

# **2019/2020 STRATEGIC PLAN**



*Rotary Club of Vancouver  
Prepared By: Saarika Varma*

## CLUB HISTORY

*Club No. 61*

*The Rotary Club of Vancouver is a service club dedicated to improving the lives of others both in their community and around the world. Established in 1913 as the 1st club in British Columbia, and the 2nd in Canada, the Club has a long history of supporting local non-profits, charities, and other good works that promote the well-being of the community.*

### *About Rotary*

*Rotary is a worldwide organization of more than 1.3 million business, professional, and community leaders in 200 countries, who make a difference in the communities in which they live. Rotarians provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world. Clubs are non-political, non-religious, and open to all cultures, races, and creeds. As signified by the motto Service Above Self, Rotary's main objective is service - in the community, in the workplace, and throughout the world.*

*Solving real problems takes real commitment and vision. For more than 110 years, Rotary's people of action have used their passion, energy, and intelligence to take action on sustainable projects. From literacy and peace to water and health, we are always working to better our world, and we stay committed to the end.*



**BE THE INSPIRATION**

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# 2019/2020 Board of Directors



***Bill Davidson, President***



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Secretary***



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Director***

## GUIDING PRINCIPLES

### **THE 4-WAY TEST** *Of the things we think, say or do*

- 1. Is it the TRUTH?**
- 2. Is it FAIR to all concerned?**
- 3. Will it build GOODWILL and BETTER FRIENDSHIPS?**
- 4. Will it be BENEFICIAL to all concerned?**

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## VISION

*Thinking globally, acting locally, working amongst friends who share Rotarian values to help others and make the world a better place.*

## OUR CORE VALUES

### *Fellowship*

Our combined efforts serve humanity. Fellowship transcends boundaries, whether physical or social.

### *Integrity*

We are accountable, ethical, fair and respectful.

### *Diversity*

Encourage diversity in membership and in the services we provide.

### *Service*

The major element of what we do. Rotary's culture of service gives us satisfaction and brings greater understanding and peace to the world.

### *Leadership*

We are all leaders in our everyday lives and we need to develop the next generation of leaders.

## ROTARY INTERNATIONAL'S PLAN

### *Increase Our Impact*

Rotarians are problem solvers and can mobilize networks to create solutions.

### *Expand Our Reach*

Rotarians can make a difference when we are united.

### *Enhance Participant Engagement*

Rotarians need to feel seen and heard and want to work on projects that are relevant and fulfilling.

### *Increase Our Ability to Adapt*

Historically, Rotarians have found new ways to help our communities move forward. We need to stay ahead of changes in the future.

# RCOV Goals and Strategies

## 10-Year Goals

In 2030, the Rotary Club of Vancouver has 450 club members. GVRD residents see the Club as an aspirational club to join, and topical in the initiatives and charities it stands behind.

The Club has an established online and virtual presence with 100,000+ followers, capturing mindshare among residents of Vancouver, and continues to grow its network. Every news release is picked up by all major networks and many community networks. There is an established use of technology within the Club, allowing for more interaction between Club members. Rotarians continue to actively track their volunteer hours and financial contributions on the club portal.

The networking and vocational service opportunities for members are a go-to place for business development and mentorship. The Club has regular vocational programs to allow members to network their business to other members, and for the Club to support members growing their business. Members of the Club see themselves as an inherent and critical part of the Club and introduce new people, friends, and connections to the Club while strengthening their relationships amongst one another through active social events.

Charitable events and activities are fun and generate 500+ paying attendees.

The Club has 100 members attend the RLI workshops and other Rotary International events and continues to actively support youth activities and membership opportunities.

With the expanded membership base and strong mindshare in Vancouver, the Club is generating \$1,000,000 plus annually for its charities and projects. The asset base of the Club is greater than \$10 MM, and 100% of Club members donate to Rotary as a charity.

## 5-Year Goals

In 2025, the Rotary Club of Vancouver has expanded its membership to 300 members. The Club continues to expand its position as the pre-eminent service club in Vancouver. It is the nucleus of other, smaller, regional Rotary Clubs.

The Club has built a robust online and virtual presence, capturing mindshare among residents of Vancouver. Every news release is picked up by at least ten (10) media outlets. There is an established use of technology within the Club, allowing for more interaction between Club members. Rotarians continue to actively track their volunteer hours and financial contributions on the club portal.

Through the collective efforts of the Club's charitable and promotional efforts, new charities have begun looking to the Club as a centre of excellence and a well spring of resources to compliment and assist them on their community projects.

Increased migration into Vancouver sees hundreds of thousands of people moving here. The Club will have started an outreach to new immigrants and migrants from elsewhere in Canada. New residents see the Club as a facilitator of new opportunities and an access point to new friendships and opportunities within the community.

By proxy of the Club's growth, the networking and vocational service opportunities for members has expanded. The Club has regular (at least quarterly) vocational programs to allow members to network their business to other members, and for the Club to support members growing their business. Social events are the norm within the Club. Members of the Club see themselves as an inherent and critical part of the Club and introduce new people, friends, and connections to the Club while strengthening their relationships amongst one another.

Charitable events and activities are fun and generate 500+ paying attendees.

The Club has 20 members attend the RLI workshops and other Rotary International events and continues to actively support youth activities and membership opportunities.

With the expanded membership base and strong mindshare in Vancouver, the Club is generating \$500,000 plus annually for its charities. The asset base of the Club is greater than \$5 MM, which allows the Club to reach the goal that 100% of Club members donate to Rotary as a charity.

### **3-Year Goals**

The Rotary Club of Vancouver has expanded its membership to 200 members by 2022. The Club is expanding its position as the pre-eminent service club in Vancouver. It is the nucleus of other, smaller regional Rotary Clubs.

The Club is well on its way to building a robust online and virtual presence, capturing mindshare among residents of Vancouver. Every news release is picked up by at least five (5) media outlets. There is an expanded use of technology within the Club, allowing for more interaction between Club members. Rotarians are actively tracking their volunteer hours and financial contributions on the club portal.

Through the collective efforts of the Club's charitable and promotional efforts, new charities have begun looking to the Club as a centre of excellence and a well spring of resources to compliment and assist them on their community projects.

Increased migration into Vancouver sees hundreds of thousands of people moving here. The Club will have started an outreach to new immigrants and migrants from elsewhere in Canada. New residents see the Club as a facilitator of new opportunities and an access point to new friendships and opportunities within the community.

By proxy of the Club's growth, the networking and vocational service opportunities for members has expanded. Members of the Club see themselves as an inherent and critical part of the Club and introduce new people, friends, and connections to the Club while strengthening their relationships amongst one another. Social events are the norm within the Club.

Charitable events and activities are fun and generate 300+ paying attendees.

The Club has 10 members attend the RLI workshops and other Rotary International events and continues to actively support youth activities and membership opportunities.

With the expanded membership base and strong mindshare in Vancouver, the Club is generating \$300,000 plus annually for its charities. The asset base of the Club is greater than \$3 MM, which allows the Club to work towards the goal that 100% of Club members donate to Rotary as a charity.

### **1-Year Goals**

This year, the Club is focusing on broadly understanding the status of all the committees of the Club and providing the groundwork for growth. The Club intends to put forward an action plan that will fulfill on the members' interest in expanding the Club's profile, adding to the projects that are done by the Rotary Club of Vancouver, and making a bigger difference in the community.

The Club's membership goal is to increase membership by 20 members. It will undertake new social events to allow for enhanced camaraderie, retention, and loyalty among existing members. Improve the Club's online presence with social media and the Club's website, including having all members participate in online activities in some capacity.

The Club will look into options to leverage each club's membership, relationships, and media awareness opportunities to fulfill on its goals as well as delving into the Club's finances and identify opportunities to raise its asset base so the Club can continue to operate with the ease and security it has been offering to date.



# 2019/2020 Key Objectives

## **PRIORITY #1: MEMBER ENGAGEMENT**

- Clearly define the Rotary Club of Vancouver's identity so members can share their club's activities easily.
- Align club activities with the core values of the club.
- Create new opportunities for members to participate.
- Create firm commitments from members for the projects they commit to.
- Promote inter-club interactions through joint-committee initiatives.

## **PRIORITY #2: IDENTIFY FUNDRAISING STRATEGIES FOR NEW PROJECTS**

- Identify all opportunities for members to participate now.
- Work with other Rotary clubs to host fundraisers.
- Work with Interact and Rotaract on a community activity.

