The Jewish Community Foundation of Montreal encourages charitable giving by making it easy, efficient and tax-smart.

Our commitment:

To help individuals and families support the causes they care about and achieve their philanthropic goals

To find solutions that are tax-wise, create greater impact and reflect our clients’ values

To ensure Montreal and its organizations remain strong and vibrant by helping build and carefully steward financial resources

Four reasons to entrust your giving to the Foundation

1. Expertise
The JCF is a turnkey solution for philanthropy, with the expertise to make it easy, effective and tax-smart.

2. Your legacy
A legacy with the JCF means your philanthropic leadership will continue to benefit the causes and organizations you care about well into the future.

3. Efficiency
Smart philanthropy is like smart business. The JCF helps clients give more at a lower cost.

4. Charitable impact
Your philanthropy is an important part of your life. The JCF is your partner in caring about your community and building a better world.

“The Foundation is crucial to my philanthropy. I appreciate the ease and flexibility in giving and their tremendous financial and tax knowledge. I can give more to the causes and organizations I care about – for a fraction of the cost. I like that.”
Gary D. Shapiro

A donor advised fund is like having a private foundation without the costs or administrative burdens. The fund holder can allocate grants at the click of a button. It’s a bank account for philanthropy, which can save time, and money – and make a big difference for the causes Gary cares about.
A year of change and results

As I complete my term as President of the Foundation I feel so proud of our achievements and look to the future with great confidence. It’s been a very successful year on many fronts:

First, we welcomed the arrival of Kathy Assayag as Executive Director who, along with Executive Vice-President Robert Kleinman, clearly demonstrated the power of two. Working together, these seasoned professionals met with more families, expanded our reach into new segments of our community and worked seamlessly to serve our growing number of clients with unparalleled expertise. The results showed as we celebrated a new milestone, surpassing $408 million in assets.

We strengthened our relationships with professional advisors through our annual Professional Development Seminar. We also expanded partnerships with community organizations by offering the JCF Institute – a morning seminar aimed at helping non-profit organizations build their fundraising and planned giving skills - to help ensure our institutions remain strong and vibrant well into the future.

Lastly, we implemented a new allocation model for our unrestricted funds; collaborating with Federation CJA to identify emerging needs and innovative programs that will benefit from close to $1 million in annual grants.

I have so appreciated the valuable insight, expertise, and advice of our board, committee members and professional staff. They personify the best principles of Jewish leadership, and each has left an indelible mark on the Foundation.

It has been an immense joy to serve as President of this remarkable organization where the focus is always on the future and being responsible for one another. I know we will continue to move forward under the leadership of Michael Etinson, our incoming President. I wish him much success and personal fulfillment as he brings the Foundation to new heights.

Brenda Gewurz

Message from the Executive Director

זָכַת zechut – privilege

As I reflect back on my first year as Executive Director, I can’t help but feel privileged to lead such a remarkable organization. Nowhere has zechut been more apparent than in my meetings with our fund holders and the many new families that turn to us for trusted advice. To sit with you as you share your stories, personal preoccupations, and aspirations for your family and community is an honour.

It is also a great privilege to work with our remarkable President Brenda Gewurz, our dedicated board members, and a talented professional team. I feel particularly lucky to work alongside my mentor Bobby Kleinman whose patience and generosity of time have enabled me to continue to learn and grow. Together we have accomplished the strategic objectives of doubling capacity and establishing leadership continuity for the next phase of the Foundation’s development.

But we all know that with privilege comes responsibility. Zechut and Aharayut go hand-in-hand and I anticipate that the next phase of our development will require change and a renewed effort to enhance our service offering. My priority is to ensure that the way we work is always aligned with our clients’ goals, and that we are continuously improving our capacity to serve them and our community more effectively.

There is much to achieve as we set our sights on a half billion dollars in assets and more importantly helping more families achieve their philanthropic dreams. I am determined to do my part in making sure our team is ready for the future – driven by innovation and creativity to find the best solutions for our clients and the next generation.

Kathy R. Assayag

Our strategic priorities

- Enhance relationships with current donors through timely, effective communication and continue to offer the highest quality of stewardship as trusted advisor
- Expand our reach by developing new relationships with communities that are under-represented as clients
- Expand our relationships with charitable organizations and share best practices to support their development and endowment growth
- Strengthen our relationships with professional advisors
- Serve as a resource for philanthropy and encourage multi-generational conversations through our Family Philanthropy program
Our fund holders continue to direct their philanthropic dollars to the causes they care about most, in both the Jewish and broader community. Thanks to our generous donors, the Foundation distributed over $34 million to 500 organizations.

