

Rotary Club of Vancouver

Strategy Workshop 2017

May 2, 2016

Vancouver, B.C.

Record of Charts Created

Prepared by DJE Holdings Ltd.
May 2, 2016

Roadmap for the Session: (May 2, 2017)

1. Review SWOT
2. Update Vision
3. 2017 strategies and goals
4. Next Steps

Participants:

Rene Abi-Rachad
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Franz Gehriger
Malcolm Hunter
Paul Martin
Chris Motion
Hussein Samnani
Phil Webber
Fred West
Bryce Maag
(PE of Rotoract YP)

Facilitator:

Don Evans

**Strengths / Weaknesses / Opportunities / Threats
Exercise (SWOT, 2015)**
(brainstormed lists attached)

Strengths (Priority ranked)

1. The quality and variety of projects
2. Our fellowship
3. Strong Foundations with well managed investments
4. We are able to participate globally and locally

Weaknesses (Priority Ranked)

1. Declining membership numbers*
2. Low community awareness and Rotary visibility
3. Lack of social media presence

Opportunities (Priority Ranked)**

1. To grow our membership professionally
2. To get the right message out
3. To tell the Rotary story more effectively

Threats (Priority Ranked)

1. Not growing and retaining members
2. Increasing average age of our membership
3. Not having a unified vision of what the Rotary Club of Vancouver should be
4. Not being able to have enough willing volunteer time

*In 2016, membership has increased.

**Note there is new club and membership flexibility options from Rotary International in 2016.

**Vision Without Action
is merely a dream....**

**Action Without Vision
just passes the time....**

**Vision With Action
can change the world.**

Joel Barker

Rotary Club of Vancouver

VISION 2025

Vision Elements prioritized: (2017)

- We are more proactive in creating and choosing community projects
- Our membership has grown
- The Bike a Thon is more public
- Strong business and vocational mentoring
- Family involvement and participation
- Increased volunteerism
- We have a new signature fundraiser
- Alumni progression strong - Interact to Rotaract to Rotary
- Our service projects have higher visible identity
- Rotary is well known throughout our community
- Lots of well attended socials - we are good friends
- Bike a Thon is in Vancouver

Service Above Self....Actions delivering a message of hope.

and supporters.

- | | | |
|-------|---|-------------|
| | Membership Committee | Ongoing |
| M1.4 | Increase diversity in members in the club. | |
| | Membership Committee | Ongoing |
| M – 2 | Present membership as a topic at regular Rotary meetings, work with District on Membership Matters. | |
| | Membership Committee | Ongoing |
| M – 3 | Continue to focus on the formal membership retention / mentorship plan - increase follow up. Need a successor for Verona. | |
| M3.1 | Hold two new membership / mentorship events in 2017 – 2018. | |
| | Membership Committee / Bill Schulz | 2017 - 18 |
| M – 4 | 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. | |
| | Paul Martin / Brian Street /Member Committee 2017 - 2018 | |
| M 4.1 | Hold a business networking event and invite potential members - collaborate with other clubs and Rotaract. | |
| | Phil / Paul / Brian / Rotaract | 2017 - 2018 |

M – 5 Work to have five Rotary Club of Vancouver Rotarians attend RLI in 2017 - 18.

Membership committee 2017 - 18

M - 6 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)

Phil 2017

(Eg. Info day at the library.....)

M - 7 Continue to look into different formats / meetings for the club to keep things fresh and interesting.

John / Phil / Board Ongoing

M – 9 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.

John / Phil Ongoing

M 9.1 Make an online CRC part of the membership application process for membership in the club.

