



**Jamaican Canadian Association Alberta**  
P.O. Box 22264 – Bankers Hall, Calgary Alberta Canada T2P 4J1  
403.775.1235 [www.jcaalberta.com](http://www.jcaalberta.com)



# Jamaican Canadian Association Alberta (JCAA)

## Strategic Plan for 2016 - 2021

Developed - September 20, 2016

Contents

Executive Summary..... 3

Background ..... 4

Structure and Objectives ..... 4

Primary Focus Areas..... 6

    Programs ..... 6

    Promotions..... 6

    People Development ..... 7

    Financial ..... 7

Strategic Action Plan ..... 10

Core requirements and dependencies ..... 11

Key Success Factors..... 12

## Executive Summary

The Jamaican Canadian Association Alberta (JCAA) will focus on four (4) strategic areas to fulfill its mission and vision. These are:

- Programs
- People
- Promotions
- Finances

All plans for the period 2016-2021 will align to these focus areas. The planned outcomes will include:

- Increased and improved leadership skill and capability
- Acquisition of an appropriate operating location
- Cultural programs supporting a wide target audience
- Engaged and supported youths
- Effective partnerships with NGOs, community agencies and corporate entities
- Increased membership

One primary goal of the plan is to achieve financial sustainability through the execution of a range of revenue initiatives. These include:

- Fundraising events
- Cost plus programs
- Grants
- Sponsorships
- AGLC casino funding
- Merchandise

The diversification of funding sources is intended to align to other key areas of the strategic plan and provide a sustainable platform on which the organization can grow and support its target audiences.

## Background

The Jamaican Canadian Association Alberta (JCAA) was formed in 1980 out of a need to share the Jamaican culture with the wider Calgary community. In November 1982 the association was registered as an incorporated non-profit organization under the Alberta Societies Act.

The JCAA has since its inception initiated and/or supported several community events and participated in activities in Jamaica, within and outside of the City of Calgary. The association has played an integral role in the Caribbean Community Council and its Caribbean festival, other Caribbean festivals/events; namely Carifest, Globalfest, Reggaeifest and Caribbean Heritage Sports Council (CHSC) sports day.

Communication among members and the wider Calgary community it maintained through the associations quarterly newsletter, social events hosted throughout the year and general meetings convened the last Saturday of each month.

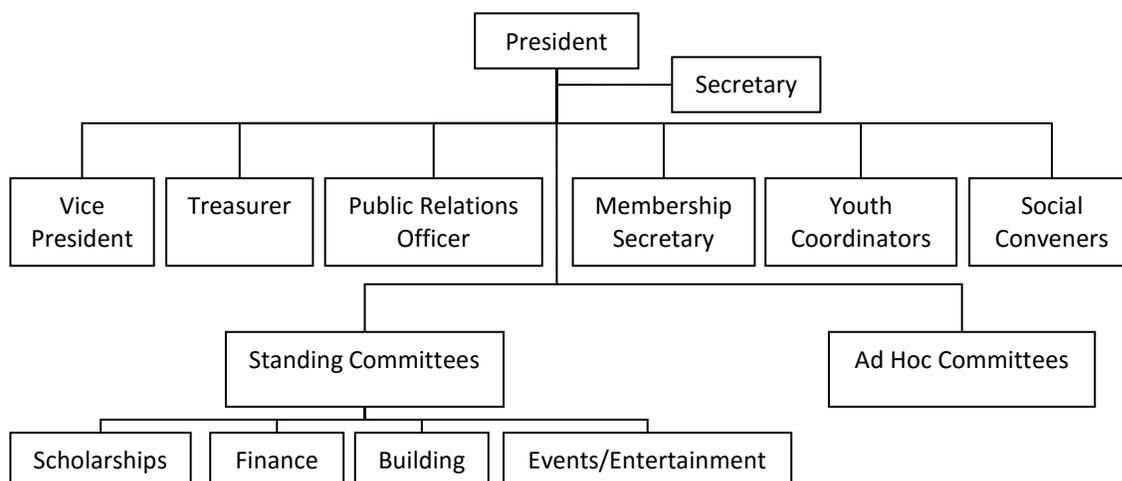
## Structure and Objectives

The association is governed by a volunteer board, elected by its members. The President is responsible for its day-to-day operation. Membership is by application and is open to all people in accordance with the association's objectives.

