

**Summary of the 2014 – 2015 Year of Transition at the Jamaican Canadian Association  
May 31, 2015 Annual General Meeting**

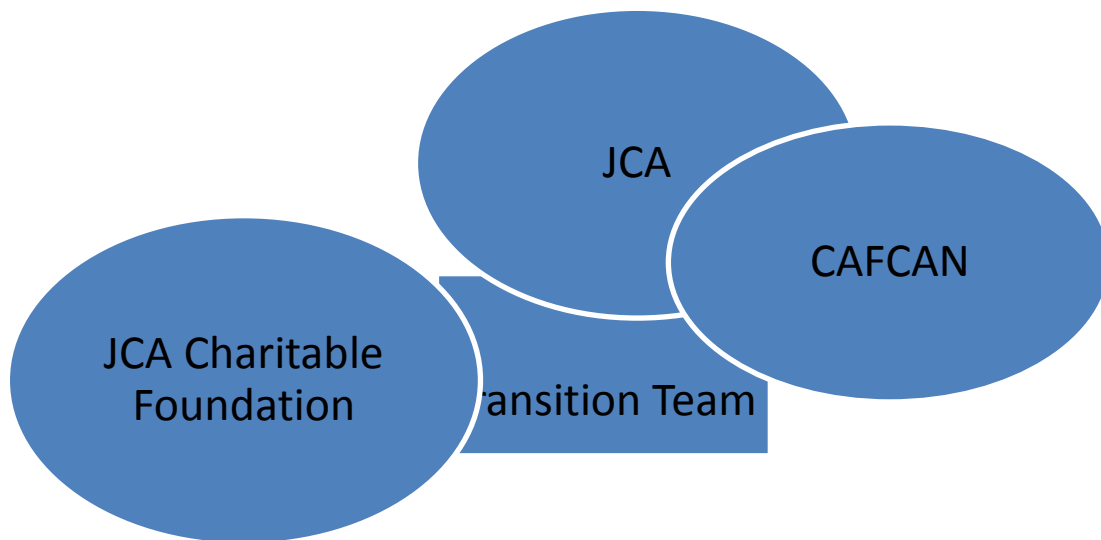
The transition team met regularly over the course of the last year to ensure the transition of JCA from one to three entities and the restructuring of JCA’s structure stayed on course. The Transition Team acknowledges the hard work of the Board of Directors of the JCA and CAFCAN, the Nominating Committee as well as Kamala-Jean Gopie for supporting the recruitment of the JCA Charitable Foundation.

**Transition Team’s Mandate**

- To provide backbone support for all three boards as required
- Identify gaps that need to be addressed by any or all boards
- Monitor risk assessment plan
- Conduct audit of assets and prepare report for respective boards
- Provide ongoing updates on transition to JCA membership
- Communicates transition updates to boards, wider community
- Undertake review of JCA committee structure, including focus groups, workshops

**2014 – 2015 Relationship between JCA, CAFCAN, JCA Charitable Foundation &**

**Transition Team**



## Highlights of the Year

- Several members met with the CEO & Executive Director of Woodgreen Community Services in January to learn about how they created a Foundation to support their other organizations
- Updates have been made to the risk assessment – several areas are now flagged high risk
- Audrey Campbell met with President & Treasurers from CAFCAN & JCA to provide overview and history of the ‘finance office’
- Transition Team met with CAFCAN and JCA boards to hear their perspective on the transition and identify additional support they require
- Created a mentorship initiative for JCA board members
- The JCA board members were asked to rate themselves in terms of knowledge of their role
- An operational transition team was created to ensure both boards are working together, increase communication between boards, and address any operational issues
- This operational transition team includes CAFCAN Chair, JCA President, Treasurers, Executive Director, Transition Team Chair (Adaoma Patterson)
- Met with Nominating Committee in January to update them of the status of the boards, identify what is working and specific areas we need to pay attention to
- A subcommittee of the JCA Nomination Committee conducted a series of one on one interviews with the Board to identify the skills and experiences required to perform their roles. The results were used to inform the development of the 2015 recruitment strategy for potential candidates. The results will also be used to inform recommendations to the transition committee and the board on possible changes to improve the functionality of the board and board processes.
- Successful recruitment by the Nominating Committee of an inaugural board for the JCA Charitable Foundation
- Hosted two workshops to brainstorm on the new committee structure for JCA.

