

NEB 2015-16 Strategic Plan and Tactical Plan

General Structure

- **STRATEGY**
 - **TACTIC**
 - **ACTION STEPS**
 - **FINANCIALS (costs and cost benefit analysis)**

[Items in **Black**: Strategic Plan 2015-16. Items in **Red** taken from Tactical Plan 2016.]

1. **Strategy:** To Advocate for Human Rights

Tactic			
<ul style="list-style-type: none"> • Build coalition with other human rights focused ethno-cultural organizations within and outside Canada • Mentor young leaders • Recruit new members to the HR Committee • Conduct local outreach events on an annual basis • Promote the legacy of the NAJC and the Redress Settlement 			
Action Steps		Owner	Due Date
1.1 Work with the 2016 Calgary Conference Committee to identify a facilitator to present a session on the topic of dealing with racism – a barrier to engagement on human rights.		Lorene Oikawa/Kevin	September 2016
1.2 Identify local member organization liaison for human rights		HR Committee	September 2016
1.3 Meet with key members of the Truth & Reconciliation group in Winnipeg to determine a role for the NAJC		HR Committee	March 2017
1.4 Evaluate the Japanese Canadian Exhibit in the Museum of Human Rights		HR Committee	March 2017
1.5 Organize an activity to celebrate the International Day to Eliminate Racism in: Winnipeg, Vancouver, Ottawa, Lethbridge, Toronto and Whitehorse		Individual HR Committee Members	March 21, 2016
1.6 Act as the liaison between the NEB and the HR Committee		ED	Sept 2016
1.7 Establish Coalition Building (advocacy, Asian/ Ethno- cultural)		ED	Ongoing
1.8 Connect Immigrant Settlement/services through links on the web		ED	Feb 2016
Financials		FY15	FY16
Human Rights Elder Care Summit		\$15,000.00	
Human Rights Committee		\$7,000.00	\$5,600.00
Human Rights Brochure			\$550.00
Human Rights Outreach Events at local level			\$2,100.00

2. **Strategy:** To Strengthen JC Identity

Tactic	
<ul style="list-style-type: none"> • Promote Digital Story Telling (DST) initiatives 	

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<ul style="list-style-type: none"> • Look at ways to store stories that are being created • Investigate Densho creator as a potential guest speaker • Create awards and scholarships to individuals that contributes to the JC Community 			
Action Steps	Owner	Due Date	
2.1 Establish Suzuka University scholarship for 2 students	Bev	August 2016	
2.2 Distribute Endowment Fund : SEAD and CD projects	Bev / End. Fund Cmte	May 2016	
2.3 Investigate collecting stories	Lisa U / Heritage Cmte	Ongoing	
2.4 Collect euphemisms and how it distorts the JC History to be posted on the website	Tosh	Ongoing	
2.5 Profile Nikkei individuals on website	ED, NA		
2.6 Post National News in The Bulletin (eg. Articles by Terry Watada and David Fujino, Member organizations)	ED, NA	Ongoing	
2.7 Involve hapa & non-Jpn. in organization	Lisa S	Aug 30, 2016	
2.8 Raise profile of NAJC (eg. Issue Press release for award winners)	ED	ongoing	
2.9 Collaborate with ethnocultural and advocacy groups through networking	ED	ongoing	
2.10 Build your family tree (provide resources , web)	Lisa U / Heritage Cmte	April-May 2016	
2.11 Create educational Programs (eg. resources in the curriculum, community programs, JC history, euphemisms)	Various individuals		
Financials	FY15	FY16	FY17
Suzuka University Scholarship		\$5000.00	
Digital Story Telling		\$1000.00	
Webinars featuring professionals in heritage and cultural sectors		\$500.00	
Endowment Fund Distribution	\$34,000.00	\$39,000.00	

3 Strategy: To Strengthen Member Organizations and Communities

Tactic		
<ul style="list-style-type: none"> • Support young leaders initiatives • Invite community organizations in Alberta to attend 2016 AGM • Identify ways to encourage more collaboration between different member organizations on a project specific basis • Review and expand individual membership • Establish a database of information related the JC history, culture, arts, and demographics • Investigate the need of the Imin community in Canada 		
Action Steps	Owner	Due Date
3.1 Allocate Community Development Funds	Susan & CDF Cmte	
3.2 Organize a Young Leaders Conference	Lisa S & JCYL Cmte	August 2016

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3.3 Fund local initiatives for young leaders	Lisa S & JCYL Cmte		
3.4 Investigate membership growth	Valerie & Mem. Cmte		
3.5 Represent NAJC on the Landscape of Injustice Project, University of Victoria	Tosh, Lisa U. , Ken, Susanne		
3.6 Approach smaller organizations to participate in the 2016 National Conference	ED/NA	Ongoing	
3.7 Create Organizational Survival Guide Kits (eg. Fund Raising, Strategy, Capacity Building)	ED/NA	Sept 2016	
3.8 Support sustainability of member organizations and supporting organizations	CRF Cmte	ongoing	
3.9 Review eligibility of directors – open up requirements	Lillian/C&R Cmte	April 30, 2016	
3.10 Design marketing strategies to increase membership	Valerie	Aug 30, 2016	
3.11 Provide workshops (online & in person) eg. community development in partnership with Nikkei National Museum	Lisa U/ Heritage Cmte	April - July 2016	
3.12 Support the use of the Nikkei National Museum’s archival and collections database amongst the community	Lisa U / Heritage Cmte	Ongoing	
3.13 Research grave sites to be included in the archival database	Lisa U / Heritage Cmte	Ongoing	
3.14 Maintain relationships within the community, partnerships, community at large	ED	Ongoing	
3.15 Mentor smaller organizations by larger member organizations eg. Victoria & Nanaimo	Among Orgs	Ongoing	
Financials	FY15	FY16	FY17
Dissemination of Community Development Funds	\$20,000.00	\$14,000.00	
Bulletin Magazine to highlight member organizations and to assist finding writers to contribute		\$1200.00	
Young Leaders Conference	\$15,000.00	\$11,000.00	
Young Leaders Cmte		\$1,000.00	
Young Leaders Projects at the local level		\$3,000.00	

