



## Memo

**To:** Jewish Federation of Ottawa Board of Directors  
**From:** Andrea Freedman, President and CEO  
**Date:** July 13, 2020  
**Re:** President's Report

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Here is an update to the Board on activities and issues since the May 27 meeting.

We have been working on the Year 2 Business Plan in support of Federation's 5-year strategic plan. We are excited to share the plan with the Board at our September meeting. It will be different than previous years and is based on the premise that "everything we do as individuals, as leaders and as a community will define who we are when this crisis is over". Therefore, the goal in this year's Business Plan is to be nimble, thoughtful and ready to pivot with the initiatives and efforts required to lead our community through the current crisis, while focusing on the capacity and supports required to achieve the overall goal of a 20% increase in Jewish engagement by 2025.

### DEVELOPMENT

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#### 2020 Annual Campaign

Campaign 2020 currently stands at \$5,065,283 (annual, match and supplemental gifts). There are still roughly 135 open dollar cards, however, COVID-19 has complicated some of these closures, though some are simply due to timing issues (typically make a gift in December). Conservatively, we feel there is between \$75-100K of pledges yet to come. To date, \$318,984 of the match has been used.

#### Campaign 2021

To date, \$1.9M has been raised for Campaign 2021, from 85 donors. 93% of donors renewed their gift, 5 donors increased their gift and 1 decreased. We are pleased with the results to date.

We currently have 125 canvassers recruited for the 2021 Annual Campaign, as well as the 16 canvassers who participated in the Emergency Campaign. This does not include canvassers for the Emerging Generation which are currently being recruited. The Emerging Generation Campaign is being chaired this year by two couples: Adam Zaret and Jodi Weinstein, and Jonathan Greenberg and Elyssa Nassi.

#### Emergency Campaign

We have confirmed \$2,304,000 to date in pledges. This is from 499 donors of which 121 were not donors to the 2020 annual campaign. Interestingly, 29% of donors made a gift during the 48-hour matching campaign. We have developed a robust stewardship plan in order to update emergency campaign donors and hopefully convert some of them into more regular Federation supporters. The Emergency Campaign, for those who have not made a gift, will continue into the fall with the 2021 Annual Campaign. However, at this time, we believe that almost all donors \$5,000+ to the Annual Campaign who will make a gift to the Emergency Campaign have already done so.

#### Events

We are working on the assumption that large, in-person gatherings for events will not take place this fall. Federation is an active participant in a pre-Rosh Hashanah national virtual celebration and we are working on a re-imagined community event (formerly Kick-Off), which is being chaired by Cybele and Lyon Hamburg.

Federation promoted several North American initiatives for donors: a series of virtual events for Lions of Judah; an event for donors \$25K+ with Michael Douglas; and we will be promoting an upcoming virtual campfire initiative for top donor families. Additionally, there was a successful Lion event to stock the Ottawa Kosher Food Bank.

### **Top Donor Briefings**

Since the start of COVID-19, Federation held regular briefings with top donors (3 briefings and the Emergency Campaign kick-off). These were well attended (approx. 30-60 people) and well-received, though participation did have a modest drop off for the latest briefing on June 29. Accordingly, unless there is a compelling reason to bring the group together, we will likely pause this initiative during the summer.

### **Life and Legacy**

Although COVID-19 and the Emergency Campaign seriously hindered our efforts to launch Life and Legacy, I am pleased to inform you that Federation has already secured 7 letters of intent, representing an estimated \$255,00 in legacy commitments. With the Emergency Campaign slowing and a “lull” before the Annual Campaign commences, we are planning to more actively work on this initiative. The committee is scheduled to meet on July 16th.

## **OPERATIONS**

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### **Government Funding**

Federation is applying for the CECRA (government rent relief program) benefit for TIPES, as it suffered a > 70% revenue loss beginning April 1. In partnership with the SJCC, we will also be applying for this benefit for Early Beginnings.

### **Return to Campus life**

Return to the office/return to campus planning continues. Our latest efforts have focused on supporting the Phase 2 reopening of the daycare, the pools, and summer programs for children offered by the SJCC and Pedalheads. We have worked collaboratively with the various agencies and organizations to learn the new mandated protocols and ensure our facilities are in compliance. The custodial, maintenance, grounds and security team have been called back to work and they have been doing an amazing job getting our facilities ready for reopening.

In anticipation of Phase 3 reopening, announced yesterday by the Ontario government, glass partitions have been installed in high traffic areas, including the reception areas for Federation and Foundation, and the security desk at the school building. A second security desk, also with a partition, has been installed in the lobby of the SJCC to ensure security staff do not share workspaces or equipment. It is expected that Federation’s office will reopen after Labour Day, unless public health suggests otherwise. Still, the Federation will be flexible in accommodating requests to continue working from home (full or part-time) for staff who require it. Our team has demonstrated a strong ability to produce results from home and while most businesses are permitted to open on Friday, remote work, when possible, is still being encouraged by the government. Additionally, with the SJCC offering a summer program and the need for cohorting, there will not be any space for meetings.

