**Rotary Club of Dryden**

# **Strategic Plan**

June 2015 to December 2018

***Facilitated by:***

**Natasha Lovenuk Markham**

**STRATEGIC PLANNING BACKGROUND**

Members of the Rotary Club of Dryden undertook the task to develop their three-year strategic plan in February 2015.

The Rotary Club of Dryden has been in existence in Dryden since 1942 and felt that in order to develop a clear focus and direction in which the group was to move, that they needed to undertake this planning process. It was agreed that the development of a strategic plan would allow them to focus and coordinate their efforts and ensure that the group was clear in which direction it was moving. This three-year plan will guide the Rotary Club of Dryden and it will provide them with a blueprint that will guide them through the implementation of the work necessary to carry out their mandate.

The strategic planning session was divided into the following sessions:

* Developing the Rotary Club of Dryden’s Strategic Plan
* Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
* Revisiting the Strategic Priorities and determining their relevancy.
* Suggestion and addition of new annual goals.

Participants were asked to keep the Club leadership in mind over the plan’s implementation over the next three years, along with some of the milestones to occur such as the Club’s 75th anniversary in 2017 and Kenora being host to the District Conference in 2017. The plan would be in effect from June 2015 to December 31st, 2018. Because of the Rotary Club of Dryden’s succession planning they are already aware of the club leadership to end of June 2018.

2015/16 Jack McMaster/Carl Eisner

2016/17 Carl Eisner/Ed Iskra

2017/18 Ed Iskra and TBC

**ROTARY INTERNATIONAL**

**VISION:** We will be the service organization of choice with dynamic, action-oriented clubs whose contributions improves lives in communities worldwide.

**MISSION:** We provide service to others, promote integrity and advance world understanding, goodwill and peace through our fellowship of business, professional and community leaders.

**CORE VALUES:**

* Service
* Fellowship
* Diversity
* Integrity
* Leadership

**STRATEGIC PRIORITIES:**

1. Support and Strengthen Clubs
2. Focus and Increase Humanitarian Service
3. Enhance Public Image and Awareness

**ANNUAL GOALS:**

1. Support and Strengthen Clubs

* Foster club innovation and flexibility.
* Balance activities in all Avenues of Service.
* Promote membership diversity.
* Improve member recruitment and retention.
* Develop leaders.
* Extend Rotary.
* Encourage strategic planning at club and district levels.

1. Focus and Increase Humanitarian Service

* Eradicate polio.
* Increase sustainable service focused on:
  + New Generations Services programs.
  + Our six areas of focus.
* Expand strategic partnerships and cooperative relationships.
* Create significant projects both locally and internationally.

1. Enhance Public Image and Awareness

* Unify image and brand awareness.
* Publicize action-oriented service.
* Promote core values.
* Emphasize vocational service.
* Encourage clubs to promote their networking opportunities and signature activities.

**LEVELS OF ROTARY INTERNATIONAL**

**ROTARY INTERNATIONAL**

Rotary International is responsible for the Rotary brand and overall direction of the organization.They have responsibility for the global administration of Rotary and the Rotary Foundation.

**ZONES** Coordinate the Districts through in-service training. There are 34 Rotary zones worldwide. District 5550 belongs to Zone #24 which includes Canada, Eastern Russia, St Pierre and Miquelon, USA (Alaska, Main, Michigan, New York and Washington).

**DISTRICTS** Districts coordinate the Clubs through training; they link Clubs to the Rotary Foundation. The Rotary Club of Dryden is part of District 5550. District 5550 extends from Sioux Lookout west and includes most of Saskatchewan.

**CLUBS** Clubs raise awareness of and implement, at the community level, Rotary International’s priorities. The Rotary Club of Dryden is registered as club #1362.

**ROTARY INTERNATIONAL’S SIX AREAS OF FOCUS**

1. Peace and conflict prevention resolution.
2. Disease prevention and treatment.
3. Water and sanitation.
4. Maternal and child health.
5. Basic education and literacy.
6. Economic and community development.

