Rotary Club of Cobourg
Strategic Plan

2014-2019

June 1, 2014
Amended as approved in principle by the Club on June 6, 2014
Prepared by Anne Bermingham, 2WA Consulting
In Partnership with the Strategic Planning Steering Committee

Approved by the Board of Directors
May 28, 2014
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**Executive Summary of the Strategic Plan**

**MISSION STATEMENT:**

The Rotary Club of Cobourg is a community leader that effects positive changes through service – locally, nationally and internationally.

**VISION STATEMENT:**

Dynamic, inclusive service club of choice providing outstanding leadership and lasting contributions

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<td>Understood; care for community; respected; known and appreciated for our contributions in the name of &quot;service above self&quot;</td>
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THE FOUR STRATEGIC PRIORITIES:

1. **Support and Strengthen Club Membership**
   - Develop a recruitment and retention work plan each year with specific goals and objectives
   - Increase and diversify fellowship opportunities to involve more members
   - Develop service opportunities that allow members to get actively involved

2. **Fine-Tune our Fundraising Events**
   - To continue to strengthen Waterfront and Ribfest and review Sportsman’s Night and new opportunities and timing of events
   - Develop a strategy that will increase participation by all members in all three events – promoting fellowship while sharing workload
   - Review how events are structured.

3. **Enhance Public Awareness in efficient and effective manners**
   - Ensure we have up-to-date and consistent communication internally and externally
   - Increase Rotarian-brand awareness
   - Increase social media presence in order to better connect with broader public and younger citizens

4. **Improve Governance Structure and Processes**
   - Develop and implement universal reporting process for committees and board
   - Have a consistent process for handling funding requests and setting areas of priority for funding
   - Explore and if feasible establish a reserve fund based on a specific set of criteria
   - Establish a comprehensive and consistent succession planning and training process for all committees

**MONITORING RECOMMENDATIONS:**
- That the 2014-2015 Board of Directors (as well as future boards) determine clear goals as it relates to the strategic plan.
- That the Board strikes a strategic planning monitoring committee to be chaired by the President Elect.
- The Board should update the club members quarterly on its progress
Why a Strategic Plan?

The Rotary Club of Cobourg is a well-established service club that started in 1921. By Rotary standards, it is a large club that raises an impressive amount of money to support both local and international projects. There was no crisis or major issue in front of the club. It is a well-functioning club with many opportunities and priorities.

Over the past year, some members expressed a desire to see the club develop more focus in order to help strengthen the club over the coming years and reduce the feeling of being pulled in so many directions. Others believed that the club could benefit from being able to tell members what are its goals and how the club measures if the club is on track to meet its goals.

Therefore, the club membership voted to take on the task of creating a strategic plan. The membership wanted a plan that would engage the members in thinking about the future direction of the club. They wanted to have a plan that could provide direction when setting budgets and making annual work plans for the Board of Directors and its committees. They wanted agreement about the direction of the Club and where it should be putting its energies in the next five years.

Therefore, from mid February until late May, the club and its strategic planning steering committee worked to create the strategic plan. The outcome is this report which is being brought to the Board of Directors for approval on May 27, 2014 and then the plan will be presented to the club members as a whole on June 6, 2014.
Methodology Utilized to Create Strategic Plan

This Strategic Planning Process was led by a Steering Committee made up of members of the Rotary Club of Cobourg. Its mandate was to guide the process and ensure that the process stayed on track and on budget. The committee was also asked to develop and guide a work plan that provided sufficient opportunities for members and club leaders to input. The committee members worked hard and met at least 7 times from late February till late May. Its members were:

- Gord Ley, Chair
- Beth Selby
- Lynn Hardy
- Mike Hick
- Ron Kerr
- Tom McLean

The committee worked with a third party consulting firm who helped with the facilitation of the strategic planning process. The name of the firm is 2WA Consulting (www.2waconsulting.com) and its president - Anne Bermingham led the process.

The methodology had four steps that were followed. These steps were:

1. “Getting Started” in which the steering committee met with the consultant – created an overall work plan and determined key meeting dates.

2. “Gathering Input” in which the steering committee developed a survey and helped guides a process whereby club members completed the on-line survey. The survey had a 91% response rate. Throughout this report, the results from this survey are mentioned. The results are captured in summary form in Appendix A and in the complete form in Appendix B.

