

The National Association of Japanese Canadians

Developing a Collective Vision – Moving Forward in 2015

Strategic Planning Update

October 18, 2014 – Winnipeg

Why Does the NAJC Exist? 2014 Evaluation

Key Points:

Human Rights and Advocacy

- Voice of the JC community across Canada on matters of HR
- Political presence
- Model for other organizations (moral responsibility to speak on behalf of other disadvantaged ethnocultural organizations)
- Need to reflect unique perspectives
- Responsibility to voice views based on historical perspectives
- Successful with Redress because it became Canadian issue

Why Does the NAJC Exist? 2014 Evaluation

Key Points:

Japanese Canadian Identity

- Remember origins of organization (internment, fight against discrimination)
- Preserve JC history, from a national perspective
- Support heritage projects (markers, heritage sites)
- Remember accomplishments

Why Does the NAJC Exist? 2014 Evaluation

Key Points:

Community Development and Capacity Building

- Networks with other like organizations
- National organization that provides support to groups across Canada
- Brings together groups to deal with common issues, problems
- Provides support to new groups
- Vehicle to pursue common interests of member organizations
- Importance of connections
- Group of member organizations, individuals, grassroots

Why Does the NAJC Exist? 2014 Evaluation

Key Points:

Community Development and Capacity Building, continued

- Partners and supports membership on issues of community needs
- Provides support to local organizations and individuals (financially, morally, subject matter expertise)

SWOT

SWOT Analysis

SWOT - Strengths

2014 Evaluation

Strengths:

- Successful in achievement of redress (historic)
- Pay attention to issues of social justice and human rights (due to past, actual experience), model for others
- Endowment and Sustaining Funds exist (financial resources, significant investment growth in recent years)
- Share common JC identity
- Most JC's were recipients of Redress
- Strength in institutions that received grants/financial contributions from Redress

SWOT - Strengths

2014 Evaluation

Strengths, continued:

- Community relatively affluent, successful
- Community members – fairly conservative
- Stronger community in smaller centres
- Presence of “heroes” within community – true leaders and role models within greater Canadian society (Order of Canada, Athletes, etc)
- Emerging core of young leaders, with great perspectives and insights on the community
- Increased capacity through hiring of Executive Director

SWOT - Weaknesses

2014 Evaluation

Weaknesses:

- Small, dispersed community
- Community becoming less visible
- Human rights not a popular topic amongst member organizations, organizations indifferent to issues
- Moral responsibility not recognized by grassroots (especially older generation?)
- Lack of follow up on past projects (build on successes, lessons learned)
- Lack of financial resources (less activity, fewer projects) at local communities and member organizations

SWOT - Weaknesses

2014 Evaluation

Weaknesses, continued:

- Lack of relevance? (Redress achieved so why do we need to exist?)
- Not involving large segment of community

SWOT - Opportunities

2014 Evaluation

Opportunities:

- Develop leaders within communities (not just youth) – strong communities and leaders within community will result in a stronger NAJC
- NAJC should provide more direction to local organizations (more directive, initiate project ideas that build collaboration across the country)
- Provide central, supporting infrastructure that could be leveraged by member organizations (e.g. e-commerce, website, social media, etc.)

SWOT - Threats

2014 Evaluation

Threats:

- Human rights and advocacy not seen as a priority by grass roots (organizations and/or members)?
- NAJC organization may be losing relevance to member organizations, individuals
- Weakening of local organizations erodes supporting base for NAJC

Our Community Today (2014): Other Strengths and Weaknesses

Strengths

- Proliferation of cultural centres
- Financial stability of organizations
- Large and diverse population
- Number of organizations catering to varying needs
- Relatively stable and dedicated membership
- Historical strength in the area of human rights

Weaknesses

- Lack of youth involvement
- Small volunteer base
- Lack of integration
- Lack of diversity (involvement of intermarried, non-Japanese)
- Lack of sustainable funds/income
- Lack of growth in member base/ declining member base
- Lack of diversity in program offerings

Moving Forward: Other Potential Opportunities and Threats

Opportunities

- Affiliation with national network provides access to numerous programming opportunities
- Large potential fund raising base (corporate and individual)
- Ability to get involved and work cooperatively with other complementary organizations

Threats

- Maintaining relevance to member organizations (value for membership)
- Increasing costs
- Limited revenue base
- Declining participation of membership (activities, volunteering)

Who does the NAJC Serve?

**The Japanese
Canadian
Community**

Japanese Canadian Community

What is It?