### *Mission*

*"Serving the Jamaican diaspora and immigrants in Alberta, with excellence credibility and integrity through effective programming"*

### **JCAA Operating Structure**



**The main purposes the JCAA will serve:**

- To provide social interaction among members and facilitate desirable relations with the community at large.
- To advocate and represent out Jamaican community on public matters which affect their welfare, integration and satisfactory development.
- To respond to diverse social needs.
- To provide leadership and opportunities to enhance the economic and cultural integration within the Canadian society
- To provide social interaction among our members, and the community, through hosting and participating in various sporting events

**Core Activities**

The Jamaican Canadian Association Alberta has over the years continued to promote Jamaican culture in Calgary and its environs through promotional activities and by providing support to members of the association and Calgary community.

Core activities of the association include planning and staging of events which relate to Jamaican culture. Mostly notable annual events include: Taste of Jamaican; showcasing the sights, sounds and flavours of Jamaica, Jamaican Independence Day celebrations and New Year's Eve Gala.

The association provides information and referral services to its community and the wider Calgary area. Information sessions are organized to cover areas such as Immigration law, Black History, financial strategy, health, wellness and technology.

The Jamaican Canadian Association Alberta actively volunteers within the community. The association contributes time and financial resources to the Calgary Food Bank, the Mustard Seed, Canadian Red Cross and other organizations on a needs basis. The association has consistently supported local communities in distress as well as numerous social and educational initiatives in Jamaica.

The association's activity plans are driven by the association's objectives and fall within the following key goals/purpose:

- To be a charitable organization known for giving back
- Be a contributor to building the Jamaican and wider community
- Be an organization that grows and gets better
- Build financial strength in order to give back

## Primary Focus Areas

The organization will focus resources in several core areas to achieve its desired outcomes.

The primary strategic objectives for the JCAA are:

- Offer value-added options for members by having greater knowledge exchange
- Partner with other organizations to broaden our reach
- Create sustainability through a wider range of offerings
- Establish relevance through effective use of technology

By 2021, the JCAA intends to be fully functional in several key operational areas as listed below.

## Programs

The association will focus on delivering the following programs to fulfill its stated purposes.

The primary strategy will be to capitalize on reaching multiple demographics by having groups support other groups within the community. The main programs will be:

- Youth development - *the elements of this program will focus on youth between 7 - 20 years old within the target demographics previously stated. The program will include the following components*
- Sports - *targeting multiple demographics and aligned to the Caribbean Heritage Sports Council sporting events*
- Leadership development - *geared at skill development for members of the JCAA executive and select youth*
- Public speaking - *geared at skill development for members of the JCAA executive and select youth*
- Creative arts - *these programs will focus on multiple demographics. The goal of these programs is to create a sub-community focused on learning and sharing in dance, music and visual arts*
- Cultural - *these programs will provide practical opportunities to learn specific elements of Jamaican culture e.g. cooking, language and entertainment*
- Technology - *supporting adults to understand and be comfortable using technology including office applications, smartphones, social media, etc.*

## Promotions

The organization will consistently promote its purpose and offerings to its primary target audiences (Jamaicans) as well as the broader community. The main strategy will be to expand the use of technology to multiply the effectiveness of the organization's reach while ensuring that all target audiences are efficiently connected.

The primary vehicles for the promotional plan will be:

- The JCAA website [www.jcaalberta.com](http://www.jcaalberta.com)
- Social media
- JCAA Newsletter
- Direct email/mail
- Community events
- Community partnerships

The goal is to refresh the organization's website in 2016-17. The new site will facilitate the increased focus on social media as a core communications vehicle. By 2017-18 the website will become a steady source of revenue through partnerships with community businesses. The JCAA should be easily found, easy to contact and easy to transact with through the redesigned website.

### People Development

The JCAA will focus on developing its members as a key element of the strategic plan. The primary strategy is to improve the quality of the leadership corps while building the pool of next generation leaders. This focus is intended to increase the skill and capability of the members who volunteer to lead the organization. Additionally, this focus on people development is intended to supplement other areas of the strategic plan, e.g. youth programs. The organization will provide growth in the following areas:

- Leadership
- Financial management
- Conflict resolution
- Mentorship
- Community development

By 2018 the skill level of the leadership team of the JCAA would have been enhanced. Additional leaders will be developed to ensure the effective continuation of the programs implemented as part of the strategic plan.