3. “Identifying Mission / Vision & Strategic Directions” which involved two strategic planning evenings with members of the Board of Directors and Club Committee Chairs and other important stakeholders. In between the sessions, a club assembly was held whereby all members in attendance were asked to provide additional input into the plan. The output of the two strategic planning sessions is in Appendix C and the output from the club assembly is found in Appendix D.

4. “Creating a Strategic Plan Document” which is this report. It attempts to capture the key inputs provided along the way and the highlights of the agreed upon strategic plan.
## Work Plan Utilized to Create Strategic Plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Attendees</th>
<th>Action</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed Feb 28th</td>
<td>3:00 to 5:00</td>
<td><strong>Steering Committee</strong> + Anne (2WA Consulting)</td>
<td>Create a work plan and overall methodology for strategic planning process; offer initial ideas regarding survey</td>
<td>72 King Street West</td>
</tr>
<tr>
<td>Monday, March 10th</td>
<td>3-4:30</td>
<td><strong>Steering Committee</strong> + Anne joining by phone</td>
<td>Provide significant input into survey; revisions will be made following March 10 meeting and sent to committee. Goal is to have survey finalized and ready for approval of Board by March 17th, 2014</td>
<td>72 King Street West</td>
</tr>
<tr>
<td>Tuesday, March 18th</td>
<td>Am</td>
<td>Board and Gord Ley</td>
<td>Approve Survey (if any last minute changes-send to Anne and they will be made further to direction from board)</td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 19th</td>
<td></td>
<td>Survey sent to all members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, March 21st</td>
<td>15 Minute presentation</td>
<td>All Members</td>
<td>Introduce Survey to Members – Review Survey to Members –</td>
<td>Best Western</td>
</tr>
<tr>
<td>Monday, April 14th</td>
<td>3:00-3:30</td>
<td><strong>Steering Committee</strong> + Anne in person</td>
<td>Review results of Survey and determine approach and agenda for retreat #1</td>
<td>72 King Street West</td>
</tr>
<tr>
<td>Monday, April 28th</td>
<td>5:30 – 8:30</td>
<td><strong>Steering Committee, Anne, Board and each Committee Chair (or designate)</strong></td>
<td>Retreat #1 – Presentation of Survey results and Strategy Session (Working Dinner) – develop initial thoughts about vision; strategies and key areas for input at club assembly</td>
<td>TBD</td>
</tr>
<tr>
<td>Tuesday, April 29th</td>
<td>12:00 to 2:00 p.m.</td>
<td><strong>Steering Committee and Anne in person</strong></td>
<td>to review Retreat #1 and finalize approach for Club Assembly</td>
<td></td>
</tr>
<tr>
<td>Friday, May 2nd</td>
<td>11:30 – 1:30</td>
<td>All Rotarians and Anne</td>
<td>Club Assembly – 2 hour closed meeting</td>
<td>Best Western</td>
</tr>
<tr>
<td>Monday, May 5th</td>
<td>5pm – 6pm</td>
<td><strong>Steering Committee + Anne by phone</strong></td>
<td>Review what emerged from Retreat #1 and Club Assembly. Advance strategic plan and determine agenda and approach for Retreat #2 (most important questions to which we still need discussion and debate)</td>
<td>72 King Street West</td>
</tr>
<tr>
<td>Monday, May 12th</td>
<td>5:30 – 8:30</td>
<td><strong>Steering Committee, Anne, Board and each Committee Chair (or designate)</strong></td>
<td>Retreat #2 – Presentation of Survey results and Strategy Session (Working Dinner)</td>
<td>TBD</td>
</tr>
<tr>
<td>Tuesday, May 20th</td>
<td>3:00-4:30 pm</td>
<td><strong>Steering Committee + Anne</strong></td>
<td>Using input from Retreat #2, finalize strategic plan report for presentation to Board</td>
<td>72 King Street West</td>
</tr>
<tr>
<td>Wednesday, May 28th</td>
<td>5:00 – 7:00 pm</td>
<td>Board Meeting</td>
<td>Beth Selby to present recommendations to Board</td>
<td>TBD</td>
</tr>
<tr>
<td>Friday, June 6th</td>
<td>12:00 – 1:30</td>
<td>All Members</td>
<td>Special Meeting to present recommendations to the Club</td>
<td>Best Western</td>
</tr>
</tbody>
</table>

Revised March 4, 2014

*Blue is steering committee meeting; green denotes retreat and pink represents input point for all members of the club.*
The Mission and Vision

One of the strategic plan deliverables was to create a mission and vision for the Rotary Club of Cobourg. These statements can be on the website, in the new member literature and used to help unite all members in terms of our mandate (mission) and idealistic hopes for the future (vision).

