



## THE OTTAWA JEWISH COMMUNITY FOUNDATION

Summary of a meeting of the Board of Directors of the OTTAWA JEWISH COMMUNITY FOUNDATION (the 'Corporation') held at the head office of the Corporation on January 10<sup>th</sup>, 2011 at the hour of 4:30 pm, in the Main Board Room of the Joseph and Rose Ages Family Building, 21 Nadolny Sachs Private, Ottawa, Ontario K2A 1R9.

**PRESENT:** Harold Feder (Chair), Ken Ages, Yoni Freedhoff, Roger Greenberg, Steve Lesh, Richard Roth, Lynne Oreck-Wener

**APOLOGIES:** Eddy Cook, Len Farber, Mark Shabinsky

**STAFF:** Shelley Crawford, Jared Isaacson, Jack Silverstein, Francine Paulin – Recorder

**MEETING CALLED TO ORDER AND OPENING REMARKS:**

Harold thanked everyone for attending and called the meeting to order at 4:35 p.m.

**APPROVAL OF MINUTES:**

A motion was made to approve the November 15<sup>th</sup>, 2010 minutes of the Board and it was approved unanimously by the members of the Board.

**BUSINESS ARISING FROM THE MINUTES OF NOVEMBER 15<sup>TH</sup>, 2010:**

**Update on Action Issues**

**2010 B'nai Mitzvah Calls:** Harold commented that Board members were assigned names in November from the 2010 Bar/Bat Mitzvah list to solicit by Mid-December. Harold suggested that the end of January represent the closing of the 2010 solicitation initiative. The goal for the 2011 B'nai Mitzvah solicitations is for the B'nai Tzedek Committee to solicit the families. It was suggested that a progress report on the 2011 calls be provided by the committee around late spring to provide the Board with a status on the initiative.

**Board Solicitations:** Harold commented that one meeting has taken place so far and that his new assistant will be coordinating the remaining one-on-one meetings with Board members in the coming weeks.

**Cost of Fundraising:** Jack reported that most Foundations are a subset of the Federation and their evaluation of the cost to raise a dollar is based on dollars raised in cash that year and do not count pledges. For Foundations that stand alone like the Jewish Foundation of Montreal, the cost to raise a dollar is difficult to track because there are too many variables, so this practice is primarily done by Federations and not Foundations. Bobby Kleinman of Montreal commented that Foundations have a general sense of how well money is being managed and spent. Foundations generally measure their expenses versus capital base to determine the cost of fundraising and if they are within non-profit industry standards.

**CFM:** Harold reported that stemming from comments made at the Art of Giving and from Board feedback regarding CFM and campaign canvases a leadership meeting with lay volunteers from OJCF and JFO (Mitchell Bellman, Donna Dolansky, Debbie Weiss, Harold Feder, Richard Roth, Jack Silverstein and Jared Isaacson) took place with positive outcomes on an action plan for steps moving forward on how to incorporate the CFM in the annual campaign and how CFM relationships can lead into establishing endowments and how progress can be tracked. An action plan was established. It was suggested that a summary of the meeting and the action plan be circulated to the Board.

It was noted that a progress report should be provided at every Board meeting so Board members can see the progress of the solicitations as well as any measurable outcomes as a result of the solicitation efforts. Jack commented that the DRM's are going to be participating in a webinar session at the end of the month on how to track real moves management and what is real moves management.

Jack reported that a development plan is being created that will outline the strategic integration of campaign canvases into the CFM model. It was noted that a copy of the strategic development plan will be shared with both OJCF and JFO Board members for feedback and approval before implementation.

**BEST PRACTICES VIGNETTE:**

Jack presented thoughts relating to “who are donors” and how this cannot be easily defined. Jack pointed out that donors are looking for results, effective use of their money and are giving to make change happen. Jack shared various predictions for philanthropy, marketing and fundraising.

**PRESIDENT’S REPORT:**

A report prepared by Jack was circulated to the Board prior to the meeting. Board members were given the opportunity to put forth comments and/or questions pertaining to the report. All questions were answered to the Board’s satisfaction.

**CASH GIFTS REPORT:**

The Cash Gifts Report as of November 2010 was circulated to the Board prior to the meeting. Board members were given the opportunity to put forth comments and/or questions pertaining to the report. All questions were answered to the Board’s satisfaction.