## **PRIORITY #3: ALIGN THE COMMITTEES' INTERNAL COMMUNICATION STRATEGIES TO IMPROVE ENGAGEMENT AND TRANSPARENCY**

- Create engagement formats for members to increase members' understanding of opportunities to participate.
- Assess current communication strategies for each committee.

## **PRIORITY #4: BOOST OUR PROFILE – INCREASE ROTARY'S PUBLIC PRESENCE IN VANCOUVER**

- The club's online presence is re-designed to create transparency
- Allow people to easily donate to and contribute to our causes.
- Create opportunities for Rotarians to speak at large events about Rotary's work in the Lower Mainland.
  - o Create a document that describes what Rotary does and how we can help local non-profit organizations.

## **PRIORITY #5: ADDRESS SUCCESSION PLANS FOR EACH COMMITTEE**

- Is there a Terms of Reference (ToR) document for each committee?
- Create member onboarding processes that allow new and existing members to see a pathway for participation and succession for themselves.

## **PRIORITY #6: NEW PROJECTS & RESEARCH – HOST ONE (1) NEW PROJECT IN 2020**

- Host a major legacy project.

# Past Trajectory Assessment

## 2016-2018 Updates On Past Tactical Objectives

CATEGORY	OBJECTIVES	COMMITTEE	CURRENT STATUS
<b>MEMBERSHIP</b>			
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>✓ Recruitment to grow membership steadily, effective onboarding and new member mentoring.</li> <li>✓ Focus on retention to reduce turnover.</li> <li>✓ Build increased flexibility into ways members can participate in the club.</li> <li>✓ Focus on business networking and mentoring.</li> <li>✓ Bring charity through Rotary to life, make corporate and business connections.</li> <li>✓ Build the “Rotary Family” – alumni progression.</li> </ul>		
<b>M – 1</b>	Grow active RCV membership, focus actively on recruitment, target 100 members by June 30, 2018.		
		<b>Membership Committee</b>	<b>COMPLETE</b>
<b>M – 1.1</b>	Focus on members who have left, work to have them return. Also consider children of Rotarians.		
		<b>Membership Committee / Linda</b>	<b>COMPLETE</b>
<b>M – 1.2</b>	Challenge every active Rotarian to bring in one qualified new member.		
		<b>Membership Committee</b>	<b>ONGOING</b>
<b>M – 1.3</b>	Continue to update visitor data base for follow up with those who visit our club. – Integrate with friends of Rotary as one master list of contacts and supporters.		
		<b>Membership Committee</b>	<b>ONGOING</b>
<b>M – 1.4</b>	Increase diversity in members in the club.		
		<b>Membership Committee</b>	<b>ONGOING</b>
<b>M – 2</b>	Present membership as a topic at regular Rotary meetings, work with District on Membership Matters.		
		<b>Membership Committee</b>	<b>ONGOING</b>
<b>M – 3</b>	Continue to focus on the formal membership retention / mentorship plan – increase follow up.		
		<b>Membership Committee / Bill Schulz</b>	<b>ONGOING</b>
<b>M – 3.1</b>	Hold two new membership / mentorship events in 2017-18.		
		<b>Membership Committee/Bill Schulz</b>	<b>COMPLETE</b>
<b>M – 4</b>	Establish a business networking and vocational service support process in the club to offer support between Rotary and Rotaract. Participate in the new District business directory process when it is available. Revisit the Meetup process to aid in business networking.		
		<b>Membership Committee / Paul Martin / Brian Street</b>	<b>PARITALLY COMPLETE</b>
<b>M – 4.1</b>	Hold a business networking event and invite potential members – collaborate with other clubs and Rotaract.		
		<b>Phil / Paul / Brian / Rotaract</b>	<b>COMPLETE</b>
<b>M – 5</b>	Work to have five (5) Rotary Club of Vancouver Rotarians attend RLI in 2017-18		
		<b>Membership Committee</b>	<b>COMPLETE</b>
<b>M – 6</b>	Participate in an “Open House” type event with the other Vancouver Rotary / Rotaract clubs and invite politicians, public and more to learn about Rotary and see the kinds of things we do. (See also PI – 3).		
		<b>Phil</b>	<b>NOT DONE</b>
<b>M – 7</b>	Continue to look into different formats / meetings for the club to keep things fresh and interesting.		
		<b>John / Phil / Board</b>	<b>ONGOING</b>
<b>M – 8</b>	Work towards all members having a current Criminal Record Check (CRC) using the new online process – necessary now for all work with both youth and vulnerable adults.		
		<b>John / Phil</b>	<b>ONGOING</b>

<b>M – 9</b>	Make an online CRC part of the membership application process for membership in the club.		
		<b>Membership Committee</b>	<b>NOT DONE</b>
<b>M – 9.1</b>			
<b>FOUNDATIONS</b>			
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>✓ 100% of members contribute to Rotary as a Charity.</li> <li>✓ Support the Rotary Foundation and increase participation.</li> <li>✓ Achieve clarity with the members RE: the three foundations, their options to contribute, and how the foundations are governed.</li> <li>✓ Leverage the foundations as a charity for public giving, look for partnership opportunities.</li> <li>✓ Strengthen the inter-relationships between the RCV Hearing Foundation and the Vancouver Rotary Club Foundation.</li> </ul>		
<b>F – 1</b>	Grow participation in <i>Every Rotarian Every Year</i> program of the Rotary Foundation towards 100% participation. Target set for 2017-10 contributions is \$160 USD / Rotarian to The Rotary Foundation		
		<b>Foundation Chair</b>	<b>ONGOING</b>
<b>F – 2</b>	Grow participation in the Paul Harris Society (\$1K / Year) to 6 members.		
		<b>Foundation Chair</b>	<b>COMPLETE</b>
<b>F – 3</b>	Run the Foundations Campaign for 2017. October / November to be the month for focus on Rotary charitable giving.		
		<b>Chris Motion</b>	<b>COMPLETE</b>
<b>F – 4</b>	By 2025, we will have increased the assets of the Vancouver Rotary Club Foundation to \$4.4 million. (Current base is \$2.2 MM CDN\$ at June 2017)		
		<b>Phil / Board</b>	<b>ONGOING</b>
<b>F – 5</b>	Promote the Planned Giving package for the Vancouver Rotary Club Foundation and identify qualified members. Develop an outreach committee.		
		<b>Chris Motion</b>	<b>ONGOING</b>
<b>F – 5.1</b>	Establish a recognition program for contributions to the Vancouver Rotary Club Foundation. Include donations as well as bequests, offer areas of focus.		
		<b>Chris Motion</b>	<b>NOT DONE</b>
<b>F – 6</b>	Report on Foundation results quarterly to the board.		
		<b>Chris Motion</b>	<b>NOT DONE</b>
<b>F – 7</b>	Foundation Dinner for 5040 – collaboration of Vancouver clubs (?).		
		<b>Phil / Other Van. Club Presidents</b>	<b>COMPLETE</b>
		<b>(?)</b>	
<b>CLUB ADMINISTRATION &amp; TECHNOLOGY</b>			
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>✓ Track volunteer hours and financial contributions; clarify how they are used.</li> <li>✓ Establish a technology team of young members to show the club the way to the future in use of technology; build professional support for Social Media.</li> <li>✓ Create increased member participation opportunities through use of technology.</li> <li>✓ Develop succession for all key leadership roles.</li> <li>✓ Professional club administration that “connects the dots” for members.</li> </ul>		
<b>A – 1</b>	Implement the measuring and reporting of both volunteer hours and financial contributions monthly and upload to District.		
		<b>Phil / Linda / Board</b>	<b>ONGOING</b>
<b>A – 2</b>	Continue the Strategic Plan for the Rotary Club of Vancouver and hold progress reviews twice yearly.		
		<b>Strategic Planning Team</b>	<b>COMPLETE</b>
<b>A – 2.1</b>	Hold an annual follow up special strategy meeting with the club’s younger members (<45) and Rotaract Van YP / UBC to get a sense of how they would see the club in the future.		
		<b>Strategic Planning Team</b>	<b>COMPLETE</b>
<b>A – 3</b>	Arrange at least two off-site meetings (in the community) of the club in 2017 – 2018 (Consider locations such as Gladstone, International House, visit other clubs, etc.).		
		<b>Phil / Program Committee</b>	<b>ONE COMPLETED</b>
<b>A – 4</b>	Continue the Technology Committee for the club to help lead us forward into the tech world as it continually changes (See PI – 1).		
		<b>Wayne Fraser / Hussein</b>	<b>NOT DONE</b>