Definition is not static – community is changing and evolving. The current face of the community includes:

- Canadians of Japanese ancestry
- Japanese immigrants
- Non-Japanese spouses/family of Japanese Canadians
- Intermarried children with Japanese ancestry
- Community organizations and societies

Japanese Canadian Community

What is It?

The evolving face of the community includes:

- Individuals interested in Japanese culture/language (may not be of Japanese ancestry)
 - JET Alumni
 - Students enrolled in Japanese language/cultural programs
 - Individuals interested in Japanese culture/arts
- Temporary residents from Japan
 - Working holiday or work visas
 - Visitors
 - Japanese Students

Our Community Today: A Number of Dimensions

A number of organizations assist to meet the varied needs of our population:

- Community organizations
- Cultural centre organizations
- Immigrant associations
- Religious organizations

Our Community Today: Served by a Number of Organizations

In addition, there are a number of other organizations operating within our communities that cater to specific needs or individuals:

- Embassy/Consulate of Japan
- Business Associations
- Language Schools
- Cultural Groups (dance, ikebana, others)
- JET Alumni Association
- Multicultural/Ethnocultural/Asian groups
- Sports Clubs and Associations

What are the Needs of the Community?

Defining the Needs:

- Developing leadership and building capacity
- Involving and increasing youth and young people
- Establishing a strategic plan
- Finding additional funds

Imagine the Future:
Vision and Mission

Vision and Mission

Imagine the Future: Vision and Mission – Why Do We Exist?

- To structure an effective strategy, there is a need to identify where the organization wants to go. A clearly articulated vision and mission should be established for organizations in order to provide members with a sense of purpose and motivation for the present and the future.
- A Mission Statement could be described as a precise, agreed upon statement of reason for organization's existence which is consistent with everything the organization does. In short, it should identify the reason for an organization's existence.
- A Vision Statement could be described as what are results of the actions that we take

Imagine the Future: Vision and Mission – Why Do We Exist?

The Vision Statement (what are results of the actions that we take) for the NAJC is identified below:

- Vision Statement: A strong unified community founded on diversity and committed to human rights for all, for the enrichment of Canada.

Imagine the Future: Vision and Mission – Why Do We Exist?

The Mission Statements (precise, agreed upon statement of reason for organization's existence which is consistent with everything the organization does) for the NAJC are identified below:

Mission Statements:

- To promote and develop a strong Japanese Canadian identity thereby strengthening local communities and the national organization and;
- To strive for equal rights and liberties for all people, particularly racial and ethnic minorities.

Imagine the Future: Breaking it Down - Goals

Goals

Imagine the Future: Breaking it Down - Goals

GOALS: WHAT IS IT THAT WE WANT TO DO?

- The goals of an organization breaks down the overall mission and mandate into more specific priority or target areas. Goals can be used to identify the specific categories of activities an organization will need to target in order to fulfill its broader mandate.
- Goals can help identify programs that could be developed in order to achieve the vision that has been articulated.
- Remember that increasing membership is not a goal in itself. Rather, increased membership could be an indicator of support and belief in the goals of the organization.

Imagine the Future: Breaking it Down - Goals

Characteristics of goals include the following:

- focus on specific priority of organization, narrower than but consistent with mission
- clear, concise, simple and understandable (1 sentence)
- fundamental direction of organization
- realistic and achievable
- long and short term

Imagine the Future: Breaking it Down - Goals

GOALS: WHAT IS IT THAT WE WANT TO DO?

What are the goals of the NAJC?

- To Advocate for Human Rights, with an emphasis on issues affecting racial and ethnic minorities within Canada
- To Strengthen JC Heritage and Identity
- To Strengthen Member Organizations and Communities

Imagine the Future:
Making it Real - Objectives

Objectives

Imagine the Future: Making it Real - Objectives

OBJECTIVES: WHAT DO WE NEED TO DO TO REACH OUR GOALS?

- Objectives provide specific direction on how goals (and ultimately mission) are to be achieved.

Characteristics of objectives include the following:

- details what is to be achieved, how it will be done and when it will be completed
- clear, concise, simple and understandable (1 sentence)
- realistic and achievable
- short term
- It is often helpful to have annual planning sessions to identify the types of objectives to be established for a given year.