**INVESTMENT UPDATE:**

Various investment reports were circulated to the Board prior to the meeting. Board members were given the opportunity to put forth comments and/or questions pertaining to the reports.

It was noted that the I3 Portfolio Report reflects that the internally fixed income is two percent behind the benchmark. Shelley to investigate into the matter.

**BOARD RETREAT TOPICS:**

A list of potential topics for the OJCF Board Retreat was circulated to the Board prior to the meeting. Harold commented that the Marketing Committee is working on developing a comprehensive marketing strategy and hopefully a presentation can be made at the Board Retreat as it will structure the discussions pertaining to the topic of branding, mission, vision, mandate.

**Comments**

- Under the topic of strategic planning, bullets two and four are one and the same subject.

- Improving the OJCF's identity and brand is an important topic and should be discussed.
- Select one major topic from each category and select one skill building activity as the agenda for the Board Retreat.

#### Suggestions

- Have a discussion on transfer of wealth (before it goes to the next generation) and the idea of setting up a group that could help canvass this donor base (peer to peer).
- Topic is a subset of the CFM and could be grouped into this agenda item.
- Discuss the role of the Board in context of fundraising within the realm of the CFM model and what the Board can do to increase it's capital base.
- Discuss planned giving options both immediate and long term (i.e. bequests).

#### **BOARD ENGAGEMENT PRACTICES:**

An overview of engagement practices identified from the 2010 Board Retreat and comments provided through the Board Self-Evaluation surveys and an assessment of the practices was circulated to the Board prior to the meeting.

Roger commented that the overview is an assessment which the Board Development Committee has made and welcomes the Board's feedback on whether the assessment is accurate based on your experiences on the Board.

#### **NEW BUSINESS:**

OJCF Membership: Harold commented that issues were identified with the approval of previous membership lists and that going forward the Board will be presented with a list of new members only for approval annually by Board resolution. The OJCF By-laws will be amended the next time more substantial changes are required that will state this practice of approving new members annually.

Foundation Day: Harold commented that Foundation Day has traditionally been declared to occur on the 8<sup>th</sup> day of Passover which sometimes falls on a weekday which can result in lower attendance at synagogues. Harold proposed declaring Foundation Day on the Saturday of Passover going forward instead of the 8<sup>th</sup> day. The Board was in favour of the suggestion. This year, Foundation Day will be declared as Saturday, April 23<sup>rd</sup>, 2011.

2011 AGM: Harold commented that the initial date set for the AGM falls on Shavuot this year and proposed rescheduling the date to either Monday, June 6<sup>th</sup> or Thursday, June 16<sup>th</sup>. Jack commented that events are not typically well attended on a Monday. The consensus was to reschedule the AGM to Thursday, June 16<sup>th</sup>.

A suggestion was made to possibly combine the AGM with a guest speaker event. Jack noted that the current AGM structure provides a total of up to one hour of donor's time which is probably appealing to those attending the event. A suggestion was put forth to incorporate a 10 minute information session on a particular topic (i.e. flow through funds) as an education piece for donors. A synopsis of the Art of Giving event was also put forth as a suggestion to consider.

Board Recruitment: Harold commented that the Board Development Committee is looking for new candidates for the Board member slate for the coming year and welcome Board members to put forth names by January 17<sup>th</sup>. Skills and interests in fundraising is an area that could be strengthened within the Board skills matrix.

Mentorship: Roger commented that its been identified that a mentoring program for new members would be beneficial for their first year to help enhance individual experiences as a Board member and overall involvement with the OJCF. Harold welcomed Board members who would be interested in being a mentor or in participating in the program to contact Francine.

**COMMITTEE UPDATES:**

Written material provided by the Marketing and Women’s Philanthropy Committees were circulated to the Board prior to the meeting. Board members were given the opportunity to put forth comments and/or questions pertaining to the written content.

Marketing: Yoni commented that there will be costs involved with rebranding the OJCF but that the costs should be minimal as he knows people in the industry that should be able to help minimize the cost with their expertise and possible discounts.

**OTHER BUSINESS:**

Correspondence to the Board: Harold commented that holiday greetings were received from I3 Advisors Inc., Letko Brosseau and that BNY Mellon has made a donation in support of Habitat for Humanity in honour of their clients (the OJCF being one of these honoured clients).

**ADJOURNMENT:**

The meeting was adjourned at 5:45 p.m.