A – 5	Continue to work on succession and mentoring for key committee chair roles in 2016-17	Phil / Committee Chairs	IN PROGRESS
A – 6	Develop a Fellowship Committee for 2017-18	Linda / Myron / John H. / Rene	COMPLETE
A – 7	Increase participation with District and RI – better attendance at District events, District and International Conferences.	Phil / Don	IN PROGRESS
A – 8	Review club by-laws for compliance with new Societies Act and membership categories.	Phil / John / Terry / Gordon / Nick	COMPLETE
A – 9	Build our Facebook presence and having each committee contribute content.	Committee Chairs / Brian Street	IN PROGRESS
PUBLIC IMAGE			
Key Objectives	<ul style="list-style-type: none"><li>✓ Clarify the Rotary Club of Vancouver core message.</li><li>✓ Communicate effectively across the generations.</li><li>✓ Use technology actively, blogs, social media.</li><li>✓ Participate with District 5040 and other Rotary clubs.</li><li>✓ Leverage our success in donations we make and speakers who come.</li></ul>		
PI – 1	Public Image committee / team for 2017-18, link with the Technology Committee.	Brian S. / Hussein / Ian Storrs / Barbara / Jack Z.	NOT DONE
PI – 2	Work with the District 5040 PI Committee effectively (District Chair is Peter Roaf).	PI Committee	NOT DONE
PI – 2.1	Submit Rotary Club of Vancouver events to the District newsletter. Include a media release / at the conclusion of every club project. Submit also to Rotary Showcase (rotary.org) and Rotary Ideas.	PI Committee	NOT DONE
PI – 3	Compile Rotary Stories of Members.	PI Committee	NOT DONE
PI – 4	Community Parades – RWH truck – such as Santa Claus Parade.... use to increase Rotary's profile.	Rotaract / Club	COMPLETE
SOCIAL AND FELLOWSHIP			
Key Objectives	<ul style="list-style-type: none"><li>✓ Build social activities and events.</li><li>✓ Develop business connections and networking.</li><li>✓ Have more fun times together.</li></ul>		
SERVICE PROJECTS			
Key Objectives	<ul style="list-style-type: none"><li>✓ Promote and share projects widely, all committees to have presence on our website.</li><li>✓ Continue focus to choosing projects with a hands-on component – be more proactive at creating projects.</li><li>✓ Build more fellowship and social into project work.</li><li>✓ Develop projects with a family participation component.</li><li>✓ Remain active in local, international, hearing and youth work.</li><li>✓ Increase volunteerism components.</li></ul>		
SP – 1	Youth Programs	Youth Committee	ONGOING
SP – 1.1	Youth Exchange and Short-Term Exchange Program. <ul style="list-style-type: none"><li>• YEX – Taking a year off in 2017-18, decision to be made for 2018-19.</li><li>• Consider initiating a STEP exchange.</li></ul>	John Bathurst	ONGOING
SP – 1.2	Rotary Youth Leadership Award (RYLA). <ul style="list-style-type: none"><li>• Two to RYLA South in 2018 (budget permitting).</li><li>• Consider some for RYLA North.</li></ul>	John Bathurst	COMPLETE
SP – 1.3	Rotaract. <ul style="list-style-type: none"><li>• Liaise with Rotaract Young Professionals Club (Vancouver) and Rotaract Club at UBC for their service activities and support the clubs.</li><li>• Have the President-Elect for each Rotaract Club attend the PETS conference in Seattle in early February 2018.</li></ul>		

	<ul style="list-style-type: none"> <li>• Invite members of the Rotaract clubs to our club luncheons to present their clubs' activities to our members.</li> <li>• Encourage Rotaractors from each club to attend the Rotary District 5040 Conference at Squamish in May 2018.</li> <li>• Provide a cash award of \$250 for the Richwa Award when an appropriate individual is chosen (selected and organized by the Rotaract District for the eight Rotaract clubs in our District).</li> <li>• Give a \$250 PACE donation for the Rotaract District 5040's invitation of six Rotaractors from outside Canada to visit British Columbia for August 2017 to help cover costs.</li> </ul>		
		<b>Joan</b>	<b>COMPLETE</b>
<b>SP – 1.4</b>	Interact <ul style="list-style-type: none"> <li>• Reactivate our sponsorship of the Interact club at Gladstone Secondary School and liaise with them. Invite some of their members to our Rotary club luncheons to present their club's activities.</li> <li>• Investigate sponsorship of an Interact club in Kitsilano. – <b>NOT DONE, SPONSORED CHURCHILL INSTEAD.</b></li> </ul>		
		<b>John Bathurst</b>	<b>COMPLETE</b>
<b>SP – 1.41</b>	Recruit an Interact prime person from the club. Recruited Adriana Zylman who participated until last year. Since then, Ron Suzuki – Sunrise club, is very involved with youth activities in various areas, he stepped up and functions on the youth committee.		
		<b>John Bathurst</b>	<b>COMPLETE</b>
<b>SP – 1.5</b>	Stay in School Program. <ul style="list-style-type: none"> <li>• Select two qualifying Gladstone Secondary students from Grade 10 to receive scholarships totaling \$7,000 each for secondary (\$1,000) and post-secondary education (\$6,000). Present the scholarships during the graduation ceremonies for Gladstone Secondary School.</li> <li>• Follow up with post-secondary students to determine how they are progressing with the additional financial assistance provided by the scholarships.</li> </ul>		
		<b>John Bathurst / Mindy</b>	<b>PARTIALLY COMPLETE</b>
<b>SP – 1.6</b>	Norquay School Breakfast / Reading Program <ul style="list-style-type: none"> <li>• Provide financial assistance for breakfasts and books to elementary school students at Norquay School and have Rotary club members support the reading program.</li> <li>• Build resources into this committee.</li> </ul>		
		<b>John Richardson / New Committee Member</b>	<b>COMPLETE</b>
<b>SP – 1.7</b>	Adventures in Citizenship. <ul style="list-style-type: none"> <li>• Select one secondary school student to go to Ottawa for the Adventures in Citizenship program arranged by the Rotary Club of Ottawa, coordinate and pay for their registrations and pay for their air fare.</li> <li>• Invite the students to a Rotary club luncheon to give a presentation about their experiences during their visit to Ottawa in May 2018.</li> </ul>		
		<b>Youth Committee</b>	<b>COMPLETE</b>
<b>SP – 1.8</b>	Expand the membership of the Youth Committee to delegate and spread the workload for coordinating all of the programs.		
		<b>John Bathurst</b>	<b>ONGOING</b>
<b>SP – 2</b>	Community Service. Focus on four areas – education & literacy, hands on projects, hearing projects, large impact projects.		
		<b>Community Service Committee</b>	<b>ONGOING</b>
<b>SP – 2.1</b>	Participate in hands-on community involvement opportunity events for the club such as Food on the Corner, CKNW Orphan's Fund, etc. Involve and include Rotaract.		
		<b>Community Service Committee</b>	<b>COMPLETE</b>
<b>SP – 2.2</b>	Support Decoda Literacy for literacy work.		
		<b>Community Service Committee</b>	<b>COMPLETE</b>
<b>SP - 3</b>	Hearing – Bike-A-Thon.		
		<b>Bike-A-Thon Committee</b>	<b>COMPLETE</b>