### Financial

The organization's goal is to build a sound financial basis which enables it to effectively sustain its programs. The core strategy is to broaden the sources of revenue for the association to ensure sustainable growth. The acquisition of a primary operating location for the association will be a pivotal factor in the organization's financial plan. The primary sources of revenue will include:

- AGLC disbursements
- Cultural events
- Programs

- Grants
- Advertising
- Sponsorship
- Merchandise

## Financial Forecast 2016-2021

### Lease/Rent Strategy

	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21
<b>EXPENSES</b>					
<i>Rent</i>	\$12,675.23	\$39,092.50	\$40,121.25	\$41,150.00	\$42,178.75
<i>Operating Cost</i>	\$4,567.65	\$18,270.60	\$18,270.60	\$18,270.60	\$18,270.60
<i>Leasehold Improvement</i>	\$200,000.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>Utilities</i>	\$6,000.00	\$6,300.00	\$6,615.00	\$6,945.75	\$7,293.04
<i>Administration</i>	\$4,000.00	\$4,400.00	\$4,840.00	\$5,324.00	\$5,856.40
<i>Programs</i>	\$1,500.00	\$5,000.00	\$7,500.00	\$8,000.00	\$10,000.00
<i>Events</i>	\$30,000.00	\$40,000.00	\$45,000.00	\$65,000.00	\$70,000.00
<i>Other</i>	\$2,000.00	\$2,200.00	\$2,500.00	\$3,000.00	\$3,000.00
<b>Total</b>	<b>\$260,742.88</b>	<b>\$115,263.10</b>	<b>\$124,846.85</b>	<b>\$147,690.35</b>	<b>\$156,598.79</b>
<b>REVENUE</b>					
<i>Cash - Gaming Account</i>	\$514,113.20	\$454,370.32	\$400,607.22	\$418,260.37	\$366,070.02
<i>Casino Disbursements</i>	\$60,000.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00
<i>General Funds</i>	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
<i>Grants</i>	\$100,000.00	\$5,000.00	\$10,000.00	\$5,000.00	\$5,000.00
<i>Sponsorship</i>	\$1,000.00	\$5,000.00	\$7,500.00	\$8,000.00	\$10,000.00
<i>Fundraising - events</i>	\$35,000.00	\$45,000.00	\$55,000.00	\$75,000.00	\$85,000.00
<i>Other</i>	\$0.00	\$1,500.00	\$5,000.00	\$2,500.00	\$3,000.00
<b>Total</b>	<b>\$715,113.20</b>	<b>\$515,870.32</b>	<b>\$543,107.22</b>	<b>\$513,760.37</b>	<b>\$534,070.02</b>
<b>Net Income</b>	<b>\$454,370.32</b>	<b>\$400,607.22</b>	<b>\$418,260.37</b>	<b>\$366,070.02</b>	<b>\$377,471.23</b>

## Ownership Strategy

	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21
<b>EXPENSES</b>					
<i>Mortgage</i>	\$7,600.00	\$45,600.00	\$45,600.00	\$45,600.00	\$45,600.00
<i>Operating Cost</i>	\$2,400.00	\$14,400.00	\$14,400.00	\$14,400.00	\$14,400.00
<i>Mortgage Down payment</i>	\$276,000.00				
<i>Fees - Building Acquisition</i>	\$45,000.00				
<i>Leasehold Improvement</i>	\$200,000.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>Utilities</i>	\$6,000.00	\$6,300.00	\$6,615.00	\$6,945.75	\$7,293.04
<i>Administration</i>	\$4,000.00	\$4,400.00	\$4,840.00	\$5,324.00	\$5,856.40
<i>Programs</i>	\$1,500.00	\$5,000.00	\$7,500.00	\$8,000.00	\$10,000.00
<i>Events</i>	\$30,000.00	\$40,000.00	\$45,000.00	\$65,000.00	\$70,000.00
<i>Other</i>	\$2,000.00	\$2,200.00	\$2,500.00	\$3,000.00	\$3,000.00
<b>Total</b>	<b>\$574,500.00</b>	<b>\$117,900.00</b>	<b>\$126,455.00</b>	<b>\$148,269.75</b>	<b>\$156,149.44</b>
<b>REVENUE</b>					
<i>Cash - Gaming Account</i>	\$514,113.20	\$150,613.20	\$104,213.20	\$125,258.20	\$77,488.45
<i>Casino Disbursements</i>	\$60,000.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00
<i>General Funds</i>	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
<i>Grants</i>	\$100,000.00	\$5,000.00	\$10,000.00	\$5,000.00	\$5,000.00
<i>Sponsorship</i>	\$1,000.00	\$5,000.00	\$7,500.00	\$8,000.00	\$10,000.00
<i>Fundraising - events</i>	\$45,000.00	\$55,000.00	\$60,000.00	\$80,000.00	\$85,000.00
<i>Other</i>	\$0.00	\$1,500.00	\$5,000.00	\$2,500.00	\$3,000.00
<b>Total</b>	<b>\$725,113.20</b>	<b>\$222,113.20</b>	<b>\$251,713.20</b>	<b>\$225,758.20</b>	<b>\$245,488.45</b>
<b>Net Income</b>	<b>\$150,613.20</b>	<b>\$104,213.20</b>	<b>\$125,258.20</b>	<b>\$77,488.45</b>	<b>\$89,339.01</b>