**ROTARY CLUB of DRYDEN**

**Strengths, Weaknesses, Opportunities and Threats**

**Analysis**

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| * Active members interested in International Service X2.   + Shelter Box, Ripple Effect, Polio Plus, exchange students * Bingo and ongoing fundraising (foundation – structure) x3. * Programs and speakers – good variety. * Hazardous waste day, highway clean-up have good turnouts. * Community projects x3. * Youth exchange x2. * Supporting children/youth. * Fundraising through Charity Foundation – funds distributed throughout district. * Bingo core strength – online auction, event fundraising. * Community activities – we come together to pull of events x2. * Camaraderie, presenters x3. * Promoting Rotary through radio/publicity x3. * Communication to members, public – website, Keyway. * Financially sound – all accounts x3. * Our members. * The Rotary name. * Good support from press/radio. * Cooperation with other services clubs/groups. * Many long-term members – valuable knowledge to be passed along to new members. * Touch on so many social groups – broad impact. | * Aren’t able to see opportunities in international service. * Very limited (regional services) – alcohol/gaming. Lazy when it comes to fundraising. * Our location to district assemblies (regional services). * Reliance on bingo. Eggs in one basket with bingo. Limits use of fund x2. * Venue location for meetings x3. * Not enough presenters. * Attracting young Rotarians – 25 to 35 year olds to join Club x3. * International Service - need to do more. * Key local project. * Low attendance impacts communication/knowledge x2. * Do not promote enough (big cheque). * Promotion by advertising. * Not enough fellowship. * Training of new members x4. * Lack of information on what’s involved with each executive position. * Member retention. * Support of district conference/events is low. * PR – media could do more. * Weekly meetings – some working individuals might not join because they can’t attend regularly. * Succession planning. |
|  |  |
| **OPPORTUNITIES** | **THREATS** |
| * Are there opportunities to go on trips to other countries (similar to Habitat for Humanity) x2? * Continue/expand/support regional service where appropriate x2. * Investigate other things for club members to do (outside activities). * Public relations x3 * Training of new members – so important. * Youth activities, in general. * Possible Rotaract Club. * More fundraising activities from other Clubs – look at best practices. Foundation can take on other projects. * Increase membership/member diversity x2. * Use strengths we have within our Club. * Women provide difference input than men. * Allows us to make commitments. * Respect within communities. * Coordinate with other Clubs. * Internet Auction – promote in paper prior to auction happening. * Presidents document frustrations of role – re: transitioning. * Fundraising – should have smaller projects/fundraisers. * Diversify our efforts. * Attendance improvement. * Member retention. * Recognize a new approach may be needed – open to change/adaptable. * See alternatives to attendance/participation. | * Risk of not having exposure to international service. * Volunteer burnout x2. * Bingo – Wabigoon Bingo Hall being built x2. * Reliant on one location at present for meeting venue x2. * Losing members if attendance is poor – why - need to connection to attract people x4. * Better venue/food – may attract membership/new members. * Look at attendance policy. * We could become redundant. * Not getting to know new members. * Other Clubs are promoting more than others. * Loss of members if they don’t know more about Rotary. * Not enough members filling executive positions. * Lack of available time of our members/busy already. * Keep an eye on club succession so not such an urgent issue years down the road. |

**ROTARY CLUB OF DRYDEN**

**VISION and MISSION:**

The Rotary Club of Dryden is a network of inspired individuals who translate their passion for relevant social causes into actions which improve the quality of life in the Dryden area and selected communities worldwide.

