

Administration Response - Africa Centre Governance and Management Review

Recommendation

That the November 9, 2018, Citizen Services report CR_6594, be received for information.

Executive Summary

The Office of the City Auditor has completed a governance and management review of the Council for the Advancement of African Canadians in Alberta (operating as the Africa Centre) which receives operating and program funding from the City of Edmonton. The organization has accepted all of the City Auditor's recommendations and has developed implementation action plans to address the recommendations. This report provides Administration's response on how it will continue to provide support to Africa Centre in addressing the recommendations.

Report

Administration has been involved in the development of the Africa Centre for the past 10 years. Administration has primarily focused on supporting organizational capacity building, program development, and facility operation and development.

Audit Response

The objective of the governance and management review of the Council for the Advancement of African Canadians in Alberta (Africa Centre) was to identify opportunities to improve the effectiveness of its governance and management functions. The Auditor made three recommendations.

Recommendation 1: Improve governance structure and processes

The Africa Centre Board of Directors improves its governance structure and processes to better align with best practice in nonprofit governance.

1.1 Africa Centre's Response: The Africa Centre will develop and implement an organizational performance management system that will include key organizational performance indicators to monitor the strategic plan.

Administration's Response: Administration will provide advice and guidance in the development of the performance management system and the performance indicators.

1.2 Africa Centre's Response: The Africa Centre will develop and adopt a board evaluation policy that will include a skills matrix to manage and monitor the composition of the board and enhance the performance and effectiveness of board members.

Administration's Response: Administration will monitor the board annual reviews, ensuring they have been conducted and reported on as part of a deliverable tied to the annual reporting for funding renewal.

1.3 Africa Centre's Response: The Africa Centre will develop and implement a process to evaluate both the executive director and employees against performance indicators that will enable excellence, accountability, and also promote employee recognition and positive workplace culture.

Administration's Response: Administration will monitor executive director annual reviews, ensuring they have been conducted and reported on as a deliverable tied to the annual reporting for funding renewal.

1.4 Africa Centre's Response: The Africa Centre will develop and implement a process to ensure that meeting decisions from board meetings are recorded on a consistent basis.

Administration's Response: Administration will attend board meetings as a requirement in a new funding agreement.

Recommendation 2: Update governing documents

The Africa Centre Board of Directors ensure that its governing documents are updated to include provisions and guidance that better align with best practice in nonprofit board governance.

2.1 Africa Centre's Response: Revise bylaws to ensure simple and non-technical language and alignment and consistency of all governing documents.

Administration's Response: Administration will provide board development advice as it relates to best practices.

2.2 Africa Centre's Response: Amend bylaws to include provisions that are consistent with voting policies for registered members.

Administration's Response: New bylaws must be completed and filed with Alberta Corporate Registries as a requirement for the renewal of the 2019 funding agreement.

2.3 Africa Centre's Response: The Africa Centre Board of Directors will incorporate risk management, policy-making, and stakeholder and strategic management processes in the terms of references for the board's committees.

Administration's Response: The Africa Centre board committee terms of references must be updated and completed as a conditions of the relaunch of the capital development project.

Recommendation 3: Implement a collaborative budgeting process

The Africa Centre Board of Directors ensure the establishment and implementation of a collaborative budgeting process.

3.1 Africa Centre's Response: The Africa Centre will adopt a collaborative-based budgeting approach that will engage program and office management, and prioritize the financial resources of the organization in consideration of structural and operational needs, pervasive organizational risks, and the achievement of Africa Centre's strategic goals.

Administration's Response: Administration will provide advice and support to the new executive director on the creation of the annual budget related to City of Edmonton funds.

Next Steps

Administration will provide support and advice to the Africa Centre as they advance on the eight specific actions in their response plan. Administration's support will primarily focus on:

- board development and organizational governance
- program development
- capital development process relaunch

Corporate Outcomes and Performance Management

Corporate Outcome(s): Edmontonians are connected to the city in which they live, work and play.			
Outcome(s)	Measure(s)	Result(s)	Target(s)
Community programs and services are provided to support connectedness within multicultural communities.	Edmontonians' Assessment: Connected to Community (percent of perception survey respondents who "feel connected to their community")	2017: 47 percent	45 percent (2017 target)

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services