



**THE OTTAWA JEWISH COMMUNITY FOUNDATION  
MEETING OF THE BOARD OF DIRECTORS**

**WEDNESDAY, NOVEMBER 12<sup>TH</sup>, 2014  
MINUTES**

Minutes of a Meeting of the Board of Directors of THE OTTAWA JEWISH COMMUNITY FOUNDATION (the 'Foundation') held at the head office of the Foundation at 4:30PM on Wednesday, November 12<sup>th</sup>, 2014 in the Boardroom of the Soloway Jewish Community Centre, 21 Nadolny Sachs Private, Ottawa, Ontario K2A 1R9.

**PRESENT:** Paul Finn, Howard Geller, Michael Landau, Mitchell Leitman, Steve Lesh, Lynne Oreck-Wener (Chair) and Lorne Segal;  
via teleconference: Fred Seller.

**STAFF:** Mike Bazuk, Shelley Crawford, Andrea Freedman, Leslie Kaufman and Arieh Rosenblum.

**INVITED GUESTS:** Bram Bregman and Arlene Wortsman.

**APOLOGIES:** Rabbi Reuven Bulka, Harold Feder and Richard Roth.

**MEETING CALLED TO ORDER:**

Lynne Oreck-Wener thanked everyone for attending and called the meeting to order at 4:30PM.

**AGENCY PRESENTATION – JEWISH FEDERATION OF OTTAWA, ANNUAL ALLOCATIONS PROCESS:**

Lynne introduced Bram Bregman, VP of Community Services, and Arlene Wortsman, Secretary of the Board of Directors and Chair of the Grants & Allocations committee and invited them to present the Jewish Federation of Ottawa's Annual Allocations Process.

Bram acknowledged the long-standing partnership between the Foundation and the Federation and thanked the Board. Bram then discussed and detailed how and where annual allocations are distributed among beneficiaries. Bram spoke to the recent achievements that Federation has seen in terms of community involvement through events.

Arlene discussed how the Federation's strategic plan works in conjunction with the grants and allocations process, the structure of the volunteer committee, and provided an explanation to the overall process for the annual grants and allocations. Bram reiterated the Federation serving as the role of convener and the importance of building partnerships.

Further to the idea of partnership, Lynne discussed that she attends Federation Board meetings and Steven Kimmel, Chair of the Federation Board of Directors, attends Foundation Board meetings. It was also suggested and discussed that a Foundation Board member attend the Grants & Allocations

committee meetings. Bram and Arlene asked the Board for questions which were answered to members' satisfaction. Lynne thanked Bram and Arlene for their presentation.

**APPROVAL OF MINUTES:**

A motion was made to approve the Board of Directors September 3<sup>rd</sup>, 2014 meeting minutes.

Moved by: Mitchell Leitman

Seconded by: Steven Lesh

Approved Unanimously

**PRESIDENT'S REPORT:**

Andrea Freedman presented her report on activities of the Foundation since September 3<sup>rd</sup>, 2014. She noted that the New Commitments report will be amended to reflect that a gathering of the Past Chairs has been held given their involvement in the recent investment manager fee situation. Andrea also noted that a new fund has been opened in addition to the metric in the report. Andrea then provided an update on Centre for Jewish Philanthropy (CJP) initiatives, including the concierge service. The Board asked for clarity with respect to some of these CJP initiatives and Andrea answered the members' questions to their satisfaction.

Andrea discussed that she is preparing a draft of the 2015 business plan along with the revised KPI template for discussion at the December 10<sup>th</sup> Board meeting. Andrea then asked the Board to review Shelley's memo with respect to revised internal procedures in light of the investment manager fee situation; Andrea noted that the Investment committee will be discussing these revised procedures at their next meeting.

**INVESTMENT MANAGER FEE SITUATION UPDATE AND DISCUSSION:**

Shelley presented the latest information and a very robust discussion was held. All angles of the situation were considered and all questions were answered to directors' satisfaction. Next steps were discussed and appropriate recommendations were made to resolve the situation and re-state Foundation's financials.