**CORE VALUES:**

* Service
* Fellowship
* Diversity
* Integrity
* Leadership

**STRATEGIC PRIORITIES:**

1. Support and Strengthen our Club. (ENGINE)
2. Focus and Increase our Humanitarian Services. (PASSION)
3. Enhance Public Image and Awareness. (BEST AT)

**ROTARY CLUB OF DRYDEN – 7 AREAS OF FOCUS**

**Passion**

1. International Service
2. Regional Service

**Engine**

1. Fundraising
2. Meeting Activities
3. Outside Activities

**Best at**

6. Brand Support

7. Promotional Activities

**ANNUAL GOALS FOR 7 AREAS OF FOCUS**

1. **INTERNATIONAL SERVICE**
   1. Support ongoing Rotary International projects in international services.
   2. Application of grants to support international projects.
   3. Increase giving to annual programs fund.
   4. Identify a signature project, in addition to Polio Plus.
2. **REGIONAL SERVICE**
   1. Work collaboratively with Aboriginal communities and organizations to fulfill their goals.
   2. Foster partnerships to support a variety of Dryden and regional programs that improve quality of life.
   3. Support Rotary Park as a signature local project.
3. **FUNDRAISING**
   1. Set an annual fundraising target and plan accordingly.
   2. Manage the lottery license opportunities to maximize revenues for the Club.
   3. Develop and implement other fundraising to meet project needs.
4. **MEETING ACTIVITIES**
   1. Foster Club innovation and flexibility.
   2. Achieve a balance of Rotary and non-Rotary programs.
   3. Promote membership diversity.
   4. Improve member recruitment and retention.
5. **OUTSIDE ACTIVITIES (outside of meetings)**
   1. Offer leadership opportunities.
   2. Participation in strategic planning.
   3. Extend Rotary into Dryden and area communities.
   4. Create a balance in all avenues of service and fellowship.
6. **BRAND SUPPORT (getting the Rotary name out)**
   1. Unify image and brand awareness.
   2. Publicize action-oriented service.
   3. Provide oversight in the use of the Rotary logo/brand/name.
7. **PROMOTIONAL ACTIVITIES (public relations)**
   1. Promote networking opportunities and signature activities.
   2. Promote core values.
   3. Manage the development of promotional materials (ie: newsletter, brochure and website).

**ACTION ITEMS FOR ANNUAL GOALS**

**1. INTERNATIONAL SERVICE (Passion)**

1.1 Support ongoing Rotary International projects in international service.

* Implement international youth exchange programs (short-term and long-term).
  + Inbound.
  + Outbound.
  + Promote short term exchange option.
  + Encourage non-Rotarians to become involved with exchange programs as host families.
* Annual plan for giving to Polio Plus.
* Create an annual celebration of Rotary’s birthday on February 23rd.
* Investigate international opportunities for travel/fellowship/service - ie: Habitat for Humanity.
* New member orientation re: International Service and projects available for support.
  + Report back on where funds go and what happens to them.
  1. Identify an international signature project, in addition to Polio Plus.
* Create a sub-committee that will research, identify and bring forth a recommendation to the Club.
  + Investigate Dryden/Kenora/Sioux Lookout doing an international project together.
* Recognition of following international projects as signature projects: Ripple Effect, Shelter Box and Amarok Society.
* Identify an international project as a legacy project for the Club’s 75th anniversary in 2017.
  1. Increase giving to annual programs fund.
* Investigate Rotary direct giving either by credit card or bank withdrawals.
* Set specific goals re: annual program fund giving.
  1. Application of grants to support international projects.
* Assign a member responsible for grants.
* Explore ‘small’ grants available from the Federal Government.
* Capitalize on matching grant opportunities.
* Investigate “small club friendly” grant applications.
* Clarify process for Future Vision.

