



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 November 15, 2010 at the hour of 3:30 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), Eddy Cook, Richard Roth, Lynne Oreck-Wener

PARTIAL ATTENDANCE: Yoni Freedhoff, Roger Greenberg, Steve Lesh

PRESENT VIA CONFERENCE: Len Farber (partial)

APOLOGIES: Ken Ages, 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 3:39 p.m.

APPROVAL OF MINUTES:

A motion was made to approve the October 4th, 2010 minutes of the Board and it was approved unanimously by the members of the Board.

BUSINESS ARISING FROM THE MINUTES OF OCTOBER 4TH, 2010:

Update on Action Issues

Board Solicitations: Harold commented that his office assistant is in the process of coordinating one-on-one meetings with Board members and that one meeting has taken place to-date.

Investment Strategies of Other Foundations: Investment guidelines of the Jewish Foundations of Montreal and Toronto were circulated to the Board prior to the meeting. It was noted that the investment strategies circulated should be shared with the Investment Committee.

Jack commented that an Executive Summary of the OJCF Investment Policy Statement could be drafted (similar to that of the Montreal Foundation) and used on the OJCF website and/or for third party managed funds with local Jewish agencies. It was suggested that the idea of an Executive Summary be forwarded to the Investment Committee for discussion and recommendation on the matter.

CFM: Harold commented that as follow-up to the Bronfman event a meeting is being coordinated within the next two weeks with the heads of the OJCF and JFO to discuss fundraising initiatives (including CFM) between both organizations, as well as the communication process and strategy plans for carrying out and achieving the fundraising goals.

It was agreed that the CFM is still in the preliminary stages with much work still to be done to get the CFM initiative fully up and running. Jack commented that the goal for next year's JFO Annual Campaign is to develop a strategy for direct giving and canvasser training. It was also noted that a CFM strategic implementation timeline needs to be created and tracked to measure the success of the CFM.

An OJCF Fundraising Progress Chart was circulated to the Board prior to the meeting. Jared reviewed the chart and explained what the information represented. A suggestion was made to reverse the way in which the information is displayed to make it easier to identify the prospects involvement and progress.

Board Retreat: An email proposing a date of Wednesday, March 2nd, 2011 to hold the next OJCF Board Retreat was circulated to the Board. Jared commented that he was in contact with Lisa Miller to confirm the date for her to be the facilitator for the retreat and Lisa had a conflict on March 2nd but was available for Tuesday March 1st. It was noted that Francine will send another email to the Board proposing the alternative date and to collect RSVPs.

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.

It was noted that not many B'nai Mitzvah funds have been established so far this year and Board members inquired on the status of the program. Jared commented that the creation of the B'nai Tzedek Committee is still ongoing and as a result has delayed the initial intention to have the committee solicit families with Bar and Bat Mitzvah children to establish a B'nai Mitzvah fund. It was suggested that the list of families for 2010 be canvassed by the Board.

A comment was put forth that the tracking of solicitations and/or targets on the New Commitments Report may be unrealistic. Jack confirmed that it may be a bit of both scenarios for various reasons. As noted in the President's Report, there are a few solicitations ongoing at the moment but it is uncertain whether any of the gifts will be solidified before year-end.

It was clarified that "bequest" in the new gifts breakdown should reflect deferred gifts only. Francine reported that the amount currently shown is not deferred but rather cash received. Harold commented that Temple Israel is looking forward to working with the OJCF to assist them with endowment strategies as part of the CJL program.

CASH GIFTS REPORT:

The Cash Gifts Report as of October 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.

2011 BUSINESS PLAN :

A Business Plan for the 2011 calendar year was circulated to the Board prior to the meeting. Jared reviewed key areas of the proposed plan and it was noted that there were no significant changes made from the previous year's plan but rather evolutionary changes of existing goals.

Board members requested additional time to sufficiently review the proposed Business Plan and provide feedback. Board members agreed to review and provide comments on the 2011 Business Plan by the following Wednesday (November 24th). It was noted that the next Board meeting is in January of 2011 and that the Business Plan will need to be approved electronically preferably by mid-December. Francine to circulate a timetable of due dates in conjunction with the target of December 15th for the plan to be approved by the Board.

2011 BUDGET:

A 2011 Budget Report was circulated to the Board prior to the meeting. Shelley commented that the Finance and Audit Committee reviewed the budget last week and recommends that it be approved by the Board. It was noted that the administrative costs are 1% of the average capital.

A motion was made to approve the F2011 budget as presented and it was approved unanimously by the members of the Board.