“Success is much more than what you achieve and the lifestyle you enjoy. It’s about being able to make a difference. We treat our philanthropy the way we approach our business. That’s why we rely on the expertise at the Foundation for trusted advice.”

Daniel Assouline, Michael Datadon
When we were thinking about our financial and philanthropic plans, the Foundation offered the expertise to help provide for the future of our family and the community we love. We still offered something else - peace of mind. At this stage in our lives, it feels good to know we have a trusted advisor who cares about what’s important to us.”

Harvey & Alva Lennon

A gift of life insurance can be a simple and affordable way to support charitable giving over time. We listened to the Levensons’ aspirations and helped them craft a giving strategy that will make a difference for the long term.

“The Talmud says that Tzedakah and acts of kindness are that reflects their values.

Arlene & Henri Abitan
## Financial summary

### Balance sheet

<table>
<thead>
<tr>
<th>As at March 31</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,480,907</td>
<td>5,444,395</td>
</tr>
<tr>
<td>Loans and other assets</td>
<td>4,400,032</td>
<td>3,704,924</td>
</tr>
<tr>
<td>Investments</td>
<td>388,346,418</td>
<td>343,366,779</td>
</tr>
<tr>
<td>Investments in private Canadian companies</td>
<td>13,791,973</td>
<td>13,694,571</td>
</tr>
<tr>
<td>Capital assets</td>
<td>502,624</td>
<td>502,624</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>408,521,554</td>
<td>366,713,293</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and net assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust funds payable</td>
<td>89,757,069</td>
<td>87,900,669</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>89,757,069</td>
<td>87,900,669</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net assets</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted</td>
<td>284,869,227</td>
<td>248,398,392</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>33,895,258</td>
<td>30,414,232</td>
</tr>
<tr>
<td><strong>Total Net assets</strong></td>
<td>318,764,485</td>
<td>278,812,624</td>
</tr>
</tbody>
</table>

### Statement of operations and changes in net assets

<table>
<thead>
<tr>
<th>Year ended March 31</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contributions and revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and other contributions</td>
<td>54,244,614</td>
<td>33,667,879</td>
</tr>
<tr>
<td>Administrative fees</td>
<td>1,147,754</td>
<td>1,031,966</td>
</tr>
<tr>
<td>Investment income</td>
<td>29,068,019</td>
<td>35,418,261</td>
</tr>
<tr>
<td><strong>Total Contributions and revenues</strong></td>
<td>84,460,387</td>
<td>70,118,106</td>
</tr>
<tr>
<td>Trust fund contributions</td>
<td>10,605,821</td>
<td>6,125,424</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>95,066,208</td>
<td>76,243,530</td>
</tr>
</tbody>
</table>

| **Distributions and expenses** |       |       |
| Grants and other distributions | 34,176,313 | 33,441,003 |
| Administrative fees   | 1,147,754 | 1,031,966 |
| Overhead expenses     | 1,439,974 | 990,619 |
| Financial expenses    | 1,446,499 | 1,866,952 |
| **Total Expenses**    | 38,210,540 | 37,330,540 |
| Trust fund distributions | 15,047,407 | 16,854,514 |
| **Total Distribution** | 53,257,947 | 54,185,054 |

<table>
<thead>
<tr>
<th>Change in the year</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>366,713,293</td>
<td>344,654,817</td>
</tr>
</tbody>
</table>

| **Net assets, end of year** | 408,521,554 | 366,713,293 |

### Growth in total assets

**FULLER LANDAU**, an independent public accounting firm, audits the Foundation’s financial statements which are available on our website.

### Statement of operations and changes in net assets

“This year was all about capacity building and continuity. Kathy and I have had a productive and fruitful year working together to serve our fund holders. We are reaching out to more families to help achieve philanthropic dreams.”

Robert Kleinman FCPA, FCA
Executive Vice-President
Investment committee report

Smart investments, expert fund management, transparency, significant returns

For the year ending March 31, 2015, we are reporting a gain of 8.94% on the pooled fund. 2014 returned 11.81% and leaves the fund with a 2-year return of 9.55%.