**2. REGIONAL SERVICE (Passion)**

* 1. Work collaboratively with Aboriginal organizations to fund their projects and provide opportunities for service.
* Identify and establish a working relationship with one Aboriginal organization.
* Identify a liaison person to work with identified Aboriginal organization.
* Promote Rotary among the Aboriginal population.
* Support literacy project at Wapakeka First Nation (Bearskin Lake).
  1. Foster partnerships to support a variety of Dryden and regional programs that improve quality of life.
* Work collaboratively with the Neighbourhood Legacy Project and Mayor’s Committee for Children and Youth (Universal Recreation).
* Participate in the Dryden Cultural Roundtable and Dryden Area Anti-Racism Network.
* Work more collaboratively with local service clubs and other NWOntario Rotary Clubs.
  1. Support Rotary Park as a signature local project.
* Define Rotary’s involvement and direction with Rotary Park.
* Ensure that the Rotary representative on the Rotary Park Committee reports back to the Club on a regular basis.
* Investigate a permanent building at Rotary Park as our signature project for the Club’s 75th anniversary in 2017.

**3. FUNDRAISING (Engine)**

* 1. Set an annual fundraising target and plan accordingly.
* Review the fundraising trend for the past two years in order to establish annual targets for the next three years.
  + Share these targets with the membership.
* Develop a process to review, prioritize and cull, if appropriate, fundraising activities.
* Implement the fundraising activities identified as priorities in the review.
  1. Manage the lottery license opportunities to maximize revenues for the Club.
* Implement a new procedural guideline on the allocation of bingo funds.
* Target using the lottery license up to 3 times per year.
* Develop expertise on interpreting and understanding the lottery license regulations and process.
  1. Develop and implement other fundraising opportunities if and when the need arises.
* Expand the mandate and terms of reference of the Rotary Charity Foundation to ensure that tax receipts can be issued for as many fundraising projects as is allowable in law.
* Support succession planning of fundraising initiatives – to allow for transition of the handing over of projects.
* Investigate more ‘hands-on’ projects to raise funds such as house building, helping with yard work.
* Investigate partnerships for fundraising activities.
* Develop more non-restricted fundraising activities that do not require a lottery license.

**4. MEETING ACTIVITIES (Engine)**

* 1. Foster Club innovation and flexibility.
* Educate membership about attendance and make-ups, as well as the reporting requirements required for these by the Secretary.
* Foster networking opportunities at our meetings.
* Develop a social media and social networking strategy.
  + Creation of Facebook page with a number of page administrators.
  + Include youth exchange student as administrator.
  1. Achieve a balance of Rotary and non-Rotary speakers at our weekly meetings.
* Ask each member to suggest one speaker.
* Encourage variety in program presenters as an attempt to draw more members.
* Ad-hoc one-minute table topics at meetings to encourage members getting to know each other.
* Review member vocationals for all members, not just new members.
* Divide programmer responsibility over the year.
* Reintroduce vocational tours in the community as part of weekly programming.
* Work with City of Dryden and Chamber of Commerce to identify when dignitaries will be in the community and investigate opportunity for them to attend our meeting.
  1. Promote membership diversity.
* Assign a membership chairperson.
* Develop a strategy to attract Aboriginal members.
* Develop a strategy to attract younger members.
* Investigate new types of membership – ie: family, corporate.
  1. Improve member recruitment and retention
* Hold annual membership drive. Review members’ classification status to determine areas on which to focus recruitment efforts.
  + Invite local business leaders to weekly meetings to generate their interest in joining the Club.
  + Invite more media representatives to become members.
* Create an invitational pathway for former members to return to active participation in the Club.
* Conduct exit interviews to determine why members leave.
* Use Rotary School and Fireside Chat as opportunities for retention.
* Develop a membership mentorship program.
* Educate members on new members’ proposal process.
* Encourage more fellowship opportunities.

**5. OUTSIDE ACTIVITIES (Engine)**

* 1. Offer leadership opportunities.
* Identify vocational needs in each area of service.
* Provide new members with list of leadership opportunities.
* Offer new members a leadership role/job (ie: co-chair position).
* Sponsor Club members to participate in Rotary leadership opportunities.
* Ensure succession planning in Club leadership.
* Rotary Leadership training class for Dryden, Kenora and Sioux Lookout.
* Strong presence at 2017 District Conference in Kenora.
  + Investigate supplementing registration to facilitate attendance.
  1. Participation in strategic planning.
* Identify plan champions.
* Develop implementation strategy.
* Outline how plan will be monitored.
* Determine how plan will be reported upon.
* Ensure continuity.
* Update bylaws and constitution in light of the plan where appropriate.
  1. Extend Rotary into Dryden and area communities.
* Establish a position of advertising chairperson and make appointment.
* Develop advertising and promotional program.
  + Club delegation to the communities we support at least once a year for PR/donation photos.
* Continue working on the establishment of a satellite Club in Red Lake.
* Inter-Club meetings with Kenora and Sioux Lookout.