**Mission Statement:**

In the on-line survey, we asked a series of questions designed to find out what was important to the membership when it comes to the mandate or mission of the club. Some of these questions and the input received were as follows:

- 83% of the membership stated a critical element in keeping you satisfied and engaged in this club was to be “able to give back by raising funds or giving time to help the local community”. Therefore, people wanted the mission to speak to the fact that this club makes an impact in the City of Cobourg – the local community.

- When asked in the on-line survey about statements that reflect what individuals identify to be the mission of the Rotary Club of Cobourg, being a leader in the community was the highest rated statement. While not as highly rated, being a leader in giving to international causes was viewed as an important part of the club’s mission. Therefore, locally and internationally were important concepts to include.

At the first strategic planning session, members of the Board of Directors and committee chairs were asked what they believed to be the most important concepts that should be included in the Rotary Club of Cobourg’s mission statement. In providing their answers, they were asked to reflect on the on-line survey results.

The ideas offered by the tables regarding mission statement key concepts are listed here. After the ideas were offered, individuals were asked to vote on the ones they liked the most. The most popular responses are captured in bold type.

- Service Club of choice (5)
- Leader in the community giving (7)
- Giving back to the community (4)
- **Use our vocations and other skills to the betterment of the community (16)**
- Giving of the precious gift of time (3)
- **Serve locally, regionally and internationally (13)**
- Help others improve their lives – people helping people
- Support education and health (2)
- Leadership in service (3)
- **Club and its members are leaders in the community that affect positive change through service (28)**
- Provide great service by dedicated volunteers
- High degree of fellowship (9)
- High profile
- Integrity in business – professionally (1)
- Focus on youth, international, community
- Use RI mission statement (2)

Using the input and suggestions from the April 28 planning session, Anne Bermingham from 2WA Consulting proposed a mission statement at the start of the May 12 planning session. The proposed mission was as follows:

- The Rotary Club of Cobourg and its members are leaders in the community that effect positive change, locally, regionally and internationally, through service.

Members talked at their table about what they liked and did not like about this draft mission statement. This input was used to create two potential mission statements. After further discussion and some voting, the following became the recommended mission statement for the Club.

- The Rotary Club of Cobourg is a leader in the community that effects positive changes through service – locally, nationally and internationally.

**Vision Statement:**

A vision statement was also created as part of this strategic planning process. It is intended to be an idealistic end point that the Club would love to see realized someday. It is not a goal and not intended to be entirely feasible.

In the on-line survey, respondents were asked to offer their ideas of where they wanted to see the club in five years’ time. When it came to the following five areas, these were the most common words / concepts that emerged:

<table>
<thead>
<tr>
<th>Five Years’ Time</th>
<th>Most Commonly Used Words or Phrases</th>
</tr>
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<tbody>
<tr>
<td>Contributions to the Community of Cobourg</td>
<td>Leader/Leadership; support; contributes / contributor; continues; community projects; helping the community; generous; appreciated</td>
</tr>
<tr>
<td>Public Image</td>
<td>Respected; Leaders / Leadership; caring; hard working; strong; image; integrity; professional</td>
</tr>
<tr>
<td>Why it stands out as a Rotary Club in Canada</td>
<td>Community; Leadership; Locally and internationally; strong; generous; service above self</td>
</tr>
<tr>
<td>Club Structure and Governance</td>
<td>Planning; organized; strong; has new members; goal-focused; efficient; accountable; integrity; knowledgeable</td>
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<tr>
<td>International Service</td>
<td>Support; contribution; polio; leader / leadership; sweat equity; world a better place; generous; investment; long term</td>
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At the April 28 planning session, participants were asked to propose some key concepts that should be included in the vision statement – given input received from on-line survey. The following was generated:

- Service club of choice – engaged – leadership
- Respected service organization that achieves results through leadership and helping people
- Attracts young people – dynamic – inclusive – fun
- Recognized leader in the community – respected and hardworking professions – enjoy fellowship
- Increase opportunities for contemporary matters for our communities

At the May 12 strategic planning session, 2WA Consulting proposed a vision statement using input received on April 28. The proposed vision was:

- Dynamic, inclusive service club of choice known for outstanding leadership and significant contributions for the citizens of Cobourg and our global world

Again participants at the May 12 session reviewed this statement and offered their thoughts on what they liked and did not like about this draft. After some discussion, a few more options were offered. The group at the May 12 session proposed the following vision statement:

Dynamic, inclusive service club of choice known for outstanding leadership and significant contributions.