<b>SP – 3.1</b>	Plan a successful 2017 Bike-A-Thon and raise \$170K Gross for the Rotary Club of Vancouver Hearing Foundation.	
	<b>Bike-A-Thon Committee</b>	<b>COMPLETE</b>
<b>SP – 3.1.2</b>	Work towards 100% club member participation in fundraising for the Bike-A-Thon.	
	<b>Bike-A-Thon Committee</b>	<b>COMPLETE</b>
<b>SP – 3.2</b>	Maintain contributions to the Rotary Club of Vancouver Hearing Foundation and allocate proceeds to local area hearing projects.	
	<b>RCVHF / CSC</b>	<b>COMPLETE</b>
<b>SP – 3.2.1</b>	Work with the Community Service Committee collaboratively for contribution to appropriate local hearing projects.	
	<b>RCVHF / CSC</b>	<b>ONGOING</b>
<b>SP – 3.2.2</b>	Monitor the work to establish the new hospital in Vancouver and the potential for a legacy hearing project at that site.	
	<b>RCVHF</b>	
<b>SP – 4</b>	International Service Committee.	
	<b>International Service Committee.</b>	<b>ONGOING</b>
<b>SP – 4.1</b>	Work to raise funds for International projects.	
	<b>International Service Committee.</b>	<b>ONGOING</b>
<b>SP – 4.1.1</b>	Work with the club on fundraising possibilities in support of International projects (including the Government of Canada and RI Global Grants).	
	<b>Barbara / Franco</b>	<b>ONGOING</b>
<b>SP – 4.2</b>	ISC Project Work	
<b>SP – 4.2.1</b>	Keep doing what you are already doing successfully, working with Rotary World Help and other ISC ongoing projects.	
	<b>ISC Committee / Rotary World Help - Rotarians</b>	<b>ONGOING</b>
<b>SP – 4.2.2</b>	Continue the International projects forward, using the core priorities that the committee sees in the future. <ul style="list-style-type: none"> <li>• Literacy projects</li> <li>• Water &amp; Sanitation</li> <li>• Ongoing long-term sustainability to keep the work that is done going into the future.</li> <li>• Occupational training for women.</li> </ul>	
	<b>ISC Committee</b>	<b>ONGOING</b>
<b>SP – 4.3</b>	Maintain the ISC Committee.	
<b>SP – 4.3.1</b>	Ensure that there is an ISC voice on core Rotary Club of Vancouver Committee, Membership Committee and Fundraising Committee. This is a key in raising the profile of International Service within the club and to enabling your committee's success and profile. (Link in to PI Committee). Build integration between committees and other Rotary Clubs.	
	<b>ISC Committee / Michael / Ian</b>	<b>COMPLETE</b>
<b>SP – 5</b>	Develop a database of all current and past projects and produce Rotary Stories on projects (link to PI Committee).	
	<b>ISC Committee / Comm. Service Committee / PI Committee</b>	<b>NOT DONE</b>
<b>FINANCE / FUNDRAISING</b>		
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>✓ Operate an active Finance Committee (chaired by the Treasurer) to oversee club finances.</li> <li>✓ Create a fundraising committee for the club to oversee fundraising activities.</li> <li>✓ Work to develop a new signature fundraiser.</li> <li>✓ Every fundraiser to have a clear cause.</li> <li>✓ Maximize use of our website and social media on how we raise funds and what we use them for.</li> <li>✓ Maintain sound financial operations.</li> <li>✓ Funds from beyond Rotarians – affinity partnership?</li> </ul>	
<b>FF – 1</b>	Develop a 2017-18 fundraising plan for the club, target \$25K in year. Focus on events that appeal to all members of the club and fund some specific causes.	
	<b>Board</b>	<b>COMPLETE</b>
<b>FF – 1.1</b>	Work to develop a new signature fundraiser.	



		<b>Brian / Fundraising Committee</b>	<b>NOT DONE</b>
<b>FF – 1.2</b>	Oktoberfest Event / Auction		
		<b>Fred / Phil</b>	<b>COMPLETE</b>
<b>FF – 2</b>	Continue the process annually to get Gaming funds for donations to not-for-profit organizations.		
		<b>Milton / Gerry</b>	<b>ONGOING</b>
<b>FF – 2.1</b>	Koerner Foundation Funds review and report / follow up.		
		<b>Gerry</b>	<b>ONGOING</b>
<b>FF – 3</b>	Have at least 2 updates per year on club finances in addition to the AGM.		
		<b>Board / Treasurer</b>	<b>ONGOING</b>
<b>FF - 4</b>	Monthly reporting to the committees on their disbursement compared with the budget.		
		<b>Board / Treasurer</b>	<b>ONGOING</b>

## ***2018/2019 Updates on Tactical Objectives by Committee***

### **Membership Committee**

As of December 1, 2019, there are 116 members in the Rotary Club of Vancouver.

In 2018-19 the committee added [more] members under 40 and [more] female members.

The committee goals were: [REAL NUMBERS PLEASE]. The club [did/did not] achieve these goals.

In 2019-2020, the committee will launch the club survey again to get a clear idea on target club members and how to attract and retain them. The committee intends to target younger and female members to add diversity to the club.

### **Networking and Vocational Services Committee**

In 2019, the committee launched the vocational presentations program to increase the awareness of members' work life. The committee plans to expand its activities by increasing the frequency of the vocational presentations and filling the schedule for the next six (6) months and hosting an event with distinguished speakers in town through a committee built by members of the club outside of the committee.

### **Community Service Committee**

#### Accomplishments:

Helping the poor and under privileged; Helping battered and sexually abused women; Supporting projects that assist in preventing suicides; Supporting projects that assist seniors; Helping minorities and new Canadian citizens through financial and hands-on assistance; Our support involvement covered projects in the greater Vancouver area; Selected projects that assisted people in improving their lives rather than simply dispensing assistance; Selecting projects that help raise the profile of Rotary and our Club; Undertaking projects where the participants will have a significant impact on many people as opposed to just one or two; Seeking projects that have an ongoing impact as opposed to one-time donations; Having a better understanding of the needs of the people the Club is supporting (and listed above), allowing us to serve their needs in a much better way; Being the first and only Rotary Club and/or service club that supports a charitable organization that provides homes and day programs for individuals with developmental disabilities.

#### KPI Updates:

The committee did not have the ability to utilize funds from Don Kavanaugh's donation in projects the CSC is involved with that includes children and youth. The committee would like to utilize this source of funding as it could free money for additional projects in the areas the club is serving.

#### Next Steps:

Continue supporting projects in the above noted areas.  
Seek District support for one of the main projects.  
Seek collaboration with other Rotary clubs for the above projects.

## International Service Committee

In 2018-19 the ISC planned to fund one new Global Grant, one or two RWH containers and if feasible one member-recommended project. These objectives were achieved.

All projects in DR Congo were delayed by up to a year by election disturbances and a Rotary Foundation Review of the Central Africa District 9150 project administration. As a result, the major WASH project for Kinsenso Kinshasa funded in 2017-18 is just now underway.

The ISC approved in July 2018 but cancelled in Spring 2018-19 the Eastern DR Congo GG Ruzuzi reforestation project because of delays and a growing lack of confidence in the capacity of the new RC partner in this Ebola-threatened region.

Instead in August, the ISC decided to co-support with several D540 clubs (US\$10,500) a GG WASH project led the RC Lavington in Nairobi Kenya using funds freed up from the cancelled project.

In 2018-19 The ISC also supported a member's project (US\$50,250) for a GG project in the Philippines concerning heart surgeries for children and provided funding for one RWH contained.

## Foundation Committee

The foundation committee has continued to promote the three (3) foundations they support and educated the membership on how they operate and how to contribute.

Efforts from past years-setting up the foundation to accept donations via Chimp have paid off as they continue to receive donations via that channel and those contributions are logged in a format the committee can refer to in the future. This will be helpful as the committee moves towards having the ability to implement a recognition program. Without this data there was previously no way to set up a recognition program.

The committee has a target of growing the club foundation to \$4.4 Million CAD by 2025. The committee is getting closer to meeting this goal and it has not been accomplished yet. In the coming year, the committee will continue to promote the foundations internally, while assessing opportunities to create exposure for the foundations beyond the club. The committee has determined that external exposure is the key to growing the overall endowment to the club's target level.

## Youth Committee

The Youth Committee executes several different projects each year.

#### Accomplishments:

In 2018-19, the Youth Committee undertook having a youth exchange, selected an outbound student, and received two inbound students.

The committee continued their support of Norquay literacy reading and emergency food program.

The committee continued their support of two (2) Rotaract clubs by sending the president elects to PETS and had a joint meeting with Rotaract and RCOV.

Currently, the committee is reviewing the Stay in School (SIS) Award application process and will continue to actively support the program.

A fund-raising gala for youth projects was held.

The committee continues to support Interact at Sir Winston Churchill School, and RICHWA awards for an outstanding Rotaractor.



A new project, the Hoop-A-Thon, was held as a fundraiser for Strathcona Community Sports and Schools.

KPI Updates:

The committee intended to send four (4) students to RYLA South, and only sent one (1).

The committee did not have any candidates for the Short-Term Exchange Program (STEP).

The committee did not send a candidate to Adventures in Citizenship in Ottawa. This was partly a cost issue and partly that they were not able to identify a candidate.

The committee intended to raise \$xx through the fundraiser and only raised \$xx.

Next Steps:

Complete the review of the SIS application process and rewards.

The committee plans to reconnect with alumni of the SIS rewards to foster an interest in getting involved in Rotary.

Undertake an active recruiting program for YEX.

Hold successful fundraiser(s) for youth related activities. [Define successful]

Continue activity in the following initiatives:

Norquay: Needs to replace John Richardson as he wants to step back.

Rotaract/Interact: Continue support and interaction and broaden the support.

RYLA: Undertake a more active program for identifying students to go.

RICHWA Awards

Have more discussion with respect to whether the committee will continue:

To support the various adventures programs put on by various Rotary clubs.