5.4 Create balance in all avenues of service and fellowship.**6. BRAND SUPPORT (Best At)**

* 1. Unify image and brand awareness.
* Ensure adherence with RI standards for use of logo.
* Investigate large billboard.
  + Work with Alex Wilson’s Coldstream to include Rotary in new Welcome to Dryden signage.
* Investigate signage at Tourism Information Centre.
* Place meeting information at the Airport for visitors coming to community.
* Look at promoting an image that is appealing to a younger demographic of members.
* Use simple ideas to promote Rotary – ie: “good people doing good things”, “humanity in motion”.
* Capitalize on promotional opportunities – ie: Shaw Cable “The Wheel”, radio, newspaper, social media.
  + Use media feeds to promote where Rotary dollars are spent in the community/outlying areas.
  + Use bingo time to promote latest community projects that have been supported by Rotary.
  + Creation of Rotary video to be used as promotional tool.
* Ensure brand awareness at public events.
  + Members to wear Rotary shirts at public events.
  + Rotary license plates.
  + Shelter Box display at Home Show.
  1. Publicize action-oriented service.
* Develop a promotional kit which provides oversight in the use of the Rotary logo/brand/name.
* Create a promotional package for bingo fund recipients (ie: plaques, certificates).
* Self-published history of Rotary Club of Dryden.
* Time capsule at Rotary Park for our 75th Anniversary.

6.3 Provide oversight in the use of the Rotary logo/brand/name.**7. PUBLIC RELATIONS (Best At)**

* 1. Promote networking opportunities and signature activities.
* Annually promote Rotary Day (February 23rd).
* Develop a calendar of events – local/district.
* Create a community recognition program based on Paul Harris Fellowship Awards.
* Public awareness regarding a non-Rotarians’ opportunity to give to the Foundation.
* Club’s 75th Anniversary and Kenora District Conference in 2017.
  + Clarify needs and expectations from the Club.
* 2017 Legacy Project to be determined.
  + Establish committee.
  1. Promote core values.
* Attempt to place four-way test signage in every school gymnasiums.
* On an annual basis, ensure that one or more lunch programs are dedicated to RI mission, vision, core values.
* Develop script to promote Rotary to be read during Rotary Radio Bingo.
  1. Manage the development of promotional materials (ie: newsletters, brochures and website).
* Training/succession planning for website administration, Keyway and Club roster booklet.
* Identify opportunities to streamline internal communication (specifically the Keyway).
* Offer training session on use of Club Runner.
* Investigate options for electronic meetings.
* Creation of central repository for the sharing and archiving of information – ie: Google drive.
* Include Rotary Club of Dryden brochure at bingo vendor sites.

**CONCLUSION/NEXT STEPS**

Once this strategic plan is accepted and adopted, it will be responsibility of the current year’s executive to ensure that the plan’s priorities remain at the forefront of all activities and are implemented. A strategic plan is a living document; therefore it is imperative that it is constantly being referred back to, but as well that it can be adapted to reflect whatever the current reality is for our Club.

Prior to the 2015/16 executive year, a review of the next three years will be undertaken to assign priorities for implementation from 2015 to the plan’s completion in 2018.

As a measure of accountability, the executive should provide, at minimum, a yearly update to the membership on the stages of the plan’s implementation which will allow the Club to approved any modifications that may need to be made, but as well to celebrate the many successes that the Club will experience as a result of having a strategic plan in place.