Since May 12, 2WA Consulting did some further thinking about this vision statement. They are offering in this report an alternative version where “known for” is replaced with “providing” outstanding leadership and “significant” is replaced by “lasting contributions”. This final vision statement was supported by the Steering Committee when it was presented on May 20th.

Dynamic, inclusive service club of choice providing outstanding leadership and lasting contributions
At the April 28, 2014 planning session, participants were asked to help describe a picture of the future when it comes to the Rotary Club of Cobourg. This picture was reviewed again at the May 12 session – taking care to remove strategies from the description. The points below are intended to be a picture that the club is striving to achieve and not the road map of how the club will achieve this picture. The road map comes in the next section on strategic directions and tactics.

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Strategic Directions to Guide the Rotary Club of Cobourg

Over the course of the two strategic planning sessions, it was agreed that there should be four strategies that are the strategic focus of the club over the coming years. The four strategic directions that will guide the club towards its future vision statement are:

1. Support and Strengthen Club Membership
2. Fine-Tune our Fundraising Events
3. Enhance Public Awareness
4. Improve Governance Structure and Processes

Outlined below are the tactics and the rationale associated with each strategy.

1. Support and Strengthen Club Membership

- Develop a recruitment and retention work plan each year with specific goals and objectives
- Increase and diversify fellowship opportunities to involve more members
- Develop service opportunities that allow members to get actively involved

Rationale:

The survey provided information about the current demographics of the club:

- 26% of members have been in the club for 5 years or less
- Only 1.6% of club members are under the age of 40 years of age
- 78% of club members are over the age of 55 years
- 76% of the respondents are male; 24% female

In order for the club to be sustainable, people felt it was critical that the club grow with new members who are younger than 55 years of age. In fact, in the on-line survey - 70% strongly agree and 25% somewhat agree club needs to grow in terms of younger members.

People want to ensure the club is inclusive and representative of the business community. In order to achieve this, survey respondents want the club to have a proactive plan that sees the club reaching out to potential members. There are many more detailed suggestions found in the survey data found in Appendix B as well as in question 7 asked at Club Assembly – see Appendix D.

Another clear theme that emerged from the on-line survey is that people want attention paid to not just recruiting but strengthening the current membership. One of the consistent points of frustration is the “cliques” or lack of opportunities to get to know all the members in the clubs. There were many suggestions made in the survey for ways to improve the club meetings to increase socializing as well as opportunities to hear more about the classifications and interests of the many members (see Appendix B as well as question 6 of club assembly – in Appendix D).
The survey clearly stated that 81% want to see more and 80% want to see some different fellowship events beyond the current ones offered.

In the on-line survey, individuals were asked how they wanted to see the club change. The second highest supported statement (out of six statements offered) was “I would like to see our club place more emphasis on “hands-on” projects where we give our time to make the community a better place (e.g., build a playground; read to children in schools). In fact, 80% of the respondents either strongly or somewhat supported that statement.

It is for all of these reasons that the tactics associated with this strategy focus on recruitment of new members; retention of current members; fellowship as well as increased opportunities for hands-on activities by which members can engage.

2. Fine-Tune our Fundraising Events

• To continue to strengthen Waterfront and Ribfest and review Sportsman’s Night and new opportunities and timing of events

• Develop a strategy that will increase participation by all members in all three events – promoting fellowship while sharing workload

• Review how events are structured. This includes tackling such items as:
  - How we handle sponsorship;
  - How we provide receipts for donations;
  - How committees are run
  - How the 3 events collaborate
  - How to increase controls on spending
  - How to decrease strain on volunteers (outsource some activities to air cadets or other youth we support in our community)
  - How to improve succession planning
  - How to better develop manuals to help in running events

Rationale:

The survey data was clear. Eighty-five percent (85%) of respondents think that Ribfest and Waterfront festival are highly relevant. Sixty-five (65%) think Sportsman’s Night is highly relevant. There are certainly concerns about Sportsman’s Nights in terms of if it has run its course; its timing; its ability to appeal to changing demographics, etc… There are also many ideas offered in the survey of potential new fundraising events. It is for this reason that the first tactic is about strengthening the two fundraising events and examining if Sportsman’s Night needs to be changed or replaced in the coming years.