In fiscal year 2015, the primary drivers of the portfolio’s outperformance were the private equity, venture capital, and hedge fund investments. The key external factor was the depreciation of the Canadian dollar relative to the U.S. dollar which benefited portfolio returns. Due to interest rate reductions fixed income was the surprise performer of the year. The portfolio outperformed its policy benchmark by 1.04% for the year.

This performance is directly related to the investment policies and philosophy set by the Investment Committee – primarily to invest for the long-term, to use a fund of fund approach, to diversify the portfolio into an array of asset classes and to employ hedged investment strategies to mitigate risk against significant losses.

During the last fiscal year the equity markets generated positive returns despite increasing volatility and geopolitical events. Equity markets performed adequately during the period with the S&P rising 12.7%, the MSCI ACWI 5.4% and the S&P/TSX composite 6.9%.

Investment summary

Equities

Over the long term, equity holdings are generally expected to generate returns superior to those of less risky assets such as bonds and cash. Within the JCF’s equity allocation are both marketable (traded on public exchanges and highly liquid) and non-marketable (private partnerships, not publicly traded and less liquid) holdings. Included among the marketable holdings are U.S., Canadian and foreign equities. Among the non-marketable holdings are positions in private equity and distressed debt.

This category makes up 40% of the policy portfolio and reported a 8.34% gain against a benchmark of 5.92%.

Our Private Equity and distressed debt fund of funds (“FOFs”) reported an 11.91% aggregate return. These “illiquids” continue to contribute positively to the total performance of the pool.

Fixed income

Real assets

Real asset investments provide attractive return prospects, portfolio diversification, and a hedge against unanticipated inflation. Unlike traditional marketable securities, hedge funds have historically provided returns somewhat independently of overall market moves.

25.3% of our portfolio is placed in hedge fund FOFs (managed by Commonfund and HSBC), which earned 7.23% against a benchmark of 5.37%. Our hedge fund managers in fiscal year 2015 actually outperformed the public equity markets. These hedged investments performed above their benchmark and added value on a risk-adjusted basis.

Fixed income assets generate stable flows of income, providing greater certainty of nominal cash flow than other asset classes. They have the lowest historical and expected returns of the asset classes included in the JCF’s portfolio.

As of March 31, 2015, 16.1% of the pool was placed in fixed income. Over 80% of this allocation is invested in a State Street Canadian Fixed Income Index Fund, with the balance basically invested in Israeli Bonds which the pool has traditionally held. The net return on fixed income was 10.01%, which was a result of interest rate reductions.

Currency and currency hedging

The returns described above are described in the currency of the investment. As about 70% of the pool is invested in $US, currency fluctuations have an impact on the final returns described in $CDN. The fund uses a dynamic hedging policy approved by the Investment Committee with the aim of significantly reducing the foreign currency risk and removing most of the short-term volatility on the value of the portfolio and the resulting spending generated by the portfolio. However, a portion of the USD investments is not hedged in order to provide another source of diversification to the portfolio.

This past year the Canadian dollar depreciated 13.2% against the US greenback, as the exchange rate moved from 0.90 to 0.78. In an environment where the Canadian dollar depreciates currency hedges partially reverse the upward valuation effect of assets denominated in USD.

Therefore, The JCF’s currency hedging policy resulted in being partially unhedged over the year, which mitigated some of these costs and led to an enhancement of returns for the year.

Conclusion

The market has performed adequately and the results bear this out. The Investment Committee will maintain its policies of diversification and hedging.

Reporting to the Board, the Investment Committee oversees the management of the Foundation’s assets. We thank its members for their invaluable time and commitment.

The Jewish Community Foundation of Montreal Annual Report 2015

Prepared for the year ending March 31, 2015

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Go to Home Page

It is very gratifying to know I can leave a legacy and live my life without affecting my lifestyle. The Foundation showed me how to approach my future with confidence - with income during my lifetime and a meaningful and lasting gift to my community after.”

Abe Ulaine

The Foundation helped Abe realize his goals through a charitable remainder trust – a tax wise choice that ensures his financial independence while creating a legacy that transcends his lifetime.
Professional advisors and the Foundation

A mutually beneficial partnership

Many members of our local professional community see the promotion of philanthropy as one of the more meaningful aspects of their practice.

The JCF’s Professional Advisory Committee (PAC) consists of lawyers, accountants, notaries, financial planners and insurance professionals who work with their clients to achieve their philanthropic goals and who turn to the JCF for expertise and best practices.

This year’s PAC Seminar attracted more than 200 professionals to a morning of learning and professional development.

