



## **Strategic Plan 2018-2021**

## INTRODUCTION

In keeping with recommended RI practice, the Rotary Club of Avalon Northeast has engaged in member-driven strategic planning. This document reflects our comprehensive strategic planning exercise, undertaken during the spring and fall of 2017, by the 2016-17 and 2017-18 Boards of Directors, with the guidance and support of Alex Twells of Twells Consulting and a Rotarian from the St. John's East Club, and with the participation of up to 70% of our club's membership.

### Process

In the winter of 2017 the Board of Directors met with Mr. Twells, and established the process to be followed. It was agreed that two activities would occur: broad, generic questions would be posed to all club members via an electronic survey and a strategic planning session facilitated by Mr. Twells would be convened. The results of both would be used to inform the strategic plan.

Announcements about the upcoming strategic planning process were made at weekly meetings. All club members were encouraged to participate. Final participation in the activities was in the order of 60-70% of total members engaged.

The results of the survey and planning session were discussed at two Club Assemblies, May 2017 and January 2018, with a view to establishing the goals outlined herein.

This report received board approval at the February 28, 2018 board meeting.

It is to be circulated via email to the membership, and then posted on the club's website. A copy of this plan is to be provided to all new club members during the 2018-21 timeframe.

## STRATEGIC PLANNING INITIATIVE: SURVEY RESPONSES

An electronic survey was circulated to all members with four generic questions to assess member engagement and interest. Results obtained are outlined below.

<b># 1 Do you enjoy the meeting schedule – summer social meeting, speakers, &amp; general weekly agenda.</b>	
0%	Not happy at all
13.64%	Somewhat but needs improvement
4.55%	Impartial
59.09%	Overall it's good
22.73%	Works great for me

Analysis of the responses:

- There is a general consensus that the meeting schedule is working; some modifications could be considered for improvement.

<b>2 Where do you see yourself in the club?</b>	
52.38%	I feel valued in the club and participate as much as I can
0%	If given the opportunity I would do more in the club.
47.62%	At this time I can only participate part-time.
0%	Not feeling the love.

Analysis of the responses:

- The membership feels valued and is participating where possible on an individual basis.

<b># 3 The brand of the club today is fundraising and large projects – what appropriate mix do you feel would be the best for the club in terms of service to fundraising ratio. With 0 being service only and 100 fundraising only</b>	
100%	50:50 mixture.

Analysis of the responses:

- The responses indicate that members unanimously feel a 50:50 mixture of service to fundraising activities.

<b>#4 How do you feel about joint projects with other clubs (Rotary, Knights, Lions, etc)?</b>	
63.64%	All for it.
31.82%	Neither for nor against.
4.55%	Totally against it.
0.00%	Just other Rotary Clubs.

Analysis of the responses:

- The membership have an interest in seeking partnership opportunities with other community service organizations. Only a small percentage would not support seeking partnerships and it is preferred to engage other service clubs outside the Rotary sphere.

**STRATEGIC PLANNING INITIATIVE: GROUP FACILITATED SESSION – WHAT WE HEARD**

The outcomes of the planning session facilitated by Mr. Twells were grouped via three themes outlined below: (i) membership; (ii) service; and (iii) fundraising. These themes were validated by club members during the club assemblies that were held following the session.

<b>Main Areas of Focus and Interest</b>
• Membership
• Fundraising
• Projects and Service
• Meetings
• Fellowship
• Public Relations

<b>Membership</b>
• Speaker program could be enhanced.
• Room is too large.
• `We just go, sit with the same people, eat and leave'; little opportunity for networking.
• Current members who are actively engaged would make it easier to recruit and retain members as is the beginning of the club's attractiveness.
• Increased attendance when guest speakers are present is desirable to demonstrate club vitality and interest.
• A review meeting etiquette / rituals would be of value.
• May need to assess available time commitment to Rotary.
• What are we getting from Rotary – a value proposition would facilitate membership recruitment and retention.

<b>Service</b>
• With a high % of people in our club are not from our community there are less people to promote within the community.
• Establish service meeting sand all members would be involved. A service meeting committee could be established to find service opportunities and organize activities. It was recommended that the President elect be the chair and oversee the Team Leaders.
• Service meetings not only help to increase the engagement of our existing members but also to build some excitement within the club and attraction for new members. Plus there is an added benefit of being more visible within the community.

### Fundraising

- Members agreed that the lobster dinner and auction should remain as the main fundraiser.
- Another fundraiser in the fall of the year could be explored in the future
- For 2018- 2021 members indicated a preference to focus on smaller projects that can be done within the year and will contemplate signing on to one big project if one arises.
- Members indicated that they prefer the international service budget be determined as a percentage of club funds per year rather than an established dollar amount.

## GOALS 2018-2021

### Recruitment and Retention

Develop and implement a Membership Recruitment and Retention Strategy inclusive of recruitment goals, activities, on-boarding and mentoring.

### Community Service

Establish a Community Service Committee.

Dedicate up to 2 community service activities per month in lieu of regular meetings.

### Fundraising

Maintain the auction as the flagship fundraiser and consider a second fall fundraiser.

Dedicate funds to smaller projects.

Explore partnership projects with other community organizations.

### Public Relations

Conduct five community awareness activities annually and ensure banner and promotional material or signage is placed at each club sponsored event.

Build on media interest in the Clubs activities.

Increase social media presence.

### International Service

Dedicate 10 percent of the annual budget to international service projects.

## FINAL COMMENTS

Further, on behalf of the Board of Directors I would like to say a very special thank-you to everyone who participated. This Strategic Plan will guide our club for the next three years and will serve as a compass to the board and our committees for goal setting, budget deliberations, strategic decision-making, planning, and problem-solving. Notwithstanding this, we all recognize that our club is continuously evolving with the ebb and flow of membership within a dynamic local and world community. With respect to these realities we encourage and welcome ongoing input at any time.

Jennifer Crummey

President 2017-18

**Rotary Club of Avalon Northeast**

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