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS? (Program)

To Advocate for Human Rights

- By developing a strong public voice and profile on human rights issues, with priority given to Canadian issues, group issues, and Aboriginal rights
- By relating our own history to present injustices
- By supporting groups still seeking resolution of historic wrongs
- By supporting and resourcing a national Human Rights Committee with a proactive strategy and communications plan through active representation of NAJC views to the media and public by our Executive Director
- By attendance of the chair of the national Human Rights Committee at all NAJC Council meetings
- By monitoring incidents of racism and human rights violations
- By educating the JC community and general public on human rights issues
- By liaising with other organizations in the promotion of human rights
- By making vigorous representation in the development of policy and legislation

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS? (Program)

To Strengthen JC Heritage and Identity

- By getting our history into the school classroom
- By supporting JC art and culture
- By recognizing and valuing diversity within our community
- Building bridges between established and post-war Nikkei communities
- By including non-JC spouses/partners in our activities
- By maintaining continuity with our heritage language and culture
- By supporting the preservation and maintenance of heritage locations and sites

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS? (Program)

To Strengthen Member Organizations and Communities

- By developing strong leadership at all levels, and support the development of youth
- By sponsoring and resourcing outreach initiatives at the local level
- By providing technical assistance, knowledge and experience to support local activities
- By promoting greater collaboration, joint activities and events within and between member organizations
- By facilitating local bridge-building and mediation as requested
- By encouraging initiatives/events that attract youth
- By assisting locals to develop a varied program of activities with broad appeal
- By requiring funding applicants to have prior approval/support from their NAJC chapter

Image the Future: Making it Real - Objectives

To Strengthen Member Organizations and Communities

- **By recruiting individuals to join NAJC**

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

Strengthen Communication:

- By facilitating networking opportunities within regions and between member organizations
- By developing a strong web presence with relevant information and resources to be shared with members and the public
- By utilizing on-line tools to facilitate collaboration (e.g. Webinars)
- By supporting and resourcing electronic communication between the national executive committee members and committee chairs
- Through active contact/visitation of the Executive Director, President and National Executive Board members to local organizations to communicate the NAJC vision and purpose

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

To Build Bridges

- Between established and post-war Nikkei communities
- Between cultural centres and NAJC member organizations
- Between the NAJC and JC arts groups
- Between the NAJC and other national organizations
- Between the NAJC and relevant international organizations

Imagine the Future: Making it Real - Objectives

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

To Do Effective Fundraising

- At the national level
- At the local level
- Through merchandising/marketing program and by sourcing relevant products for resale

Imagine the Future:
Making it Real - Priorities

Priorities for 2015

Imagine the Future: Making it Real – 2015 Priorities

To Advocate for Human Rights

- Obtaining representation from the broader community (i.e. all member organizations) on the human rights committee
- Organize a human rights symposium in May 2015

Imagine the Future: Making it Real – 2015 Priorities

To Strengthen JC Identity

- Continue to promote Digital Storytelling initiatives
- Look at ways to store stories that are being created
- Investigate whether “Densho” creator can attend meeting as a guest speaker
- By promoting a “Genealogy” trip to Japan (arranged by third party, with potential for commissions)
- Create awards and scholarships to individuals that contributes to the JC community

Imagine the Future: Making it Real – 2015 Priorities

To Strengthen Member Organizations and Communities

- Continue support of young leaders initiatives
- Extend invitation to the Regina, Nanaimo, and Montreal organization to attend the NAJC AGM in 2015 (possibly to speak on their history project)
- Identify other ways to encourage more collaboration between different member organizations on a project specific basis
- Review and expand the individual membership
- Establish a database of information relating the JC history, culture, arts, and demographics

Imagine the Future: Making it Real – 2015 Priorities

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

Strengthen Communication:

- By facilitating networking opportunities within regions and between member organizations
- By supporting and resourcing electronic communication between the national executive committee members and committee chairs (teleconferences, webinars)
- Improve direct communication with local organizations by National Executive Board members (phone calls, visitations, regional meetings, electronic mail)
- Review and revise the Constitution and By-laws to reflect the changing landscape of the Japanese Canadians and our practices

Imagine the Future: Making it Real – 2015 Priorities

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

To Build Bridges

- Develop workshop between a few organizers of major Japanese cultural festivals

Imagine the Future: Making it Real – 2015 Priorities

OBJECTIVES - WHAT DO WE NEED TO DO TO REACH OUR GOALS?

(Infrastructure)

To Do Effective Fundraising

- Expanding on the merchandising program by identifying greater range of merchandise to sell (e.g. chopsticks, fans, candy). Items would be purchased at wholesale cost and made available to member organizations at a small markup
- Creating on-line shopping and payment capabilities
- Improving the efficiency of NAJC operations (e.g. streamlining AGM registration process, payment collection, information distribution)