STEP: This has not been done in many years.

# 2018/2019 Club Committee Assessment

The Club Committee Assessment is intended to serve as a tool for the Board that provides them with the opportunity to assess each individual committee on its own merits. The Board may find that this simple glance highlights additional actions or requests that could help the committees in fulfilling on the Club's strategic plan.

## **RCOV Committees**

### **1. The Board of Directors**

The Board governs and administers the policies of the Club. Included on the agenda are committee financial requests, committee updates including international service, community service, membership, you/new generations, and any other business items that are pertinent to the club. The Board is responsible to the membership.

This committee **did** / did not achieve its high-level objectives for the past year.

### **2. Membership Committee**

This committee is responsible for recruitment and retention, new member interviews, the interview process, selection-by-committee, classification, orientation and assignment of mentors, and member biographies.

This committee **did** / did not achieve its high-level objectives for the past year.

### **3. Networking / Vocational Committee**

This committee is responsible for developing the Club's business networking activities and highlighting club members' significant vocational activities and achievements. The Committee works within the Club to build positive business relationships between members by creating awareness of their vocations and qualifications. The Networking Program provides an opportunity for promotion of members' businesses and products and attracting new members.

This committee **did** / did not achieve its high-level objectives for the past year.

### **4. Community Service Committee**

This committee is responsible for the local community service activities of the Club. It takes a proactive approach to meeting the needs of the Vancouver community by identifying two or three key projects for the year, with at least one of these being youth related. As well, the Committee investigates incoming requests for assistance from organizations in need in the City of Vancouver. Within the Committee, these are referred to as reactive projects. Funding recommendations are then presented to the Board of Directors for approval.

This committee **did** / **did not** achieve its high-level objectives for the past year.

### **5. International Service Committee**

This committee is responsible for implementing international service projects in the developing world. Projects are often fulfilled in conjunction with other Rotary Clubs from across the globe. The vision of the ISC is to engage in activities that will make the world a better place to live by providing direct aid to under-developed world communities in need.

This committee **did** / did not achieve its high-level objectives for the past year.

### **6. Youth Committee**

This committee is responsible for creating awareness of Rotary for young people by providing them with opportunities to attend Rotary-sponsored programs in which they engage in activities related to professional development and leadership training.

This committee **did** / did not achieve its high-level objectives for the past year.

### **7. Hearing Committee [Bike-A-Thon, St. Paul's Steering Committee]**

This committee is responsible for raising awareness and capital for St. Paul's Hearing Foundation. The Bike-A-Thon is the largest fundraising event of the Club.

This committee **did** / did not achieve its high-level objectives for the past year.

**8. VRC Foundation Investment Committee**

This committee oversees the investments of the Vancouver Rotary Club Foundation. Members are appointed.

This committee **did** / did not achieve its high-level objectives for the past year.

**9. Fundraising Committee**

This committee is responsible for the Club's fundraising affairs. The committee organizes an annual event that includes a fundraising component. Net proceeds are donated to youth programs.

This committee did / **did not** achieve its high-level objectives for the past year.

**10. Finance Committee**

This committee oversees and is responsible for Club finances. Members are appointed.

This committee **did** / did not achieve its high-level objectives for the past year.

**11. Public Relations Committee**

This committee is responsible for increasing awareness about the club's significant achievements with the public. The Committee focuses on building media, political, and other public entity relationships in order to raise the club's profile in the community and encourage public interest in Rotary and its activities.

This committee did / **did not** achieve its high-level objectives for the past year.

**12. Technology / Media Committee**

This committee is responsible for all of the club's technology related activities including the club's virtual and online presence. The committee works with the other committees to enable their efficient use of technology. The media committee ensures that the Club's website is up to date and works with the Public Relations Committee to create a robust online / social media presence.

This committee did / **did not** achieve its high-level objectives for the past year.

**13. Social / Fellowship Committee**

This committee is responsible for organizing the Club's monthly social activities. The club promotes fellowship within the Club.

This committee **did** / did not achieve its high-level objectives for the past year.

# Club Financial Assessment

## ***2018/2019 Financial Statement***

[Please insert financial statement.]

Will insert for year 2020-2021.

# Marketing & Engagement Plan

## ***Marketing Strategy***

The Club's marketing strategy is to build their public-facing profile through the development of strong community relationships and an engaging online presence.

Marketing's role will be to increase awareness of the Club to prospective new members, partner with other organizations that could provide a feeder of new members and undertake outreach initiatives to prospective new members. The Club will determine who prospective new members could be and who the Club would like to recruit. The Club is looking to recruit more young professionals. There are numerous associations (Vancouver CFA society, Chartered Accountants, or BC Law Society [to name a few] of powerful, young professionals who are looking to leave their mark on Vancouver's business community.

In addition, marketing should work to promote the Club's fundraising events to increase charitable donations, allowing the club to make a more meaningful impact on local communities. The club will need to determine who optimal donors for its charity events are and create outreach tactics for those donors.

Marketing strategy will need to encompass online awareness and social media strategies. The Club's social media account should be nurtured and steadily build followers to get word out about the Club, its activities, and charity projects.

## ***Communication Strategy***

The purpose of The Club's communication strategy is to facilitate fellowship between club members and ensure that members are aware of and engaged with the Club's many activities and initiatives, as well as communicate the Club's activities to the general public.

### ***Audience***

The Club communicates with a number of stakeholders as outlined below. It is important that the Club be able to communicate effectively with each stakeholder.

#### Club Members

These are active or inactive members of the Rotary Club of Vancouver, who participate in a variety of activities and projects within the Club.

#### Other Local Clubs

The Rotary Club of Vancouver may communicate with other clubs to promote inter-club activities and fellowship, and work on select projects together.

#### Rotary District

The Club works closely with the District on many aspects of the Club's management.

#### Rotary International

The Club communicates its progress and activities to Rotary International through internal communication channels within the organization.

#### Charities & Non-Profits

The Club communicates with existing charities and non-profits that it supports while looking for new avenues to support communities.

#### General Public

The Club promotes its programmes and projects to the general public to create awareness around its initiatives and promote knowledge and understanding of the Club's value.

## ***Communication Channels***

The Club uses a variety of communication channels to reach each stakeholder.

Internally, the Club uses email, the Club's website, the Club's online newsletter "*The Rotor*", Club and committee meetings, Club Days, Zoom, and phone to communicate information. The Club also has a limited social media presence on Facebook and Instagram that it intends to expand on over the next few years.

Externally, the Club uses individualized emails to communicate with its contacts and the organizations it supports. The Club intends to expand their external communication channels over the next few years to include media channels, online resources, and other available resources.

## ***Public Relations Strategy***

The Rotary Club of Vancouver is well-known to the groups it helps fund; however, its visibility is smaller within larger Vancouver circles. As part of the 2019-2020 strategic plan, the Board will take actions to analyze the Club's current standing in the Lower Mainland and make suggestions to increase external interactions and Club visibility.

The Club's PR strategy will build year-over-year.

2019/2020: The Club will assess its current PR standing and determine what next actions will be taken.

2020/2021: The Club will form a formal PR committee and align on its strategic direction while taking a few first steps towards building a greater online presence and building relationships with media representatives.

2021/2022: The Club will expand its presence in local media channels and promote its PR activities to regional and international Rotary Clubs.

## ***Emergency Measures Plan***

In the case of emergencies, the Board has approved widespread use of Zoom to continue meetings online.

When this occurs, the Board will appoint a member of the Club to contact all members individually and ensure they are set up to have meetings using the approved platform.

