



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

Summary of Discussion as a report for the community

Wednesday, November 15, 2017
Soloway Jewish Community Centre

In Attendance: Sharon Appotive, Kevin Barwin, Aviva Ben-Choreen, Harold Feder, Stacy Goldstein, Michael Polowin, Hartley Stern, Danya Vered, Lenora Zelikovitz, Linda Kerzner

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

Recorder: Solange Ashe

I: Welcome – Hartley Stern

Hartley Stern called the meeting to order at 5:00pm.

He welcomed Board members to the meeting, followed by a summary review of the Agenda for the evening, advising that he wanted to focus the bulk of the meeting on follow-up from the Board retreat.

II: Approval of Board Meeting Minutes – Hartley Stern

Hartley called for a motion to approve the minutes from the September 13, 2017 Jewish Federation of Ottawa board of director's meeting.

First – Stacy Goldstein

Second – Kevin Barwin

Motion carried.

III: Augmenting Fundraising – Hartley Stern & Andrea Freedman

Hartley opened the discussion noting that the best boards focus 60% - 70% of their discussions on strategic issues and 30% - 40% on operations. He requested that the discussions steer towards talking about the future, strategies evolving from the planning retreat and ways in which to innovate and create new ideas for improving the strength of the community.

Andrea then reviewed discussions from the Board retreat, specifically, a preliminary placeholder plan to increase fundraising by \$1.5M from four separate buckets:

- 1. Annual Campaign** – This is the engine that drives the Ottawa Jewish Community. Costs go up annually, even when there are no changes.
- 2. Supplementary Giving** – Make more of an effort to pair donors in trust with concrete needs in the community through supplementary gifts, whether through marquee programs like the Shinshinim program, birthright Israel or the PJ Library or whether it's taking care of Holocaust survivors through Jewish Family Services.

3. **Creative Giving Vehicles** – This vehicle seems to be the one that donors like the best because we aren't asking for more money, we are trying to turn the same amount of money into more. Creative giving vehicles include such things as flow through shares to increase the donor's giving exponentially or the United Way where the donor can direct a portion to the Jewish Federation of Ottawa thereby allowing them to contribute to two organizations.
4. **Increased Foundation Partnership** – The Federation needs to work more with the Foundation on finding that right balance between being there to secure the needs of the community for today and always making sure that the capital is secure and that it grows. Every year the Foundation Board makes the decision to distribute at 3.5% so that when there are years when investment incomes don't allow this allocation, the Foundation can still do so and the capital always rebuilds. The current question around the Foundation Board is how to grow the capital and yet also meet the greater needs of today.

Andrea then took a step back to review why there is a need for increased giving. She identified three reasons: 1) Reliable revenue stream for our agencies; 2) Innovation funding that's managed separately from our allocations process in order to elevate the community; and 3) Jewish Education – providing funding that both closes the gap in Jewish day schools while at the same time, providing opportunities for achieving excellence.

The final piece to the picture is building the Jewish super highway, which involves three fundamental things:

1. The first is to drive traffic to the Jewish super highway by building Jewish journeys - the onramps for people at various stages of life. Some of these onramps are Federation's marquee programs – PJ Library, birthright Israel, Emerging Generation. It's also day schools and the work that synagogues do.
2. In order to help drive traffic onto the Jewish super highway, the programs that are offered have to be of exceptionally high quality but at the same time affordable.
3. Finally, we need to ensure the sustainability of the Jewish super highway. We need to ensure we take care of the vulnerable in our community - the great work that organizations like Jewish Family Services, Tamir and Hillel Lodge do.

The Board then had an open discussion which Hartley then summarized as follows:

- Everybody wants to be inspired by the future.
- If we're going to get a transformational gift of a significant amount from a donor to set the tone, she/he is going to need to be inspired by our vision.
- Once we have that vision, we have to communicate it better. We have to have the facts at our disposal for those people who want to promote it. We need to communicate the vision in multiple ways and give tools to people to express it – this may require more personalization in giving than we've been used to.
- Consider hiring a third party consultant to do an evaluation of our community's giving capacity.

Andrea then continued the discussions with a review of the planning process to augment fundraising:

1. **Learning & Discovery** – the hope is to have this completed by the end of January.
2. **Development of Action Plans** - each of the various elements of fundraising, from the annual campaign, to supplementary giving, to Foundation giving, all need complete action plans in terms of how we're going to go out and accomplish this.
3. **Sharing the Passion, Vision and Conviction** – this includes ongoing regular communication.
4. **Fundraising** – an open discussion took place among the Board members with the following conclusions:
 - The vision must be grounded in clear tangible examples that can be communicated to donors and other community members in a relatable fashion.
 - Ensure that any change, big or small, is communicated.
 - Whatever is being targeted, the community has the capacity to handle.
 - Hire a third party consultant to do an evaluation of what the community can manage.

IV. Finance Report

Impact of Proposed Changes to Ontario's Minimum Wage

Judie McKenney provided three scenarios regarding the Minimum Wage increase to take place January 1, 2018 as follows:

Model 1	By-law - staff which we are by law required to increase their hourly rate
Model 2	Tenure – staff which we are required by law to increase their hourly rate and also considered tenure for those staff whose current wage is less than \$13.00
Model 3	By-law + Classification – staff which we are required by law to increase their hourly rate and also considered other staff within the same job classification for equity.

The Board discussed the various options and agreed to using Model 2. Hartley called for a motion regarding which model is to be adopted for the raise of Minimum Wage. Kevin proposed Model 2 be adopted.

First – Harold Feder
Second – Danya Vered

Motion carried.

Judie McKenney then discussed with a review of the third quarter Financial Statements to September 30, 2017.

Additional Subsidy Request

Judie McKenney presented a request for an additional subsidy of \$18,000 for The Ottawa Jewish Bulletin Publishing Co. Ltd. for the year ending June 30, 2017 in order to eliminate the deficit and reduce

the amount due to Federation from the Bulletin. The Board did request that this be reviewed again at upcoming meetings. This is purely a housekeeping matter.

Hartley called for a motion to accept the additional subsidy of \$18,000.

First – Lenore Zelikovitz

Second – Kevin Barwin

Motion carried.

V: President's Report – Andrea Freedman

Andrea provided an update to the previously distributed report. She highlighted the efforts put in by volunteers and Federation staff at the significant activity offerings.

Andrea advised everyone that on November 27th, Senator Linda Frum will be the featured guest at the home of Linda and Warren Melamed for a small community discussion. This is a pilot project that we've done with the assistance of the Jewish Federations of Canada to get inspirational speakers to talk to select groups of people in order to start inspiring them to give more. Senator Frum is also chairing the UJA campaign in Toronto.

Finally, Andrea advised that the Partnership 2gether meetings were very successful and productive and the budget was approved.

VI: Campaign Report

Aviva Ben Choreen advised that the campaign has raised \$3.16M on 1,263 cards, to date. There are 639 more cards to go which have an assigned value of \$1.2M (that number is based on previous years' pledges; therefore it may change). Overall, the campaign, to date, is 6% over last year's on a card-by-card basis.

The meeting was adjourned at 7:01 p.m.