Membership committee 2016-17

- F – 4 By 2025, we will have increased the assets of the Vancouver Rotary Club Foundation to \$4.4 million. (Current base is \$2.2 m CDN\$ at June 2017).
- Phil / Board Ongoing
- F – 5 Promote the Planned Giving package for the Vancouver Rotary Club Foundation and identify qualified members. Develop an outreach committee.
- Chris Motion Ongoing
- F – 5.1 Establish a recognition program for contributions to the Vancouver Rotary Club Foundation. Include donations as well as bequests, offer areas of focus.
- Chris Motion Nov. 2017
- F - 6 Report on Foundation results quarterly to the board.
- Chris Motion Ongoing
- F - 7 Foundation Dinner for 5040 - collaboration of Vancouver clubs?
- Phil with other Vancouver club Presidents? Nov 18 /17

Club Administration & Technology

Key Strategies

- Track volunteer hours and financial contributions
- 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
- Create increased member participation opportunities through use of technology
- Develop succession for all key leadership roles
- Strategic planning continues
- Professional club administration that “connects the dots” for members

Objectives

A - 1 Implement the measuring and reporting of both volunteer hours and financial contributions monthly and upload to District.

Phil / Linda / Board

2017 - 2018

A – 2 Continue the Strategic Plan for the Rotary Club of Vancouver and hold progress reviews twice yearly.

Strategic Planning Team

Ongoing

A 2.1 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.

Strategic Planning team

Ongoing

A – 3 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.).

Phil / Program Committee 2017 / 2018

A - 4 Continue the Technology Committee for the club to help lead us forward into the tech world as it continually changes (See PI - 1)

Wayne Fraser / Hussein Ongoing

A - 5 Continue to work on succession and mentoring for key committee chair roles in 2016 - 17.

Phil / Committee chairs 2017 - 18

A - 6 Develop a Fellowship Committee for 2017-18.

Linda / Myron / John H./ Rene 2017-18

A - 7 Increase participation with District and RI - better attendance at District events, District and International Conferences.

Phil / Don 2017-18

A - 8 Review club By Laws for compliance with new Societies Act and membership categories.

Phil / John / Terry / Gordon / Nick 2017 – AGM

A – 9 Build our Facebook presence and having each committee contribute content.

Committee Chairs / Brian Street

Ongoing

PI - 4 Community Parades - RWH truck - such as Santa Claus
Parade.....use to increase Rotary's profile.

Rotaract / Club -

Dec. 2017

Service Projects

Key Strategies

- Promote and share projects widely, all committees to have presence on our website
- Continue focus to choosing projects with a hands-on component - be more proactive at creating projects
- Build fellowship into project work
- Develop projects with a family participation component
- Remain active in local, international, hearing and youth work
- Increase volunteerism components

Objectives

SP – 1 Youth Programs

SP 1.1 Youth Exchange and Short Term Exchange Program

John Bathurst

Ongoing

- YEX - Taking a year off in 2017 - 2018, decision to be made for 2018 - 2019
- Consider initiating a STEP exchange

John Bathurst

2018

SP 1.2 Rotary Youth Leadership Award (RYLA)

- Two to RYLA South in 2018 (budget permitting)
- Consider some for RYLA North

John Bathurst

Spring 2018

SP 1.3 Rotaract

- Liaise with Rotaract Young Professionals Club (Vancouver) and Rotaract Club at UBC for their service activities and support the clubs.
- Have the President-Elect for each Rotaract Club attend the PETS conference in Seattle in early February 2018.
- Invite members of the Rotaract clubs to our club luncheons to present their clubs' activities to our members.
- Encourage Rotaractors from each club to attend the Rotary District 5040 Conference at Squamish in May 2018
- 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).
- 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.

Joan

Ongoing

SP 1.4 Interact

- 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.

- Investigate sponsorship of an Interact club in Kitsilano

John Bathurst

2017 - 2018

SP 1.4.1 Recruit an Interact prime person from the club

John /

2017

SP 1.5 Stay in School Program

- 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.
- Follow up with post secondary students to determine how they are progressing with the additional financial assistance provided by the scholarships.