When given six statements of how people wanted to see the club change in the coming years, the one that had 86% strongly or somewhat supporting was “I want to see our club change so that more members become more involved in all of our causes”. At the club assembly, input was provided on what might be more fair and
reasonable expectations regarding member participation in fund raising events – see question 1 of club assembly data in Appendix D. It is for this reason that the development of a strategy to ensure more equitable participation is an important tactic associated with this strategy.

The survey data also offered many comments and suggestions about how people would like to see the fundraising events are improved. The club members were not looking for the club to raise more money each year but were looking for club to raise money more effectively each year. There are many areas of concerned outlined in the survey data results. The key ones are captured under this tactic as stated above.

3. Enhance Public Awareness (“toot our own horn”)

- Ensure we have up-to-date and consistent communication internally and externally
- Increase Rotarian-brand awareness
- Increase social media presence in order to better connect with broader public and younger citizens

Rationale:

In the picture of the future for the Rotary Club of Cobourg, a common sentiment was for the club to be better understood, appreciated and respected. There were a lot of comments about people wanting the club to be known for and appreciated for its contributions.

When people explored further how this could be done, the participants at the strategic planning sessions felt that more regular, consistent and up-to-date communications was key. This was not just information for club members but information that is shared with the community at large – through website, social media, press releases and the like.

There was also an interest in working harder to build more brand awareness. For example, each and every member of the Rotary Club of Cobourg should be at community events in a common shirt in a united colour. It would help the members of the community better understand who is behind the many projects that this club takes on.

Finally, it was noted that since we want to appeal to a population that is under the age of 56, we need to embrace some of the newer forms of social media. The press looks for this information. The younger citizens look for these forms of communication. Improving our social media will help us to connect to younger Rotarians and the community at large.
4. **Improve Governance Structure and Processes**

- **Develop and implement universal reporting process for committees and board**
  - Includes rules of order
  - Publishing of agenda and minutes
  - Clarify decision-making authorities of directors, committees
  - Financial Accountabilities

- **Have a consistent process for handling funding requests and setting areas of priority for funding**
  - Includes developing way to determine large requests as well as address what has been to date automatic renewals of requests
  - Develop protocol for funding solicitation requests – includes having such requests be approved by the Board in advance according to an established process

- **Explore and if feasible establish a reserve fund based on a specific set of criteria**
  (e.g. for situations in which weather causes low returns)

- **Establish a comprehensive and consistent succession planning and training process for all committees** (includes VP being determined well in advance)

**Rationale:**

In the club on-line survey, 75% wanted the club to place a greater emphasis on governance. This included the club being more organized and better structured. There was a desire for the club to be more goal-focused and for there to be clearly reporting and accountability – both of the committees and the Board of Directors.

The tactics recommended speak further to some of the concerns raised through this strategic planning process. For example, the online survey noted that only 53% strongly or somewhat agree that there is today a clear sense of how each committee's budget is determined and allocated. The first tactic being proposed is intended to better align communications and ensure that there is more clearly understood information about the actions of committees and the boards in the coming year.

The second tactic comes from some of the survey data as well. To date, only 63% somewhat or strongly agree that committees being provided funding follow a clear process that is documented and communicated. Likewise, 85% of respondents wanted to see limits being placed on how often organizations can receive funds from the club. There was a desire expressed in the survey and club assembly (see question 3 club assembly in Appendix D) that no funds be rewarded automatically – that everything should be reviewed. This second tactic outlines the need for a series of processes and protocols to better address how the club funds external causes as well as its internal
committees. It also needs to address the solicitation of funds at the meetings themselves – a practice to which 69% believe should not be permitted at or during club meetings – with the exception of our own fellowship events.

The survey suggested that 78% strongly or somewhat supported the idea of “building a reserve fund that would be used for multi-year pledges so we are not pledging money we have not yet raised). At the club assembly, many concerns about a reserve fund were raised. The vast majority were only in favour if it was more focused on setting aside monies to help cover expenses if one event experiences poor weather or other factors that result in poor performance (see question 2 in club assembly – Appendix D). It is for this reason that this tactic outlines the need to further explore and then, if appropriate, put a reserve fund in place using criteria for its purpose and functioning that aligns with the club feedback received.

Perhaps the final tactic on having better succession planning and training is one of the most important in the eyes of the membership. Today, only 26% strongly or somewhat agree that there is a good system in place to select and train committee chairs. At the club assembly, this was also a point of discussion (see question 5 club assembly data in Appendix D). There are many suggestions noted of how to better select chairs and train them. This tactic is an important one to get in place soon according to the club feedback received.