Why professional advisors partner with the JCF:

• Keep up to date on trends in charitable giving and estate planning
• Bring new ideas to clients
• Network and attend professional development seminars

2015 Honourees

Several community professionals were honoured for their successful efforts to encourage and facilitate philanthropy.

PAC Honourees Francine Wiseman (with co-chair Phil Nadler), Barry Shapiro, Barbara Novek, Maia Cooper, Barry Pascal, Beverlee Ashmele.

“No one knows more about smart philanthropy than the Jewish Community Foundation of Montreal. They are our resource for comprehensive and up-to-date information on the ever-expanding and complicated field of tax-wise charitable giving.”

Phil Nadler CPA, CA & Francine Wiseman, PAC Co-chairs
Many of our fund holders designate their funds to further the education of young people in our community. The Foundation administers dozens of scholarship funds supporting various fields of study. This year over 125 donors, recipients and families attended the scholarship presentations. Over 35 scholarships were presented to 65 students.

2014 Man of the Year

Senator Yoine Goldstein was honoured at the JCF Annual Meeting attended by over 200 fund holders and guests.

Class of 2014 Scholarship recipients

"Investing our assets with the Jewish Community Foundation gives the CJCS Foundation peace of mind and confidence that our charitable dollars are managed with expertise and efficiency. Our number one priority is to take care of our seniors. Working with the JCF allows us to focus on our mission."

Mark Bercuvitz
President, Cummings Jewish Centre for Seniors Foundation

The JCF manages funds totalling over $89 million representing more than 50 community organizations.

Services for community organizations

An important part of the Foundation’s mission is to promote philanthropy and help ensure the strength and sustainability of our institutions. Over 100 participants, representing 52 community organizations attended the JCF Institute - a seminar aimed at sharing information and best practices related to development and planned giving.

Why community organizations choose to work with the JCF:

- Investment management tailored to objectives
- Expert advice on building endowments and improving financial sustainability
- Long-term stewardship
- Reduced administrative burden

Senator Yoine Goldstein was honoured at the JCF Annual Meeting attended by over 200 fund holders and guests.

Photo: President Brenda Gewurz congratulates the Honourable Yoine Goldstein.
Board and staff
2014-2015

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Arthur Pascal C.M. z’l

Honorary Presidents
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Barry Ciamen FCPA, FCA
Marvin Corber C.M., FCPA, FCA
Senator Yoine Goldstein BCL
Stanley Hyman z’l
Mildred Lande C.M. z”l
Harvey Levenson
Boris Levine C.M. FCPA, FCA z”l
Barry Pascal
Joel Raby CFA
Robert Raich BCL
Oscar Respitz Q.C. BCL
Gordon Schwartz z’l
Robert Vineberg BCL
Sheila Zitrin

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Immediate Past President
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President
Brenda Gewurz BSc, MBA
Vice-President
Michael Etinson BSc
Secretary
Barbara L’Novek LL.L
Treasurer
Ian Karper
Officer at Large
Danny Ritter CPA, CA, CFA

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Henri Abitam
Thérèse Attias MA
Howard Berish FCPA, FCA
Jonathan Bicher CPA, CA
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Peter Jacobs FCSLA, RCA
Irwin Kramer CPA, CA
Susan Levine
David Martz BSc, MBA
Dean Mendel
Philip Nadler CPA, CA
Miriam Roland MA, MCCC
Howard Stotland
Irwin Tauben
Richard Vineberg FCPA, FCA
Francine Wiseman

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Peter Jacobs FCSLA, RCA
Audits
Norman Daitchman FCPA, FCA
Innovation
Steven Sitooff LLB
Investment
Allan Schouela
Professionals
Philip Nadler CPA, CA
Francine Wiseman

Marketing
Howard Krosnick
Scholarships
Allan Levitt

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Executive Vice-President
Robert A. Kleinman FCPA, FCA
Executive Officer
Joel King BCL, LLB
Executive Director Emeritus
Emanuel Weiner
Chief Financial Officer
Joelle Mamane CPA, CA
Director of Marketing
Marlene Gerson
Senior Accountant
Adelya Sharafi
Donations Co-Ordinator
Bryna Hersh
Allocations Co-Ordinator
Lee Omer

From left to right: Marlene Gerson
Bryna Hersh
Joelle Mamane
Kathy Assayag
Robert Kleinman
Adelya Sharafi
Joel King
Lee Omer