



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

Summary of Discussion as a report to the community

**Wednesday, January 16, 2019**  
Soloway Jewish Community Centre

**In Attendance:** David Appotive, Kevin Barwin, Harold Feder, Stacy Goldstein, Sender Gordon, Jessica Greenberg, Linda Kerzner (by phone), Michael Polowin, Victor Rabinovitch, Nikki Shapiro, Hartley Stern, Danya Vered

**Staff:** Andrea Freedman, Leslie Kaufman, Susan Lee, Micah Garten, Jordan Waldman (guest)

**Recorder:** Bedy Israel

**I: Welcome – Hartley Stern**

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

**II: Approval of Board Meeting Minutes – Hartley Stern**

Hartley called for a motion to approve the Minutes from the November 20, 2018 Jewish Federation of Ottawa Board of Directors meeting.

**Moved:** Kevin Barwin

**Second:** Danya Vered

**Motion carried**

**III: Strategic Allocations Task Force Report – Danya Vered**

Danya presented the final report of the Strategic Allocation Task Force. The task force, comprised of a cross section of community representation, was charged with establishing an allocation process for the funding raised for the Jewish Superhighway. The resulting recommendation outlines a process that meets three important criteria: (1) it fits with the general direction and vision that our Jewish community is seeking; (2) it is transparent in depicting how the money will flow; and (3) it is evaluable and measurable.

The key recommendations include the creation of a new sub-committee of the board, called the Strategic Priorities committee. This committee will be charged with making recommendations to the Board about dollar amounts for an operating budget for Federation-run programs and services, allocations to local organizations (school funding & program/organizational funding), and strategic funding.

All questions were answered to the satisfaction of the board. Danya thanked the Federation leadership, staff and committee members for their guidance through the process. A motion was made to accept the recommendations contained in the report of the Strategic Allocations Task Force.

**Moved:** Danya Vered

**Second:** Jessica Greenberg

**Motion carried**

#### **IV: Strategic Plan update – Nikki Shapiro**

Nikki presented the initial update on the work of the Strategic Planning committee as a result of their meetings and noted the steps moving forward. The committee will engage in four consultations and will report back through the process, targeting adoption of the Strategic Plan at the May board meeting.

Though still in its nascent stages, the committee is recommending one over-arching objective: *to increase engagement on the Jewish Superhighway by 20%.*

In order to accomplish this:

- Grow financial resources by 20%.
- Communicate more effectively what Federation does and what Federation funds.
- Strong volunteers and strong professionals are required.

#### **V: PJ Library – Jordan Waldman**

Jordan led the board through the PJ Library presentation and explained how families are connecting to Jewish values and traditions through free storybooks and family programs. All questions were answered to the board's satisfaction.

It is clear that with 70% market penetration, the program is highly successful.

#### **VI: Campus Capital Request – Sender Gordon**

As part of the overall improvement initiative, Sender framed the presentation in the context of a Campus goal to build a capital plan resulting in operating cost reductions. Part of this strategy involves the engagement of a building engineering firm to prepare building condition reports for buildings 11 and 31.

The motion to approve the LED lighting retrofit covers the following:

- Campus to approve the funds for the work in buildings #11, #21 and #31.
- Campus agrees to lend the funds to the SJCC, with a maximum five-year reimbursement plan, for the work on building #21, reliant upon a written agreement prepared by staff.

**Moved:** Sender Gordon

**Second:** Michael Polowin

**Motion carried**

#### **VII: Campus Budget – Sender Gordon**

The operating budget was presented five months early this year to give Campus tenants sufficient time to plan for an appropriate rent increase. With an 18-month cost projection and to minimize risk to Federation, a modest contingency in addition to the contribution to the building reserves was included.

Michael Polowin declared a conflict and did not vote.

**Moved:** Sender Gordon

**Second:** Harold Feder

**Abstention:** Michael Polowin

**Motion carried**

### **VIII: Financial Report – Susan Lee**

Susan presented the financial report for the four-months ending October 30<sup>th</sup>, 2018 and the following was noted:

- External donations for Archives noted in schedule 1 – Other Non-Campaign Funding. Andrea confirmed that it was an error in the overall budget, and there was a double counting of the grant but because we do not have the expense, it is not a financial concern.
- Misc. Income & Sports Dinner staff support noted in schedule 1 - Other Non-Campaign Funding, This line shows the forecast below the actual revenue.
- In schedule 6, a minor error was made on the budget. It will be corrected, but it is not a budgetary concern.

### **IX: President's Report – Andrea Freedman**

Andrea noted the following updates:

- Formally welcomed Susan Lee to the team.
- A Top Donor briefing in Florida was held on January 7<sup>th</sup>, and 18 people attended. Questions were asked with respect to the status of the campus reserve and appropriate follow-up will be done.
- A second Top Donor briefing will take place immediately after the board meeting with a smaller group of 12 expected to attend.
- Progress towards the increased campaign match is \$517K, with \$33K remaining to reach our target.
- Unfortunately, there are expected to be approximately \$85K in lost gifts this year (reductions or non-repeat gifts). In terms of allocations, a proposal to address this gap will be brought forward at the next board meeting so that new dollars raised will be used for the Jewish Superhighway.
- Federation is partnering with Hillel Lodge to fill a new shared HR Manager position, and the recruitment process is progressing. In the meantime, we have formed two staff working groups to review employee benefits and professional development.

The meeting was adjourned at 7:00 pm.