### **Campus Projects**

Work is continuing on high priority projects. The new accessible playground has been installed, and we await the final inspection so that it can be opened for children to enjoy. Other projects for the summer include fixing a water ponding problem at building 11, fixing the front stairs at building 31, replacing some

electrical panels in the school, and continuing with the mandatory backflow prevention upgrades required for June 2021.

### **Staff**

We continue to work hard to stay connected with the team and elevate morale, though this is a challenging time for everyone. In addition to regular meetings and conversations between managers and those they supervise, strategies include: twice-weekly staff meetings to share information and engage in a fun activity (e.g. stretching, trivia) and the occasional home delivery of treats (e.g. this past Friday, Michael and I delivered ice cream).

Just over 1/3 of our team opted into the **work hacks challenge** and are working on a number of interesting projects.

### **OVH**

The OVH, under Rabbi Teitlebaum's leadership, has pivoted successfully in ensuring kosher inspections are continuing but using technology for virtual visits where possible. Unfortunately, the impact of the pandemic may cause some license holders to not renew their licenses.

As previously communicated to the Board, a further unfortunate development is the closure of Babi's. Federation and the OVH have made it a priority to either assist Babi's with a sale of its business to another proprietor or encourage another kosher restaurant to open in our community. Given current pandemic challenges, this will not be an easy task.

### **Governance**

We are changing the format for this year's Board retreat, in light of the fact that we cannot gather together for learning and thinking and an extended Zoom meeting is simply not productive. Instead, we will be organizing a series of 4 Zooms over the months of August and September. These meetings will address the unique situation of the current pandemic, while incorporating feedback from the Board survey.

A Board exit interview with Sender Gordon is scheduled to take place on Friday and an orientation session with new Board member Jacob Shabinsky is scheduled in early August.

### **Compliance**

All GST has been paid, our payroll is current, source deductions have been made, and all other filings and payments are in compliance.

## **FEDERATION PROGRAMMING AND SERVICES**

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### **Community Building**

**EG & PJ Library Events:** Virtual events are now being held every 2nd week, and have engaged volunteers in the planning. The feedback has been positive. Here is a sample of recent events:

- June 14, **Sunday Shvitz Series** presented a boot camp workout with Phil, a popular trainer and owner of Bodies by Phil. 28 young adults participated and the Sunday Shvitz series continues with a yoga session on July 14.
- June 28, **EG Cooking Demo** with noted food blogger Danielle Finestone. Danielle demonstrated her recipe for making homemade hummus simply and easily. With a dynamic back and forth between the guests and the host, everyone had a fun time.

- July 5, **PJ Library DIY Nature Scavenger Hunt** encouraged families to get outside and explore their local parks while searching for specific nature objects. 17 families participated, and multiple messages were received to say that this was the highlight of their weekend.

**Hillel Ottawa** hired a full-time Student Life Coordinator and part-time Israel Advocacy Coordinator for fall 2020. They will start their new positions in mid-Aug. With Sasha Kathron as Hillel Director, we now have a strong team to lead Hillel through the next year! While university classes are set to begin on-line, it is expected that limited in-person gatherings will be allowed to some extent as the year progresses. A joint opening program with Hillel and Chabad Student Network is being planned for September.

**Jewish Jumpstart:** Federation is moving forward with Year 2, to subsidize 50% of the second-year membership fee for Jewish Jumpstart participants. (If organizations provide additional discounts to individual Jewish Jumpstart members, Federation will pay 50% of the discounted rate). Also, given the economic impact of COVID-19, partner organizations will have the option of deferring the second-year membership discounts for one year upon request (if Jewish Jumpstarters are not willing or able to join this year).

**Kindness Calls:** A second round of kindness calls by Jewish Ottawa Helps volunteers was held in late June to reach out to Jewish Jumpstart and PJJ families.

**Strategic Funding, Microgrants:** The criteria for individuals and organizations to access grants were expanded to meet the current needs of Jewish Ottawa. Grants of up to \$2,500 are available for activities that engage people in Jewish life and expanded to include activities that foster connectivity (that address the need for tech, or tech support), Jewish ways to foster wellness and mental health, inclusion and accessibility (could be initiatives to combat racism, initiatives that support inclusion of those with special needs, etc.), and “Backyard camps” (infuse informal activities with Jewish content).

**Convening a Summer Calendar of Events** and Activities for people of all ages: Federation is coordinating a calendar with a local Jewish organizations’ programs (recreational, social, educational, physical, etc.) so that together we can make the best of summer 2020. From regular offerings to new summer-2020 activities, we hope to enable people to find connections to the Jewish community at this challenging time.