John Bathurst / Mindy

Ongoing

SP 1.6 Norquay School Breakfast/Reading Program

- Provide financial assistance for breakfasts and books to elementary school students at Norquay School and have Rotary club members support the reading program.
- Build resources into this committee

John Richardson / New Committee Member

Ongoing

SP 1.7 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.
- Invite the students to a Rotary club luncheon to give a presentation about their experiences during their visit to Ottawa in May 2018.

Youth Committee

2018

SP 1.8 Expand the membership of the Youth Committee to delegate and spread the work load for coordinating all of the programs.

John B.

Ongoing

SP – 2 **Community Service**

Focus on four areas - education & literacy, hands on projects, hearing projects, large impact projects

SP 2.1 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.

Comm. Service Committee

2017 - 18

SP 2.2 Support Decoda Literacy for literacy work.

Comm. Service Committee

2017-2018

SP - 3 Hearing - Bike a Thon

SP –3.1 Plan a successful 2017 Bike a Thon and raise \$170k gross for the Rotary Club of Vancouver Hearing Foundation

3.1.2 Work towards 100% club member participation in fundraising for the Bike a Thon

Bike a Thon committee

2017-18

SP 3.2 Maintain contributions to the Rotary Club of Vancouver Hearing Foundation and allocate proceeds to local area hearing projects

RCVHF / CSC

Ongoing

3.2.1 Work with the Community Service Committee collaboratively for contribution to appropriate local hearing projects

RCVHF / CSC

Ongoing

3.2.1 Monitor the work to establish the new hospital in Vancouver and the potential for a legacy hearing project at that site

RCVHF

Ongoing

SP – 4 **International Service Committee**

SP 4.1 Work to raise funds for International projects

4.1.1 Work with the club on fundraising possibilities in support of International projects (including the Government of Canada and RI Global Grants)

Barbara / Franco

2017 – 2018

SP 4.2 ISC Project Work

4.2.1 Keep doing what you are already doing successfully, working with Rotary World Help and other ISC ongoing projects.

ISC Committee / Rotary World Help - Rotarians

4.2.2 Continue the International projects forward, using the core priorities that the committee sees in the future.

- Literacy projects
- Water & Sanitation
- Ongoing long term sustainability to keep the work that is done going into the future
- Occupational training for women

ISC Committee

2017 - 2018

SP 4.3 Maintain the ISC Committee

4.3.1 Ensure that there is an ISC voice on core Rotary Club of Vancouver Committees; consider especially the PI 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.

ISC Committee / Michael / Ian Ongoing

S – 5 Develop a database of all current and past projects, and produce Rotary Stories on projects (link to PI Committee)

ISC Committee / Comm. Service Committee / Ongoing
PI Committee

FF 3.3 Koerner Foundation Funds review and report /
follow up

FF – 3 Have at least 2 updates per year on club finances in
addition to the AGM

Board / Treasurer

Ongoing

FF – 4 Monthly reporting to the committees on their
disbursement compared with budget

Board / Treasurer

Ongoing

Next Steps:

1. Review and finalize this plan version
Don / John / Phil May. 2017
2. Overview plan with Board and review for progress quarterly at board meetings.
John / Phil Quarterly
3. Post completed plan on RCV website
Phil / Jack / Brian S. May 2017
4. Schedule next strategic plan review
- Progress on objectives and update
Phil / Strategy team November 2017

Attachments:

- SWOT Brainstorm 2015
- Vision Brainstorm 2011

Strengths – Brainstorm list, unranked(2015)

- Our past presidents
- Our members
- Meeting location - Quality of meeting place and food
- Our website
- Our focus on hearing
- Fundraising
- Strong foundations - Well managed investments
- Our size allows us to do much
- Our connection with the Vancouver Sun
- Well structured meetings
- Our link to Polio Plus
- A past RI president as a members
- Good relationship with District
- A female president
- Great fellowship
- Strong financial resources and history of giving to worthy projects
- We are able to participate both locally and globally
- Our long and well regarded history
- Compassion
- The quality and variety of our projects
- Our membership mix
- The active involvement of our members
- Great speakers
- Our youth programs
- We have helped build Rotary in Vancouver and BC - chartered many clubs