# Implementation Tactics

## 2019/2020 Action Plan

CATEGORY	OBJECTIVES	COMMITTEE	TIMEFRAME
<b>BOARD / FINANCE / FUNDRAISING</b>			
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Operate an active Finance Committee (chaired by the Treasurer) to oversee club finances.</li> <li>✓ Manage the Club's fundraising activities.</li> <li>✓ Maintain sound financial operations.</li> <li>✓ Funds from beyond Rotarians – affinity partnership?</li> </ul>		
<b>B – 1</b>	Create a fundraising committee for the club for the club to oversee funding activities.	<b>Wayne Fraser</b>	<b>June 2020</b>
	Work to develop a new signature fundraiser.	<b>Brian / Fundraising Committee</b>	<b>June 2021</b>
	Ensure every fundraiser has a clear cause.	<b>Fundraising Committee</b>	<b>June 2021</b>
	Maximize use of the Club's website and social media on how we raise funds and what we raise them for.		
		<b>Fundraising Committee / Technology Committee</b>	<b>Ongoing</b>
	Oktoberfest Event / Auction	<b>Fred / Phil</b>	<b>Yearly</b>
	Continue the process annually to get Gaming funds for donations to not-for-profit organizations.		
		<b>Milton / Gerry</b>	<b>Ongoing</b>
	Koerner Foundation Funds Review & Report / Follow Up	<b>Gerry</b>	<b>June 2020</b>
	Have a quarterly finance update meeting with the Board in addition to the AGM.	<b>Treasurer / President / President Elect</b>	<b>Ongoing</b>
	Monthly reporting to the committees on their disbursement compared with the budget.	<b>Board / Treasurer</b>	<b>Ongoing</b>
<b>MEMBERSHIP</b>			
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Recruitment to grow membership steadily, effective onboarding and new member mentoring.</li> <li>✓ Focus on retention to reduce turnover.</li> <li>✓ Build increased flexibility into ways members can participate in the club.</li> <li>✓ Focus on business networking and mentoring.</li> <li>✓ Bring clarity through Rotary to life, make corporate and business connections.</li> <li>✓ Build the "Rotary Family" – alumni progression.</li> </ul>		
<b>M – 1</b>	Grow active RCV membership, focus actively on recruitment, target 125 members by June 30, 2020.	<b>Membership Committee</b>	<b>June 2020</b>
<b>M – 1.1</b>	Focus on members who have left and work to have them return. Consider children and spouses of Rotarians.	<b>Membership Committee</b>	<b>June 2020</b>
<b>M – 1.2</b>	Continue to update visitor data base for follow up with those who visit our club. – Integrate with friends of Rotary as one master list of contacts and supporters.	<b>Membership Committee</b>	<b>Ongoing</b>
<b>M – 1.3</b>	Increase diversity in members in the club, including diversity of occupation.	<b>Membership Committee</b>	<b>Ongoing</b>
<b>M – 1.4</b>	Consider higher profile people to become members.	<b>Membership Committee</b>	<b>Ongoing</b>
<b>M – 2</b>	Present membership as a topic at regular Rotary meetings.	<b>Committee Chair</b>	<b>Ongoing</b>
<b>M – 3</b>	Work with the District on Membership Matters.		

	<b>Committee Chair</b>	<b>Ongoing</b>
<b>M – 4</b>	Continue to focus on the formal membership retention / mentorship plan – increase follow up.	
	<b>Membership Committee</b>	<b>Ongoing</b>
<b>M – 5</b>	Hold two new membership / mentorship events per year.	
	<b>Membership Committee</b>	<b>June 2020</b>
<b>M – 6</b>	Work to have five (5) Rotary Club of Vancouver Rotarians attend RLI in 2020.	
	<b>Membership Committee</b>	<b>June 2020</b>
<b>M – 7</b>	Work towards all members having a current Criminal Record Check (CRC) using the new online process – necessary now for all work with both youth and vulnerable adults.	
	<b>John / Phil</b>	<b>Ongoing</b>
<b>M – 7.1</b>	Make the online CRC part of the membership application process for membership in the club.	
	<b>Membership Committee</b>	<b>June 2020</b>
<b>NETWORKING &amp; VOCATION</b>		
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Develop business connections and networking opportunities for members.</li> <li>✓ Create awareness around members' vocational activities.</li> <li>✓ Provide an opportunity for collaboration and mentorship amongst new and experienced members.</li> </ul>	
<b>N – 1</b>	Have members participate in the District business directory process.	
	<b>Networking &amp; Vocational Committee</b>	<b>Ongoing</b>
<b>N – 2</b>	Establish a business networking and vocational service support process in the club to offer support between Rotary and Rotaract.	
	<b>Networking &amp; Vocational Committee</b>	<b>June 2020</b>
<b>N – 3</b>	Hold a business networking event and invite potential members. Collaborate with other clubs and Rotaract.	
	<b>Networking &amp; Vocational Committee</b>	<b>June 2020</b>
<b>N – 4</b>	Participate in an “Open House type event with the other Vancouver Rotary / Rotaract clubs and invite politicians, public, and more to learn about Rotary.	
	<b>Networking &amp; Vocational Committee</b>	<b>June 2020</b>
<b>VRC FOUNDATION INVESTMENT COMMITTEE</b>		
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ 100% of Club members contribute to Rotary as a Charity.</li> <li>✓ Support the Rotary Foundation and increase participation.</li> <li>✓ Achieve clarity with the members RE: the three foundations, their options to contribute, and how the foundations are governed.</li> <li>✓ Leverage the foundations as a charity for public giving, look for partnership opportunities.</li> <li>✓ Strengthen the inter-relationships between the RCV Hearing Foundation and the Vancouver Rotary Club Foundation.</li> </ul>	
<b>F – 1</b>	Grow participation in <i>Every Rotarian Every Year</i> program of the Rotary Foundation towards 100% participation. Target set for 2020 contributions is \$160 USD / Rotarian to the Rotary Foundation.	
	<b>Foundation Chair</b>	<b>June 2020</b>
<b>F – 2</b>	Grow participation in the Paul Harris Society (1K / Year) to 2 members per year.	
	<b>Foundation Chair</b>	<b>June 2020</b>
<b>F – 3</b>	Run the Foundations Campaign for 2019/2020. October / November to be the focus on Rotary charitable giving.	
	<b>Chris Motion</b>	<b>June 2020</b>
<b>F – 4</b>	By 2025, we will have increased the assets of the Vancouver Rotary Club Foundation to \$4.4 million. (Current base is \$2.3 MM CDN\$ at June 2017).	
	<b>Chris Motion</b>	<b>June 2025</b>
<b>F – 5</b>	Promote the Planned Giving package for the Vancouver Rotary Club Foundation and identify qualified members. Develop an outreach committee	
	<b>Chris Motion</b>	<b>June 2021</b>



<b>F – 6</b>	Establish a recognition program for contributions to the Vancouver Rotary Club Foundation. Include donations as well as bequests, offer areas of focus.	<b>Chris Motion</b>	<b>June 2020</b>
<b>F – 7</b>	Report on Foundation results quarterly to the board.	<b>Chris Motion</b>	<b>Ongoing</b>
<b>F – 8</b>	Complete a yearly presentation to club members on the Foundation and its role within the Club.	<b>Chris Motion</b>	<b>Yearly</b>
<b>CLUB ADMINISTRATION</b>			
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Track volunteer hours and financial contributions; clarify how they are used.</li> <li>✓ Develop succession for all key leadership roles.</li> <li>✓ Professional club administration that “connects the dots” for members.</li> <li>✓ Conduct yearly strategic planning sessions to further Club goals.</li> </ul>		
<b>A – 1</b>	Implement the measuring and reporting of both volunteer hours and financial contributions monthly and upload to the District.	<b>Carolyn Treger</b>	<b>Ongoing</b>
<b>A – 2</b>	Increase participation with the District and RI by having better attendance at District events, District and International Conferences.	<b>Phil / Don</b>	<b>Ongoing</b>
<b>A – 3</b>	Arrange at least two off-site meetings (in the community) of the club. Consider locations such as Gladstone, International House, visit other clubs, etc.	<b>Phil</b>	<b>Yearly</b>
<b>A – 4</b>	Continue the Strategic Plan for the Rotary Club of Vancouver and hold progress reviews twice yearly.	<b>Strategic Planning Team incl. Club President</b>	<b>Yearly</b>
<b>A – 4.1</b>	Hold an annual Strategic Planning session for the club’s members to get a sense of how they see the club and its progression.	<b>Strategic Planning Team</b>	<b>Yearly</b>
<b>A – 4.2</b>	Hold an annual follow up special strategy meeting with the club’s younger members (<45) and Rotaract Van YP / UBC to get a sense of how they would see the club in the future.	<b>Strategic Planning Team</b>	<b>Yearly</b>
<b>TECHNOLOGY / MEDIA / COMMUNICATION</b>			
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Establish a technology team of young members to show the club the way to the future in use of technology.</li> <li>✓ Create increased member participation opportunities through use of technology.</li> <li>✓ Build professional support for Social Media.</li> <li>✓ Develop a modern, updated website for the club that effectively delivers all the information club members and guests may be looking for.</li> <li>✓ Promote and share projects widely. Ensure all committees have a presence on the Club website.</li> <li>✓ Use technology actively, blogs, social media.</li> <li>✓ Communicate effectively across the generations.</li> </ul>		
<b>T – 1</b>	Assess the current Club website. Implement changes based on the assessment.	<b>Jack / Alvin / Juno</b>	<b>June 2020</b>
<b>T – 2</b>	Build the Club’s social media presence on Facebook and Instagram.	<b>Jack / Mark</b>	<b>Ongoing</b>
<b>T – 2.1</b>	Have all committees contribute content for the Club’s social media accounts.	<b>Jack / Mark</b>	<b>June 2020</b>
<b>T – 2.3</b>	Create a sharing platform for passing photos and information to the person accountable for the social media accounts.	<b>Jack / Brian</b>	<b>June 2020</b>
<b>T – 3</b>	Collect minutes from the weekly lunch meetings to add to <i>The Rotor</i> , the Club’s weekly newsletter.	<b>Carolyn Treger</b>	<b>Weekly, Ongoing</b>
<b>T – 4</b>	Assess other communication tools that can be used to reach club members.	<b>Technology Committee</b>	<b>June 2020</b>
<b>PUBLIC RELATIONS / IMAGE</b>			