### Assumptions to the financial forecast

1. Disbursements from casino continues at current average amount
2. Building acquired would be at a 70% mortgage
3. Provision for inflationary increase in administration and utilities
4. Primary programs will be funded significantly by sponsorship/grant funds
5. CIP grant to support leasehold improvement in Year 1
6. Revenue from events will include – Taste of Jamaica, New Year's Eve Gala, Month-end social, Independence Celebrations

## Strategic Action Plan

The JCAA intends to implement the following actions to successfully achieve the strategic objectives outlined in this document.

Year	Action	Strategic Focus	Comments
2016-17	<ul style="list-style-type: none"> <li>Acquire operating location</li> <li>Redesign website</li> <li>Partner programs</li> <li>Sports – CHSC sports day</li> <li>Administrative process improvements</li> <li>Implement new revenue stream –Events</li> </ul>	Programs/Financial Promotion People People Programs Financial	
2017-18	<ul style="list-style-type: none"> <li>Implement leadership development program – Phase 1</li> <li>Technology literacy for adults</li> <li>Culture program – <i>Learning to cook popular Jamaican menus</i></li> <li>Sports – JCAA summer sports club</li> <li>Youth program – <i>Mentorship</i></li> <li>Implement new revenue stream – Events, Website advertising</li> </ul>	People  People People  Youth Youth Financial	<i>Partner with Center for Newcomers</i>
2018-19	<ul style="list-style-type: none"> <li>Implement leadership development program – Phase 2</li> <li>Public speaking program</li> <li>Technology – Office applications</li> <li>Culture for youth – creative arts (dance)</li> <li>Implement new revenue stream - Merchandise</li> </ul>	People  Youth People Youth Financial	<i>Partner with Toastmasters</i>
2019-20	<ul style="list-style-type: none"> <li>Implement leadership development program – Phase 3</li> <li>Culture for youth – creative arts (music)</li> <li>Implement new revenue stream – Culture program, advertising</li> <li>Technology – education programs</li> </ul>	People  Youth Financial  People	
2020-21	<ul style="list-style-type: none"> <li>Implement leadership development program – Phase 4</li> <li>Culture for youth – creative arts (visual arts)</li> <li>Implement new revenue stream –Events</li> <li>Technology – education programs</li> </ul>	People  Youth Financial People	

## Core requirements and dependencies

The achievement of different elements of the strategic plan will be directly related to the level of investment made in having all the requirements available. All elements of the plan are interfaced and therefore there are high levels of dependency, as captured in the table below.

	<b>Requirements</b>	<b>Dependencies</b>
Programs	<ul style="list-style-type: none"> <li>• Program development expertise</li> <li>• Community partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate facilities - JCAA operational location</li> <li>• Funding for resource materials and facilitators</li> </ul>
Promotions	<ul style="list-style-type: none"> <li>• AGLC use of proceeds approval</li> <li>• Website redesign + social media expertise</li> </ul>	<ul style="list-style-type: none"> <li>• AGLC funding</li> </ul>
People Development	<ul style="list-style-type: none"> <li>• Professional development support</li> <li>• Stable leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Financial forecast</li> <li>• Event planning and promotions</li> <li>• Program development expertise</li> <li>• Sustained membership growth</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate facilities - JCAA operational location</li> <li>• AGLC funding</li> <li>• Sponsorship</li> </ul>

## Key Success Factors

The organization will be able to assess the effectiveness of the different planned elements by examining data in the following areas:

- Growth in the JCAA membership
- Utilization of the JCAA programs
- Revenue growth and retained earnings
- Community awareness - website traffic, social media data
- Leadership stability and transition

Based on the above, the organization would measure the following as indicators to the effectiveness of the elements of our strategic plan:

- # of registered members
- # of paid of members
- % increase (year over year) of paid up members
- Total # of participants in programs offered
- # of seats filled for programs offered
- Net profit from events
- Social media reach