the following two items remain on our radar for future board discussion:

- The relationship between the Federation budget and Campaign revenue, noted at September 4 board retreat.
- The condition of building 21, noted at the September 17 board meeting.

Arlene Wortsman **moved** to accept the summary of discussions from the September 4, 2014 board retreat. Neil Zaret **seconded. Carried.**

Jennifer Kardash **moved** to accept the summary of discussions from the September 17, 2014 board meeting. Lauren Bronstein **seconded. Carried.**

## **II. President's Report**

Andrea Freedman provided three updates to the circulated Presidents' report.

- 1) The Community Unity Havdalah took place on Saturday, October 25 at the Soloway Jewish Community Centre. It was a very successful event, with over 475 community members across the entire denominational spectrum in attendance.
- 2) Approximately 20 Top Donors attended a briefing on Monday, October 27. One of the key highlights was a presentation by Marlene Wolinsky from OJCS. Our donors responded with constructive and positive feedback.

- 3) Andrea provided an update to the email she circulated regarding the Shoah committee. She explained that a meeting would be scheduled with the committee chair and a few members to discuss the relationship between the committee and staff, to encourage community collaboration and to discuss the committee's concerns.

### III. Integrated Living Centre (ILC)

Steven Kimmel invited Joel Kanigsberg, Mark Palmer and Hartley Stern to present on the Integrated Living Centre. Joel Kanigsberg presented Tamir's scope of work. He explained that Tamir was challenged with finding a solution for its aging clients and those clients who currently reside in less than optimal community housing. He affirmed that any solution must ensure their clients' inclusion in the Jewish community.

Mark Palmer presented the project vision: to build a state of the art facility to address the complex care needs of the aging members in the client group. Mark noted that the ILC is aligned with three objectives from Federation's strategic plan:

- Objective 3.1: Opportunity to increase community collaboration.
- Objective 3.2: Explore new models of cooperation & partnerships to address the needs of the aging population.
- Objective 4.3: Initiate new community building activities & shared marketing initiatives.

Mark went into detail regarding the site plan and spatial needs. The facility would include 15 residential units with 22 beds. A wait list system would be used to help manage the demand. Hartley Stern explained that demands will definitely outweigh availability, which will validate the concept of an ILC and assist Tamir in promoting the model across Ontario.

Hartley presented the proposed financing plan for raising the \$8M required to complete the ILC. \$5-6M will be raised from the community, and \$2-3M will come from the provincial government. These are not exact costs.

With the Federation board approval, next steps include researching the needs of the senior community and raising capital.

Hartley Stern **moved** to approve that Federation endorse continued efforts to move forward with the Tamir Integrated Living Centre on the Kerr property, while simultaneously exploring whether or not a seniors' component is viable. Arlene Wortsman **seconded. Carried.**

### IV. School Update

Neil Zaret provided the board with an update on the Ottawa Jewish Community School (OJCS).

- The OJCS AGM, originally scheduled for October 22, was rescheduled to November 18 due to the shootings on Parliament Hill.
- 2014/15 budget deficit of \$651,000 is below benchmark.
- There is increased enrollment in the elementary grades.
- There is a continued decline in high school enrollment.
- A cost sharing initiative is underway, in collaboration with the Hebrew Free Loan Society.

### V. National Budget

Andrea Freedman presented the board with an overview of the national budget. She explained that being part of the Jewish Federations of Canada - UIA (JFC-UIA) includes funding responsibilities derived from the “fair share formula” which is based on the annual campaign and population size.

Andrea explained that the national collective was faced with some challenges:

- Montreal had been paying significantly more than their fair share, and they expressed to JFC-UIA they were no longer in a position to do so.
- Many communities, including Ottawa, have benefitted from an outdated fair share formula, which has not been updated to reflect new realities.

As a result, the national budget has fallen short and Ottawa, along with the many other communities, is being asked for an additional one-time allocation. The request for the one-time allocation is to spare JFC-UIA from making unilateral budget cuts just as they approach a planned review of the national system.

The board noted that the national collective had been aware for some time that Montreal would have to reduce its allocation. It was suggested that the allocation could be approved under these conditions:

- The board would have input in the review process.
- The allocation would not have a negative impact on Federation’s budget.

Hartley Stern **moved** to approve the one-time allocation of \$15,000 to the national system, provided Ottawa participates in the review of the national system and development of its terms of reference. Debbie Halton-Weiss **seconded**. Two abstentions noted. **Carried**

## VI. Business Case for New Database

Leslie Kaufman presented the board with the business case for the Federation and Foundation’s new database system for donor management. She noted that approval was required from both boards to move forward with the project.

Leslie highlighted the following points:

- The proposal for the new database lines up with the strategic plan’s first goal: to increase financial resources to support the Jewish community of Ottawa.
- The current database, FR100, is 10 years old and will no longer be supported by the vendor after September 2015.

Jewish Federations of North America (JFNA) formed a collective that worked with Blackbaud to tailor its eCRM donor management system to Federation needs. Another Blackbaud product, Financial Edge, is proposed to meet the fees & income calculation component of the Foundation; however, an opportunity to consider a customization to eCRM instead to support fees & income is being reviewed for cost-effectiveness.

The board noted that contract negotiations must include the following:

- The quoted costs outlined in the business plan must represent the maximum costs.
- In the event that the JFNA collective disbands, Federation still owns its software license and will receive service and support from Blackbaud.

Neil Zaret **moved** that a contract be struck for a product or products to replace FR100, including implementation, at a price not exceeding that noted in the business case and in accordance with the

allocations noted in the business case, subject to the approval of the Ottawa Jewish Community Foundation board of directors and with the following stipulation:

- that if the collective is disbanded the license for eCRM remains with the Federation/Foundation Jennifer Kardash **seconded. Carried.**

## **VII. Campus & Security Update**

Stuart Ages presented a security update to the board. On Friday, October 24, two days after the tragic events that occurred on Parliament Hill, Andrea, Steven, Stuart and others met with the Mayor's chief of staff, the chief of police and some of their key staff to discuss the safety of the Jewish community in light of the shootings. The police officials reiterated that at this time there was no apparent threat to the Jewish community. However, they offered to assist where they could with upcoming events.

Stuart highlighted that one outcome of the meeting was an offer by the Ottawa police to work with Campus management, Adam Cohen (Director of Security for CIJA) and Charles Brazeau to review the Ottawa Jewish Community Campus for security risks, and offer suggestions for improvement. The campus assessment took place on October 29.

## **VIII. Finance Report**

Shelley Crawford delivered the finance report to the board. She explained that all departments are running favorable to budget.

- Federation services are running approximately \$18,000 favorable to budget.
- Nearly half of the special events & programs contingency budgets have been spent due to the summer Israel solidarity events.
- For all Campus budgets, plans to achieve the 5% cost reduction target are underway, but have not yet been reduced.
- The Campus Management budget includes a contingency for campus-wide security, which will be used to fund the increased security needed in response to the Ottawa shootings.

## **IX. Campaign Update**

Arieh Rosenblum provided the 2015 Campaign update.

- To date Federation had raised approximately \$3.2M, a 4.4% increase from last year on a gift by gift basis.
- Canvassers have closed over 1,500 cards.
- Choices took place on October 28. The event received positive feedback and approximately 300 community members attended.

Neil Zaret **moved** to adjourn the meeting at 7:36 pm. Debbie Halton-Weiss **seconded. Carried**