**FINANCIAL/INVESTMENT UPDATE:**

Shelley provided her update on the financial and investment reports. She noted that September produced a slightly negative return but that we are ahead of the equities benchmark. Shelley answered Board members' questions to their satisfaction and noted that the Investment committee is looking to rebalance the portfolio.

**NEW COMMITMENTS REPORT:**

Arieh presented the New Commitments report and noted significant progress in key areas: there are now approximately 120 prospects on the donor Pipeline (with a goal of 125); additionally, the Foundation now has over \$300,000 in new funds which, though short of our target, is a significant improvement since September.

Arieh noted that it is unlikely that we will meet the cultivation meetings target, but that there has been an increased effort.

**FOUNDATION PIPELINE UPDATE:**

Arieh introduced a number of new prospects from the Pipeline for feedback and discussion. The Board discussed the prospects that Arieh put forth and suggested some canvassing strategies. Arieh

reminded the Board to please keep him updated on any progress or updates with respect to the Pipeline and that he is always available to help.

#### **CHANUKAH TRIBUTE CARDS:**

Arieh then discussed a tribute card initiative that would aim to promote Chanukah tribute cards towards corporate donors who may be interested in purchasing cards in bulk that they can then send to their clients. Arieh asked the Board to brainstorm potential names to approach with this opportunity.

#### **MONTHLY TAX RECEIPTS:**

Andrea discussed that currently the Foundation mails out monthly tax receipts to all donors that make contributions through tribute cards or otherwise. Andrea explained that she and Shelley conducted an analysis of data from the last six months to determine if switching to a different model may be more beneficial. Andrea explained the benefits and detriments of adopting a new model and ultimately the Board decided to continue with the current monthly tax receipt model as this also provides a marketing opportunity.

#### **POWER EVENT UPDATE:**

Andrea presented an update on the current progress of the Power event. Andrea discussed that Prime Quadrant prepared a proposal to facilitate the event and provided an overview of key details outlined in the proposal. Andrea noted that key Board members reviewed and discussed the proposal and ultimately decided not to proceed with their proposal at this time. Andrea also noted that working with Prime Quadrant in the future is still a possibility. All questions were answered to Board members' satisfaction.

#### **DATABASE SYSTEM UPGRADE:**

Leslie presented the business case for the new donor management database system. Leslie explained the exhaustive research and process that went into selecting Blackbaud's eCRM software solution for proposal; competition was explored at great length and after measuring the options and costs, eCRM is the most suitable and cost effective to Foundation's and Federation's needs.

As per the business case Leslie noted that for Foundation's purposes an additional piece of software, Financial Edge, will be necessary; however, Leslie explained that the purchase of Financial Edge may not be necessary as JFNA will be working with eCRM to expand the software to accommodate Foundation's needs. Should this be the case, the costs will be far less than that proposed for the Financial Edge solution.

Leslie answered Board members' questions with respect to software training, project implementation, data transfer, as well as current costs versus future costs. The Board questioned the length of the contract and how easily the data could be transferred to a new product should the need arise and Leslie undertook to investigate this. All other questions were answered to Board members' satisfaction.

A motion was made that a contract be struck for a product or products to replace FR100 at a price not to exceed that noted in the business case and in accordance with the allocations noted in the business case and with the following stipulations:

- That if the collective is disbanded the license for eCRM remains with the Federation/Foundation;
- That we establish that the implementation costs will not exceed those in the contract.

Moved by: Paul Finn  
Seconded by: Michael Landau  
Approved Unanimously

**COMMITTEE UPDATES:**

Lynne asked if there were any questions or comments with respect to the committee updates and no questions were brought forth. Lynne discussed details for the upcoming Pearls of Wisdom event on November 23<sup>rd</sup> and encouraged all members to attend the event.

**GOOD AND WELFARE:**

There was no good and welfare brought forth.

**ADJOURNMENT:**

A motion was made to adjourn the Board of Directors November 12<sup>th</sup>, 2014 meeting.

Moved by: Lorne Segal  
Seconded by: Steven Lesh  
Approved Unanimously

Lynne reminded the Board that the December 10<sup>th</sup> meeting will run longer to accommodate the vision and values exercise and that a light dinner will be served. The meeting was adjourned at 6:03PM and everyone was thanked for their participation.