4 Strategy: To Strengthen Communication

Tactic		
<ul style="list-style-type: none"> Facilitate network opportunities within regions and between member organizations Support and develop electronic communications using teleconferences, video conferencing, and webinars Provide on-going direct communications with local organizations by NEB Review and revise the Constitution and By-Laws Develop awareness within membership about our values such as honour and integrity 		
Action Steps	Owner	Due Date
4.1 Establish regular contacts & info made through NEB webex meetings, website, AGM, NEB Directions in The Bulletin, e-news, NEB and AGM 2015 Minutes posted in Members Only Section	ED/NA	Ongoing

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4.2 Establish on-going National Council teleconference call meetings	NEB & National Council	Dec 2015, Jan 2016, Mar 2016, April 2016	
4.3 Revise by-laws to keep up with changes in organization	Lillian/C&R Cmte	April 30, 2016	
4.4 Create a promotional video about NAJC	Valerie & Mem. Cmte	Sept 2016	
4.5 Increase volunteers on Standing Committees	NEB	Mar 2016	
4.6 Revise NAJC Brochure	ED/NA	Mar 2016	
4.7 Create a visual organization structure to help understand NAJC, NEB, committees, etc.	NA	Feb 2016	
4.8 Provide workshops at the National Conference and Young Leaders Symposium focusing on JC identity and values	NC Cmte JCYL Cmte	Ongoing	
4.9 Establish standard look & feel of all NEB / NAJC forms and applications	ED	June 2016	
4.10 Direct & redirect more traffic to website (Members Only Sec) eg. payments for conferences, registration forms, campaigns, social media	ED/NA	Ongoing	
Financials	FY15	FY16	FY17
Membership Cmte for developing video		\$1500.00	

5 Strategy: To Build Bridges

Tactic		
<ul style="list-style-type: none"> Highlight best practices from member organizations Hear from past Endowment Fund recipients Build international outreach 		
Action Steps	Owner	Due Date
5.1 Strengthen connections between NEB members and Member Organizations through communications (action 4.1)	ALL	
5.2 Establish new connections and profile NAJC as a national organization	ALL	
5.3 Represent NEB on the University of Victoria Landscapes of Injustice Project	Tosh, Ken, Lisa U, Susanne	
5.4 Represent NAJC on the CRRF Board (Canadian Race Relations Foundation)	Art Miki	On-going
5.5 Represent NAJC on the Canadian Japanese Mennonite Scholarship Cmte.	Valerie and Terumi Kuwada	
5.6 Connect with the Islamic Social Services Association to explore mutually beneficial initiatives with the Muslim and First Nations organizations	ED	
5.7 Connect with Brazil in supporting their apology process	Bev / ED / Art Miki / Jim	

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5.8 Connect with other international organizations such as Japan and United States	Bev / ED		
5.9 Represent NEB on the committee to seek funding from BC Government for highway parkers, education resources, renovations to heritage buildings/sites	Lisa U	Ongoing	
5.10 Evaluate and support heritage related needs of the community based on the Heritage Survey	Lisa U	March 2016	
Financials	FY15	FY16	FY17
Road Camp Signage Project	\$2,500.00	\$1500.00	
Heritage Committee	\$4,000.00		
Internment 75 th Anniversary projects/commemoration events		\$2000.00	

6 Strategy: To Establish Effective Fundraising and Operations

Tactic		
<ul style="list-style-type: none"> Expand merchandize programs Create on-line shopping and payment capabilities Improve efficiency of NAJC Operations 		
Action Steps	Owner	Due Date
6.1 Monitor investments and recommend strategic financial planning	Kevin	Ongoing
6.2 Establish a fund-raising plan, eg. NAJC table at the Powell Street Festival	Tosh	June 2016
6.3 Select and provide promotional items, eg. Pens, bookmarks, etc.		
6.4 Establish Operations and NEB Manuals	ED/NA	
6.5 Deliver NAJC Archives to UBC	Lisa U.	Aug 2016
6.6 Establish tactical plan for ED position	ALL / ED	Mar 2016
6.7 Revise to Policy and Procedures Manual	ED/NA	June 2016
6.8 Post merchandise (great for small local communities) & bigger items (art, kimonos, etc) on website	Kevin	March 2016
6.9 Apply for alternative sources of funding eg. grant proposal	ED/NA	Ongoing
6.10 Create NAJC Merchandising eg. history/heritage, youth designed, fundraising items)	Kevin	September 2016
6.11 Obtain Charitable Status	ED/NA	August 2016
6.12 Improve and expand web resources & infrastructure (eg. Credit card payment on-line)	ED/NA	Ongoing
6.13 Establish a strategic planning session with National Council	Bev/Ken/Future Directions Team	Sept 2016
6.14 Mentor new NEB directors eg. training/orientation of Board members, intergenerational,-] formal orientation for new NEB members	ED/NA	Sept/Oct 2016
6.15 Facilitate the establishment of Community Forum meetings	ED	March 2016

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Financials	FY15	FY16	FY17
Promotion items (eg. pens, pins, bookmarks, etc.)		\$500.00	
Operational Expenses	\$38,000.00	\$38,000.00	
AGM & Conference	\$30,000.00	\$30,000.00	
Personnel (ED and NA)	\$60,000.00	\$60,000.00	
Executive Committee	\$32,000.00	\$22,000.00	
Future Directions Team		\$11,000.00	