### **Measures of Success – Transition**

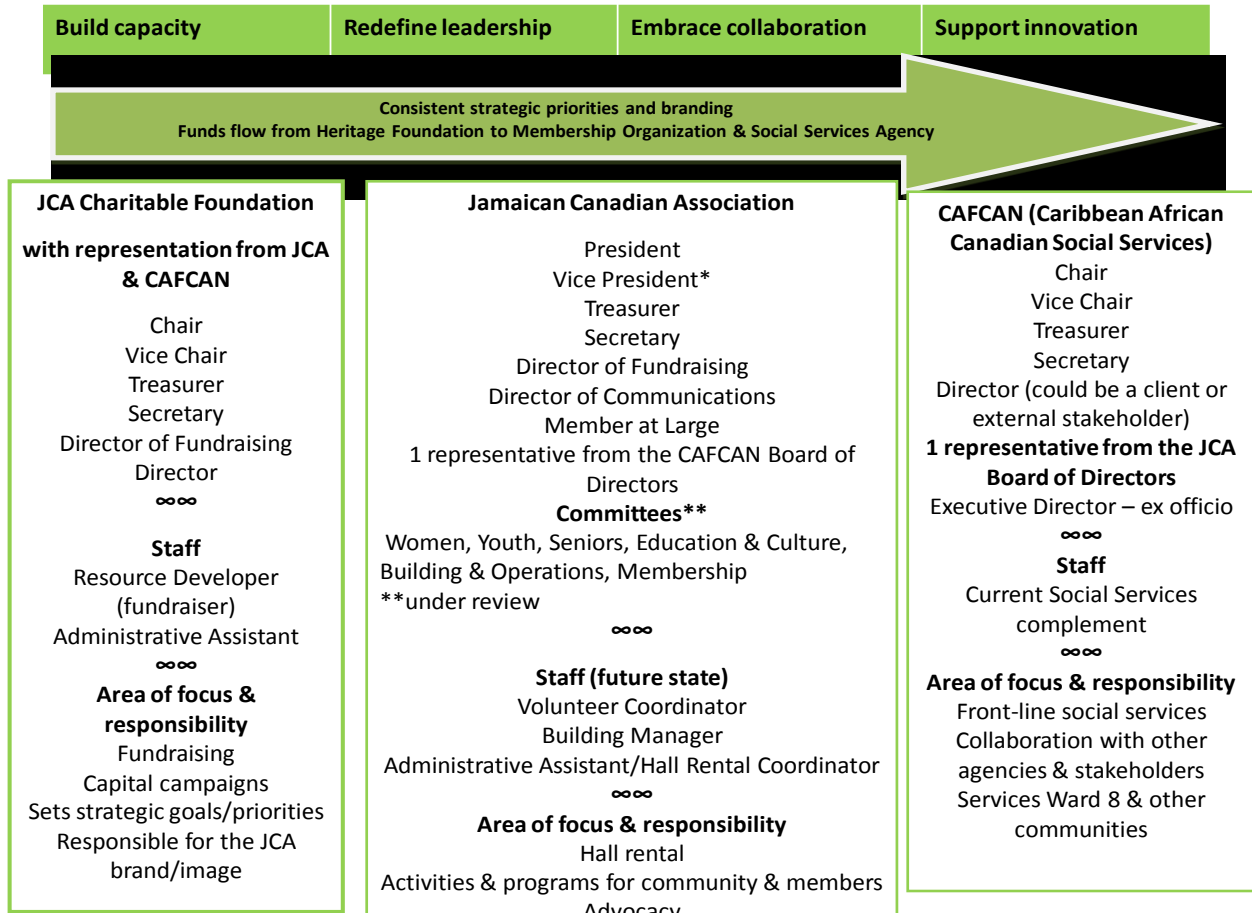
**(these were identified as part of the recommendations & included in the September 7, 2014 transition team update)** Indicators include:

- A minimum of 60% of members can clearly articulate changes
- 10% increase in paid members (new or returning)
- 5% increase in active volunteers
- Minimum of 5 new partnerships developed during year
- Board members have a clear understanding of their role within 2 quarters
- Each board members executes minimum of 3 actions/initiatives based on role within 2 quarters
- 100% of board stays in role in the first year
- 90% of activities on events calendar are executed within first year
- 90% of action items from quarterly meetings are addressed by deadline

### **Continued Areas of Concern for the Transition Team**

1. Implementation of the Working Group on the Future of JCA recommendations approved by the membership in 2013 – some tension between ensuring that vision is realized with limited resources and sometimes unclear buy-in by board and members.
2. Turnover of board positions resulted in too few board members to effectively execute duties
3. Pace of change remains slow for both CAFCAN and JCA – a lack of clear change management plan to ensure staff, members, other community organizations and partners is kept aware of the changes taking place internally has resulted in a perception that the organization is not changing. The ability for both new organizations to secure a charitable number is contingent on evidence that they exist. To the average community member, there is little distinction between JCA and CAFCAN 14 months after the implementation phase of the transition.
4. The relationship between CAFCAN and JCA – ongoing clear communication remains critical to the success of both organizations and the overall transition

- Obtaining an accurate picture of the financial situation was a challenge for both organizations for most of the fiscal period. The separation of the accounts of the two organizations remains a priority which should be achieved by the beginning of the second quarter of the new fiscal period.



### Next Steps

Members have asked about ‘oversight’ of the new organizations to provide guidance, ensure the vision for the transition is realized. The transition team discussed the creation of an advisory committee comprised of representatives of all three organizations and/or some of the members of the transition team. This requires additional input from members.

The key requirement to moving the working group recommendations related to JCA’s structure forward is the need for a Volunteer & Member Relations Coordinator (as outlined in the 2013 report). Adaoma offered at the last quarterly meeting to create a volunteer program for JCA to

increase involvement and support by youth and others but this cannot be achieved without a paid position to manage it.

The Nominating Committee has recruited several individuals to help build the JCA Charitable Foundation. Their first steps include team building, ratifying by-laws and gaining clarity on the role of the Foundation. The Transition Team is recommending that the 2016 Walk Good walkathon and the 2016 golf tournament be moved to the Foundation.

The Transition Team hosted two consultations on the JCA committee structure. Members provided input into the future of the structure. For the 2015 – 2016 year, we recommend the following:

- Maintain the Women’s, Education and Building Committees but revise their mandates
- Strengthen the Advocacy/Public Policy Committee to ensure JCA is responding to current issues
- Redefine the role and mandate of the Membership Committee, removing the administrative responsibilities (membership database, correspondence to members)
- Create the following committees: scholarship, events (the specific activities that fall under this are TBD)

The Transition Team will continue to meet during the 2015 – 2016 year but will need a co-chair. We are committed to seeing the transition through successfully.

Respectfully,

Adaoma Patterson  
Herman Stewart

Barry Coke  
Erma Collins

Kemi Jacobs  
Miah Bailey

Roy Williams  
Audrey Campbell