

Portland-Sapporo Sister City Association
Strategic Plan
April, 2011 – December, 2013

Vision

To be the leading Sister City Association in Portland and to realize Portland as a highly respected international city.

Mission

- 1.) To cause the people of the City of Portland, Oregon, and the people of Sapporo, Japan, to acquire a consciousness of each other, to understand one another as individuals, as members of their community, as citizens of their country, and as part of the family of nations.
- 2.) To foster as a consequence of such knowledge and consciousness, a continuing relationship of mutual concern between the City of Portland, Oregon and the people of Sapporo, Japan.
- 3.) To undertake, both in seeking and in consequence of such consciousness and concern, any activities and programs as will provide to one another appropriate aid and comfort, education and mutual understanding.
- 4.) To participate as an organization in the promoting, fostering and publicizing of state and national programs of international municipal cooperation organizations, and thereby to encourage other organizations and residents of American communities to engage and participate in such programs, to foster and promote friendly relations and mutual understanding between the people of Portland, Oregon, and the people of Sapporo, Japan, and to act as a coordinating body, community, agency or counsel among those organizations, groups and individuals desiring to and engaging in the activities of such international municipal cooperation organizations.

Goals

Goal 1: To strengthen ties of friendship with the City of Sapporo, their people, government, and culture through programs of cultural and educational exchanges.

- 1.) Home stays & Hosting
- 2.) Sapporo Summer Institute
- 3.) Go to Sapporo Program (to be considered)

Goal 2: Educate our citizens about Sapporo and the Citizens of Sapporo about Portland and its citizens.

- 1.) Festival Japan
- 2.) Mochitsuki
- 3.) Shinnenkai

Goal 3: To strengthen the City of Portland's international relations by creating a diplomatic atmosphere through hosting foreign dignitaries, and welcoming and dispatching delegations.

- 1.) Hosting foreign dignitaries
- 2.) Receiving, welcoming and dispatching delegations.
- 3.) Anniversary planning & implementation

Resources & Best Practices

Professional Staff - To fulfill its mission, the Portland Sapporo Sister City Association will seek to invest in professional staff that brings the needed visionary thinking and gifted management to advance the Association and its Mission.

- 1.) Determine feasibility of hiring part time staff, including possible staff sharing with other sister city associations, or the use of interns.

Financial Resources & Constituencies - As a public institution, the Portland Sapporo Sister City Association will work to enlarge the circle of friends and supporters whose affection, knowledge, and investment drives forward its mission. The funding that will enable the Association to advance its vision for the future will come from a variety of sources.

- 1.) Establish Membership & Fund Raising Committee, Sponsorship opportunities
- 2.) Create membership and prospect database
- 3.) Create & implement Member & Donor recruitment program; annual fund, membership drives
- 4.) Establish an annual fund raising event (to be considered)
- 5.) Eliminate Summer BBQ

Communications – Communicating the Mission and work of the Association is critical to maintaining and informing an engaged constituency. We will strive for timely and professional modes of communication with all our communities and stake holders.

- 1.) Establish Communications Committee & Advance an integrated plan for public communications
- 2.) Establish an Association newsletter
- 3.) Complete a collateral audit to determine existing and needed materials to educate Association constituents, and to empower its ambassadors through the creation of a compelling case for support and appropriate collateral conveying the depth and breadth of work of the Association
- 4.) Create and implement a comprehensive Internet & Social Media strategy including significant advancement of the Association website as a clearinghouse for information, education, engagement opportunities, and relevant links.

Governance - Effective Institutional Governance will include a commitment to a culture of accountability, transparency, Board building, Board training, Board utilization, strategic planning, implementing effective and appropriate policies, and an active committee structure. Board members represent the community and have the greatest potential to bring together the members of the community in supporting organization.

- 1.) Establish a Board committee structure including; Governance Committee, Communications Committee, Events Committee, Hosting & Delegations Committee, Membership & Fund Raising Committee, Budget & Finance Committee, History & Archiving Committee, Strategic Planning Committee

Footnotes

Organizational Readiness: The Portland Sapporo Sister City Association must commit to staying focused on the work agreed upon in this plan, and must be careful not to undertake projects, set goals, or implement strategies for which it is not ready. All initiatives of the Association should be evaluated through the realistic lens of Organizational Readiness – do we have the time, talent and resources necessary to succeed? The goals set forth in this Plan present both opportunities and challenges. To achieve these goals, great resources are required and best practices must be followed in each step of the implementation process. Frequent consideration must be given to the balance of risk and means. It is important to understand that we will be required to maintain flexibility in regards to internal and external factors, and by doing so we may discover as we work through each phase of the Plan, that some end results will differ from those outlined in the current document.

Board Term Limits & Nominating Process

The Portland Sapporo Sister City Association has a long and proud history of extremely dedicated and hard working Board members who have accomplished much over the past 50 years. At this point in its history, with an evolving face of volunteerism, at the dawn of a second half-century of work ahead, and in light of a string of recent Board resignations, the Association should enter into a serious dialog with itself and consider implementation of Board Member Term Limits. Additionally, the consideration of a more broadly based and transparent Board Member and Officer Nomination process should be discussed.

The following are some advantages of a term limit policy:

- The board has the possibility of working with active community members who can devote only a few years to board service.
- Bringing diversity onto the board is easier.
- The board has a built-in balance of continuity and turnover.
- Passive, ineffective, or troublesome board members can be more easily rotated off.
- Board members experience a better rotation of committee assignments.
- A regular infusion of fresh ideas and new perspectives is brought onto the board.
- The board gains a regular awareness and pays attention to the changing group dynamics.
- Limits present an opportunity for the board and the retiring board member to reassess a mutual willingness to continue working together with the possibility of enlarging the circle of committed supporters by keeping retired board members involved.

Disadvantages of term limits

- Loss of expertise and organizational memory.
- The board spends more time dedicated to recruitment and orientation.
- Additional efforts are needed to keep the group cohesive.

Disadvantages of not having term limits

- Stagnation if no change occurs among the board members.
- Perpetual concentration of power within a small group.
- Intimidation of the occasional new member.
- Tiredness, boredom, and loss of commitment by the board.
- Loss of connection to the constituency due to a change in demographics or environmental factors.