<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Clarify the Rotary Club of Vancouver core message.</li> <li>✓ Create an engagement strategy for the Club's PR needs.</li> <li>✓ Develop beneficial relationships with the media.</li> <li>✓ Leverage the Club's success in donations made and speakers who attend lunch meetings.</li> <li>✓ Participate with District 5040 and other Rotary clubs.</li> </ul>
	Create a PR committee. Link with the Technology Committee.
	<b>Club Board</b> <b>June 2020</b>
	Work with the District 5040 PR Committee effectively.
	<b>PR Committee</b> <b>Ongoing</b>
	Connect the club and District's PR Committee Chairs so they can work together.
	<b>PR Committee</b> <b>June 2020</b>
	Submit Rotary Club of Vancouver events to the District newsletter.
	<b>PR Committee</b> <b>Ongoing</b>
	Develop strong relationships with media representatives.
	<b>PR Committee</b> <b>Ongoing</b>
	Include a media release at the conclusion of every club project.
	<b>PR Committee</b> <b>Ongoing</b>
	Create a press kit for the Club to send to interested media partners.
	<b>PR Committee</b> <b>Ongoing</b>
	Assess PR needs and opportunities for the Rotary Club of Vancouver.
	<b>PR Committee</b> <b>Ongoing</b>
<b>COMMUNITY SERVICE</b>	
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Continue to focus on choosing projects with a hands-on component.</li> <li>✓ Be more proactive at creating projects.</li> <li>✓ Build more fellowship and social into project work.</li> <li>✓ Develop projects with a family participation component.</li> <li>✓ Remain active in local work.</li> <li>✓ Increase volunteerism components.</li> <li>✓ Focus on four areas – education and literacy, hands on projects, hearing projects, and large impact projects.</li> </ul>
<b>SP – 1</b>	Participate in hands-on community involvement opportunity events for the club such as Food on the Corner, CKNW Orphan's Fund, etc. Involve and include Rotaract.
	<b>Community Service Committee</b> <b>Ongoing</b>
<b>SP – 2</b>	Support Decoda Literacy for literacy work.
	<b>Community Service Committee</b> <b>Ongoing</b>
<b>HEARING – BIKE-A-THON</b>	
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Plan a successful yearly Bike-A-Thon.</li> <li>✓ Raise money for the Hearing Foundation.</li> </ul>
<b>B – 1</b>	Plan a successful Bike-A-Thon for 2020.
	<b>Bike-A-Thon Committee</b> <b>June 2020</b>
<b>B – 1.1</b>	Raise \$170K Gross for the Rotary Club of Vancouver Hearing Foundation.
	<b>Bike-A-Thon Committee</b> <b>June 2020</b>
<b>B – 1.2</b>	Work towards 100% club member participation in fundraising for the Bike-A-Thon
	<b>Bike-A-Thon Committee</b> <b>June 2020</b>
<b>B – 2</b>	Maintain contributions to the Rotary Club of Vancouver Hearing Foundation and allocate proceeds to local area hearing projects.
	<b>RCVHF / CSC</b> <b>Yearly</b>
<b>B – 2.2</b>	Work with the Community Service Committee collaboratively for contributions to appropriate local hearing projects.
	<b>RCVHF / CSC</b> <b>Yearly</b>
<b>B – 3</b>	Monitor the work to establish the new hospital in Vancouver and the legacy hearing project at that site.
	<b>RCVHF</b> <b>Ongoing</b>
<b>INTERNATIONAL SERVICE</b>	
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Implement international service projects in the developing world.</li> <li>✓ Continue to fulfill on projects in conjunction with other Rotary Clubs around the world.</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Focus on projects that help the affected peoples help themselves through sustained development whenever possible.</li> <li>✓ Focus on those actions and programs that will have the greatest impact on the greatest number of people.</li> <li>✓ Develop a sense of ownership, participation, and accomplishment amongst members for the various projects.</li> </ul>	
I – 1	Keep doing what you are already doing successfully, working with Rotary World Help and other ISC ongoing projects.	
	<b>ISC Committee / Rotary World Help - Rotarians</b>	<b>Ongoing</b>
I – 2	Continue to favour those projects that qualify for The Rotary Foundation, District Designated Funds from TRF, or Canadian Rotary Committee for International Development (CRCID representing CIDA).	
	<b>ISC Committee</b>	<b>Ongoing</b>
I – 3	Work with the club on fundraising possibilities in support of international projects (including the Government of Canada and RI Global Grants).	
	<b>ISC Committee</b>	<b>Ongoing</b>
I – 4	Work to raise funds for International projects	
	<b>ISC Committee</b>	<b>Ongoing</b>
I – 5	Maintain the ISC Committee. Ensure that there is an ISC voice on core Rotary Club of Vancouver Committees, including the Membership Committee and Fundraising Committee. This is a key in raising the profile of International Service within the club and to enabling your committee's success and profile.	
	<b>ISC Committee</b>	<b>Ongoing</b>
I – 6	Build integration with the PR Committee.	
	<b>ISC Committee / PR Committee</b>	<b>Ongoing</b>
I – 6.1	Develop a database of all current and past projects and produce Rotary Stories on projects.	
	<b>ISC Committee / PR Committee</b>	<b>Ongoing</b>
I – 7	Continue the international projects forward using the core priorities that the committee sees in the future: <ul style="list-style-type: none"> <li>• Educational Improvement;</li> <li>• Literacy Projects;</li> <li>• Water and Sanitation;</li> <li>• Ongoing Long-Term Sustainability to keep the work that is done going into the future;</li> <li>• Occupational Training For Women.</li> </ul>	
	<b>ISC Committee</b>	<b>Ongoing</b>
<b>YOUTH</b>		
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>✓ Create awareness of Rotary for young people by providing them with opportunities to attend Rotary-sponsored programs.</li> <li>✓ Continue managing the New Generations Committee programs: Rotaract; RYLA, Youth Exchange; STEP, Stay-In-School Program; and the Norquay School Hot Breakfast and Reading Program.</li> </ul>	
Y – 1	Youth Exchange – Decide whether to continue to support this program or not.	
	<b>Youth Committee</b>	<b>June 2020</b>
Y – 2	Consider initiating a STEP Exchange.	
	<b>John Bathurst</b>	<b>2019/2020</b>
Y – 3	Rotary Youth Leadership Award (RYLA). Manage awards for the North and South programs.	
	<b>John Bathurst</b>	<b>June 2020</b>
Y – 4	Rotaract. Liaise with Rotaract Young Professionals Club (Vancouver) and Rotaract Club at UBC for their service activities and support the clubs.	
	<b>John Bathurst</b>	<b>Ongoing</b>
Y – 4.1	Rotaract. Have the President-Elect for each Rotaract Club attend the Big West Conference.	
	<b>Joan Posivy</b>	<b>July 2020</b>
Y – 4.2	Rotaract.	