An inquiry was put forth as to whether it would be possible to calculate the true cost of fundraising dollar for dollar (administrative cost versus annual contributions) and comparing the results against other community Foundations as another way of measuring how well the OJCF is managing its operational costs. Jack commented that Federations commonly evaluate their campaign expenses versus dollars raised but have not seen Foundations doing this because it would be difficult to factor in the deferred gifts.

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 results for the month of October will be available at the end of November. As noted in the Investment Policy Statement (IPS), the desired total rate of return is 7.75% annually. The breakdown is illustrated in the IPS. A comment was put forth wondering if the desired rate of return is realistic and achievable. It was suggested that the Investment Committee discuss this subject at its next meeting and present a recommendation on the matter to the Board.

NEW BUSINESS:

Mission Statement re: Branding: Harold commented that the Marketing Committee met in October and one of the issues discussed was branding. The Committee was unclear what the branding message should be and with only a mission statement to work with the statement did not provide the answers the Committee was looking for to properly market the OJCF.

The Committee is looking for guidance from the Board on what the long term objectives are of the OJCF that the Board would like the marketing committee to focus on in the branding strategies for the OJCF.

Harold suggested that a small sub-committee of 3-4 members be constituted to come up with impact statements and/or visionary words for the Marketing Committee to assist them with their marketing initiatives. Harold suggested that he and Richard participate on the sub-committee, as well as the Marketing Committee Chair, Yoni; Richard and Yoni concurred with Harold. Len Farber also volunteered to participate on the sub-committee. A meeting to be scheduled in the next few weeks.

Jared commented that discussions from the Board Retreat in March of 2010 could be helpful to the sub-committee and volunteered to circulate relevant content for the meeting.

21/64 Visit: Jack reported that Jason Soloway from 21/64, the consulting branch of the Andrea and Charles Bronfman Foundation, is coming to Ottawa next Wednesday. Wednesday evening a meeting is taking place on the subject of multigenerational philanthropy with some top donors. The next day (Thursday), a staff training session with the CFM Donor Relation Managers is taking place to talk about how to move forward with the multigenerational plan, as well as a donor meeting in the morning to discuss family philanthropy. Jack commented that the OJCF and JFO collaboratively applied for the consulting project in the spring of this year and were one of the 10 communities selected. Materials and training provided will be helpful in getting donors to think differently about their philanthropy and the impact of their gift.

COMMITTEE UPDATES:

Written material provided by the Fundraising, Marketing, Women's Philanthropy and Investment 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 Committee: Yoni commented that the Marketing Committee is looking to define and have a clear understanding of the OJCF's values and Mission Statement. Once this has been accomplished the Marketing Committee will be able to develop comprehensive, uniform and consistent ways to market and brand the OJCF. Yoni proposed distributing a series of questions to the Board to collect feedback that will help identify key aspects of the Foundation (i.e. what we are about, who are we for, what it's for, etc.). The questions could also be given to a few select donors to collect feedback from the donor's perspective on how they view the OJCF. Ultimately, the OJCF needs to decide if it is branding for how the OJCF does things or do we brand the OJCF for how we are viewed by the donor.

The Board was in favour of responding to questions to assist the Marketing Committee and was okay with sharing the questions with a select group of donors. Yoni commented that he will have the questions ready this week for circulation to the Board. It was suggested that the Branding Sub-committee meet early December (2nd or 3rd week) and to aim to have the responses back from the Board and selected donors in time for that meeting.

It was noted that the OJCF will adhere to the branding rules established by the Marketing Committee once created to ensure consistent branding and image marketing of the OJCF. The Board was in agreement with the statement made by Yoni.

AGENCY PRESENTATION

Harold welcomed Michael Polowin, Chair of Camp B'nai Brith (CBB), to the meeting at 4:35 p.m. and thanked him for joining the meeting to make an agency presentation to the members of the Board. Michael made a 15 minute presentation including Q&A on the overall activities, goals and purpose of the summer camp. Michael distributed a handout summarizing the CBB Mission and Vision Statements and Camp Philosophy. Michael extended an invitation to the Board to coordinate a bus trip to the camp so Board members can see how the money CBB receives is being utilized.

After the presentation, a suggestion was put forth that if the Board goes to CBB that a Board meeting or Retreat could be part of the trip which could take place after the CBB tour.

OTHER BUSINESS:

Correspondence to the Board: Harold commented that a thank you card was received from Hannah Mayne, G.J. Cooper Scholarship recipient thanking the OJCF for its financial support and that she's enjoying her studies at the University of Florida.

GOOD AND WELFARE:

Eddy Cook commented on the celebration of his father's 95th birthday.

ADJOURNMENT:

The meeting was adjourned at 5:36 p.m.