Weaknesses – Brainstorm list, unranked(2015)

- Declining membership numbers
- Our membership mix
- Club administration
- Speakers
- Follow up with prospective members
- Lack of social media presence\
- Low community awareness
- Website content not up to date
- Low corporate participation and support
- Succession planning
- Lack of public info on the club and Rotary
- Fundraising
- Competition for volunteer resources
- Active involvement of our members
- Lack of promotion and visibility of our club
- Never successfully replaced Ice Capades

- Tradition in our meetings
- Networking
- Lack of energy
- Too many activities
- Weekly meetings
- Member retention
- Lack of clear differentiation as to why we are best
- We are perceived differently by others (have not told our story well)
- Don't understand Rotary as a charity

Opportunities – Brainstorm list, unranked(2015)

- To improve Rotary's visibility in Vancouver and increase awareness
- To tell the Rotary story more effectively
- To think and plan in longer cycles than one year
- To re-engineer our club
- To partner with other organizations
- To leverage our club's long and impactful history
- To broaden the represented professions in our membership
- To hold a membership drive
- To increase our membership
- To professionally manage membership growth
- To re-invigorate Rotary
- To start a new major fundraiser
- To increase our use of social media
- To get the right message out
- To increase new members immediately
- To focus growth target on prospects aged 35 - 45
- To establish a real Rotary alumni progression to membership
- To better focus our energies
- To re-look at how we fund youth programs
- To find a way to make Rotary more relevant and valuable to businesses

Threats – Brainstorm list, unranked (2015)

- Being distracted from doing things well by focusing only on membership
- Not recognizing that the community is our customer
- Growing with the wrong types of members
- Not growing our membership
- Our aging membership
- Not retaining members
- Declining membership in service clubs all over North America
- Our tie to the Hearing focus
- Lack of willing volunteer time
- Corporation using philanthropy as a marketing tool
- Not being having a unified vision of what Rotary Club of Vancouver should be

Vision Elements 2025 – brainstorm list, unranked (2017)

- We are well known in our community
- Our committees work together in an integrated way for the very best for the club and our communities
- We collaborate actively with other clubs
- The fellowship committee is back and active
- We are still a Vancouver Rotary club
- We are active with business networking and vocational mentoring
- We work more collaboratively with Rotary Women's Auxiliary
- We have a new signature fundraiser
- Our average age of members has reduced
- Our membership is more culturally diverse
- Our membership has grown
- We are financially viable and sustainable
- We have relevant and engaging fundraising events
- The value of our foundation has doubled
- We have a graduated dues structure
- Rotary membership and experience is seen as high value
- Alumni progression is high - Interact to Rotaract to Rotary
- We have increased volunteerism and engagement
- Our service projects have more visible Rotary identity
- Hearing remains a key focus
- We have a high profile presence in Vancouver
- Bike a Thon has become a more public event
- The Bike a Thon course is in Vancouver
- We meet less - just twice monthly
- We have more well attended socials
- Funding to our committees has increased
- The rules to access funds from our foundation have eased - we can do more to support overseas projects
- We use current technology
- We keep pace with social media
- 50% of Rotaracters move on to Rotary
- Youth is a key priority
- Our cub has professional management
- We have active family involvement
- Our weekly meetings are fun and productive
- We have successfully engaged corporate giving to Rotary as a charity
- We are able to offer lower dues
- We are more strategic in our funding choices of other charities
- We are involved in more causes than we are today
- There is better understanding on how Rotary enables an individual to make a worldly difference
- We are more proactive at creating and choosing community projects

- We have a more integrated fundraising approach
- We are more active in supporting the Downtown East Side
- We are more focused in the work that we do

From the Rotary Vancouver Young Members workshop held November 3, 2010:

- More social interaction in the club
- Active involvement on the part of all club members
- Visibly recognized projects
- A much larger club
- A collaborative major project in Vancouver with other clubs as partners
- Good use of Social Media to enhance exposure of our club and its good work
- More PR and visibility in local media
- More hands on projects and events
- More affordable events
- Fewer Rotary Clubs in Vancouver (but bigger clubs that can accomplish more)

APPENDICES:

APPENDIX I

Rotary Club of Vancouver Community Service Committee Objectives and Strategies

Objective

To help the poor and under privileged, disadvantaged and disabled children, minorities and new Canadian through financial and hands on assistance in the greater Vancouver area with the emphasis on projects that assist people in improving their lives rather than simply dispensing assistance.

Key Strategies

- Projects that help people change the course of their lives for the better. ,
- Focus on choosing projects with a hands-on component
- Build fellowship into project work
- Develop projects with a family participation component
- Be active in youth work
- Provide members with new and meaningful opportunities to become more active in the club
- Projects that held raise the profile of Rotary and our club
- Undertake projects where our participation will have a significant impact on many people as opposed to just one or two.
- Seek projects that have ongoing impact as opposed to one time donations

APPENDIX II

October 12, 2016

Strategic Planning Meeting of the Rotary Club of Vancouver

By Blair Trenholme on behalf of the Bike-A-Thon Committee

Rotary Club of Vancouver Bike-A-Thon

The Rotary Club of Vancouver's Bike-A-Thon is the club's largest annual project. It depends upon support from most of the membership and is a key opportunity to promote Rotary Visibility and to highlight the good work we do.

Our 2017 event on July 9th will be the 33rd annual ride in support of hearing initiatives in BC.

To date the Bike-A-Thon has raised over \$3.0 Million. Funds raised have been used to support cochlear implant research at UBC and to establish the Rotary Hearing Centre at UBC Hospital and the BC Rotary Hearing and Balance Centre at St. Paul's Hospital. Grants have been made to BC Children's Hospital, Children's Hearing and Speech Centre of BC, the Hearing Foundation of Canada, the BC Family Hearing Resource Society, the UBC School of Audiology & Speech Sciences and the Vancouver Hearing Centre.

The Bike-A-Thon depends on a well-coordinated team of volunteers leading up to and on the day of the ride. About 70 volunteers will be on the ground on Bike-A-Thon day.

History of the Bike-A-Thon:

- Fund Raising Totals:
- 2014 \$126,000
- 2015 \$169,000
- 2016 \$174,000
- Historical total \$3,000,000 +
- Our 2016 goal was \$200,000

Fund-raising has reached a plateau. How can we reach this higher goal?

Quite simply, we need more fund-raising participation from club members

- Many club members support the cause by opening their wallets and pledging riders. This generosity is very much appreciated, but there is a limit to how much can be raised in this manner.

- **We need non-riding club members to solicit pledges from outside of Rotary.**
One needn't ride a bike to Harrison to ask for donations.
 - Align yourself with a club member or other rider and raise funds on his/her behalf; or
 - Sign up as a non-riding fund raiser. Several who have done this are quite successful, despite not riding.
 - Use the fund-raising website makes this easy.
- Help to identify additional corporate sponsors; who do you know?

We need the executive and other senior club members to promote this idea and help people get over their reluctance to solicit pledges. The tools we have make it easy.

Rotary Club of Vancouver Hearing Foundation

Money raised by the Rotary Club of Vancouver Bike-A-Thon flows through the Rotary Club of Vancouver Hearing Foundation and out to the various recipients.

Starting this year, the Rotary Club of Vancouver Community Services Committee will be involved in the allocation and distribution of funds.

Long term plans include working with St. Paul's to ensure a new and enhanced hearing facility is provided in the planned new location on the False Creek Flats.

Our anticipated level of giving in 2016 is \$150,000+ based on last year's successful ride.