	Invite members of the Rotaract clubs to our club luncheons to present their club's activities to our members.		
		<b>Joan Posivy</b>	<b>Yearly</b>
<b>Y – 4.3</b>	Rotaract. Encourage Rotaractors from each club to attend the Rotary District 5040 Conference.		
		<b>Joan Posivy</b>	<b>Yearly</b>
<b>Y – 4.4</b>	Rotaract. Provide a cash award of \$250 for the Richwa Award when an appropriate individual is chosen (selected and organized the Rotaract District for the eight Rotaract clubs in our District).		
		<b>Joan Posivy</b>	<b>Yearly</b>
<b>Y – 4.5</b>	Rotaract. Give a \$250 PACE donation for the Rotaract District 5040's invitation of six (6) Rotaractors from outside Canada to visit British Columbia.		
		<b>Joan Posivy</b>	<b>Yearly</b>
<b>Y – 5</b>	Interact. Continue the club's sponsorship of the Interact club at Gladstone Secondary School and liaise with them. Invite some of their members to the Rotary club luncheons to present their club's activities.		
		<b>Adriana Zylman / Ron Suzuki</b>	<b>Ongoing</b>
<b>Y – 6</b>	Interact. Continue the club's sponsorship of the Interact club at Churchill Secondary School and liaise with them. Invite some of their members to the Rotary club luncheons to present their club's activities.		
		<b>Adriana Zylman / Ron Suzuki</b>	<b>Ongoing</b>
<b>Y – 7</b>	Stay In School Program. Continue managing the revision of the program to change to grade 11 students.		
		<b>John Bathurst / Mindy Tulsi-Ingram</b>	<b>September 2020</b>
<b>Y – 7.1</b>	Stay In School Program. Once revised, select two qualifying students to receive scholarships totaling \$7,000 for post secondary education. The disbursements are now \$4,000 for the first year and \$3,000 for the second year.		
		<b>John Bathurst / Mindy Tulsi-Ingram</b>	<b>Yearly</b>
<b>Y – 7.2</b>	Follow up with the post-secondary students to determine how they are progressing with the additional financial assistance provided by the scholarships.		
		<b>John Bathurst / Mindy Tulsi-Ingram</b>	<b>Yearly</b>
<b>Y – 8</b>	Norquay School Breakfast / Reading Program. Provide financial assistance (\$2,000) for emergency breakfasts to elementary school students at Norquay School.		
		<b>Phil Webber</b>	<b>Ongoing</b>
<b>Y – 8.1</b>	Norquay School Breakfast / Reading Program. Have Rotary club members support the reading program.		
		<b>Phil Webber</b>	<b>Ongoing</b>
<b>Y – 8.1</b>	Norquay School Breakfast / Reading Program. Build resources into this sub-committee.		
		<b>Youth Committee</b>	<b>June 2020</b>
<b>Y – 9</b>	Adventures in Citizenship. Select one secondary school student to go to Ottawa for the Adventures in Citizenship program arranged by the Rotary Club of Ottawa. Coordinate and pay for their registrations and pay for their air fare.		
		<b>Youth Committee</b>	<b>June 2020</b>
<b>Y – 9.1</b>	Adventures in Citizenship. Invite the students to a Rotary club luncheon to give a presentation about their experiences during their visit to Ottawa.		
		<b>Youth Committee</b>	<b>June 2020</b>

<b>Y – 10</b>	Expand the membership of the Youth Committee to delegate and spread the workload for coordinating all of the programs.	
	<b>John Bathurst</b>	<b>June 2020</b>
<b>Y – 11</b>	Continue to lead inter-club fellowship and collaboration by reaching out to partners with smaller clubs in our District and providing \$3-4,000 to support their projects. Focus on projects where funding would make-or-break their work.	
	<b>John Bathurst</b>	<b>Ongoing</b>
<b>Y – 12</b>	Host a successful Hoop-A-Thon in collaboration with the Rotaract clubs.	
	<b>Brian / Youth Committee</b>	<b>June 2020</b>



## Appendix I – RCOV Organizational Chart

### Rotary Club of Vancouver functional areas of operation

Last revised October 2019

#### Club Board:

**Bill Davidson (President), Kaz Kadono (Treasurer), Parisa Adrangi (Secretary), Brian Street (Immediate Past-President),**  
Angus Campbell (1), Franco Gallo (1), Gerry Glazier (1), Jack Zaleski (1), Kayo Otake (2), Mark Startup (2), Min Kuang (2)  
[numbers in parenthesis = years left in term as of 01/07/2019]

Club Admin Bill Davidson, Kaz Kadono, Parisa Adrangi, and Carolyn Treger Oversees all Club Admin Activities	Membership Board Rep: Franco Gallo Sustains, invigorates & increases membership	Rotary Foundations/Finance Board Rep: Kaz Kadono Create awareness & support for the Foundations	Marketing/PR/Technology Board Rep: Brian Street Promotes Rotary to the public, promotes service projects & activities	Service Projects (See reverse for details) Board Reps: Kaz Kadono, Gerry Glazier, Jack Zaleski Identifies and implements successful service projects
Club program	Membership Committee CHAIR • Jason Boudreau	The Rotary Foundation (International)	Website	Networking
Meeting Agenda and details	Recruitment	Vancouver Rotary Club Foundation	Social Media	Community Service (including review of hearing projects)
Rotor, other Club communications	Retention	Rotary Club of Vancouver Hearing Foundation	Information Technology	Youth
Attendance	Mentorship	Fundraising	Media Relations	International Service
Maintenance of data base	Classification & Diversity	Finance and Investment	Photography	Major Hearing Projects
Strategic Planning	Fellowship		Story Telling	Rotary World Help
	Orientation & Education		Story boards of projects	Partners in Service (Rotary Women's Assoc. RWA)

### Rotary Club of Vancouver

Last revised October 2019

#### Service Projects & Committees

NETWORKING	COMMUNITY	YOUTH/NEW GENERATIONS	INTERNATIONAL	MAJOR HEARING PROJECTS
Chairs • Justin Emilio, Navid Morawej	Chairs • Gerry Glazier, Rene Abi-Rached	Chairs • John Bathurst, Kendall Jessiman	Chairs • Ian Storrs, Michael Woolnough	Chair • Jack Zaleski
Vocational Talks/Interviews	Food on the corner	Youth exchange	Global Grant Projects	Bike-a-thon
Meet-ups @ place of business	Literacy	RYLA	District Grant Projects	Major Hearing Projects
Business Club Registry	Immigrant Assistance	Rotaract	Rotary World Help Network Projects	RCOV Hearing Foundation Board
Web Member Business Advertising		Stay in School		Other Hearing Projects
		Interact		
		Adventures Programs		
		Norquay School Reading Program		



## Evaluation Metrics

<b>Evaluation Criteria:</b> When evaluating the strategic plan, the Board will look from the question: <i>"How do we know that we have fulfilled on the strategic plan?"</i> .	<b>Evaluation Metrics:</b> Grade the following criteria using these metrics: 0 = No Progress; 1 = Very Little Progress; 2 = Some Progress; 3 = Moderate Progress; 4 = Good Progress; 5 = Excellent Progress.						<b>Comments:</b> Provide additional notes or comments, as necessary.
1. How well did the committees fulfil on their tactical objectives?	0	1	2	3	4	5	
2. How effective were the Club's communication efforts in supporting club members in their activities?	0	1	2	3	4	5	
3. How effective was the leadership in having the membership buy in to the strategic plan?	0	1	2	3	4	5	
4. How effective was the membership and committees in putting in place tactics and initiatives to meet the objectives of the strategic plan?	0	1	2	3	4	5	
5. How happy are club members with the results produced by the club in the last year?	0	1	2	3	4	5	
6. How successful was the club in fulfilling on the key objectives for this year?	0	1	2	3	4	5	
7. How close is the Club to being on track to fulfill on its 3-Year, 5-Year, and 10-Year objectives?	0	1	2	3	4	5	

[illegible]

## Appendix III – Strategic Planning Process

The 2019/2020 Member Survey was conducted in August and provided the Board with information on the club's progress and the club's opinions on internal matters.

The survey was followed up by a strategic planning session in October, led by Rotarian Mark Bussey.

In late October, the Board met to discuss the strategic planning session and survey and began the work to create this strategic plan with the help of Rotarian Saarika Varma. During this meeting, the President, Immediate Past President, and President Elect approved the focus areas for 2019/2020.

This meeting was followed up with three additional meetings:

1. To approve the strategic direction for the next year and discuss the progress of past tactics. The strategic planning committee provided detailed updates and aligned on tactics for the following year.
2. To review the Strategic Planning Document and it's progress and next steps.
3. To provide final feedback on the document, make final edits, and complete the strategic planning process for the year of 2019/2020.

In addition, after the first and third meeting, the Board contacted each Committee Chair and asked them to provide updates on the past year's tactics and update the new tactical list for the year from the items provided to them.

This document was created with the help of the members of the Rotary Club of Vancouver.

The following members participated in activities related to the completion of this plan:

Bill Davidson  
Gerry Glazier  
Brian Street  
Saarika Varma  
John Bathurst  
Thomas Reppchen  
Mark Bussey  
Wayne Fraser  
Carolyn Treger





**The Rotary Club of Vancouver is a group of friends who are business and community leaders that envision a world where camaraderie and goodwill are the status quo. The club aims to build actionable and sustainable humanitarian solutions for people locally and around the world that create lasting change, improving the condition of human beings everywhere.**