In this plan, there was a lot of effort placed on keeping the number of strategies small (four) and the number of tactics reasonable. The focus is on fully implementing each one while continuing with the day-to-day running of the club. It is easy for a strategic plan to get set aside in the business of the day-to-day life and given the club is run by volunteers. It is for this reason that this report concludes with its final section – recommendations to monitor the progress of the strategic plan.
Monitoring the Strategic Plan

The steering committee recommends that the Board of Directors dedicate a substantial amount of time to the strategic plan in the years ahead. A number of suggested ways of accomplishing this were discussed at the May 12 session. Taking into account the suggestions made that evening, the steering committee recommends:

- That the 2014-2015 Board of Directors (as well as future boards) determine clear June 30 2015 goals as it relates to the strategic plan. It should also develop an implementation plan outlining what the boards and specific committees are assigned to do to help ensure the strategic plan moves forward significantly in the coming year. This should be presented to the club as a whole by late September, 2014.

It should be noted that this implementation plan should take into account the more detailed suggestions that are found in the Appendices attached – especially the club survey and the club assembly. It is highly recommended that each individual who is involved in creating an implementation plan familiarize themselves with the suggestions already made by club members of how to put some of these ideas into action.

- That the Board develops a standard template for all committee reports and that it includes a section on strategic planning so that each committee reports on activities it has taken and plans to take to move the plan forward. This monitoring action aligns with strategic priority four.

- That the Board strikes a strategic planning monitoring committee to be chaired by the President Elect. It should include the Past President, Vice President as well as 2-3 other members as deemed appropriate by the Board. The mandate of this committee is to review implementation progress as it relates to the strategic plan.

- The Board should update the club members quarterly on its progress in the Club Bulletin or by some other means by which all members can receive the information.
APPENDIX A: Highlights from On-Line Survey of Membership

Response Rate: 91% response rate with 131 out of 144 members responding

The survey responses outline very clearly that the club is highly effective. There are a lot of outstanding results that need to be celebrated and appreciated. For example, the overall satisfaction rate is 8.34 / 10.

On Friday Meetings:

- Members note that the club meetings are informative (average 3.48 / 4 or 87%) as well as fun and enjoyable to attend (average 3.59 / 4 or 90%)
- When people come to the Friday meetings, they feel like a valued member of the club (average 3.41 / 4 or 86%)

On Fellowship:

- Our current fellowship events (e.g., President’s Night, Wine & Cheese, and Corn Roast) are relevant and help strengthen the fellowship within our club (average 3.59 / 4 or 90%).
- 81% strongly or somewhat agreed that they wanted to see more fellowship events.
- 80% strongly or somewhat agreed that they wanted to see different fellowship events
- Most desired was to change how our meetings operate to encourage more dynamic seating and chances to get to know other members at the meeting
- Also there was a desire for informal dinner parties and other inexpensive and varied low key events where people got to know each other.
On Fundraising: Over 85% of the survey respondents think that the Ribfest and Waterfront Festival are highly relevant and 88% strongly agree that the club should continue to run these two fundraising events.

The Sportsman’s Night was viewed as highly relevant by 65% of the club and 65% strongly agreed it should be continued. There was a fair bit of support associated with changing it up in terms of format, timing, cost of tickets, name, etc…

There were also a number of comments expressing a desire for the club to explore how the fundraising events were run. For example, could the committees be organized differently; could there be more coordination in the area of marketing between the three events; might there be more controls placed on the budgets, costs.

On Other Areas where the majority of the club supported change:

- 86% strongly or somewhat supported seeing the club change so that more members become more involved in all of our causes.
- 80% would like to see our club place more emphasis on “hands-on” projects where we give our time to make the community a better place (e.g., build a playground, read to children in schools).
- Over 75% of the club wanted to see the club place more of an emphasis on youth, vocational as well as stronger governance / structure on how we operate as a club (e.g., terms of reference for committees).
- 69% wanted to stop the solicitation of funds at meetings (other than fellowship events);
- 85% strongly or somewhat agreed with the idea of putting limits or guidelines on how often an organization can request funds from our club;
- 78% wanted the club to use a reserve fund to help deliver on our clubs multi-year pledges

Demographics:

- 26% of members have been in the club for 5 years or less
- Only 1.6% of club members are under the age of 40 years of age
- 78% of club members are over the age of 55 years
- Most members are very active with 62% of respondents having been a Chair of a Committee or a member of the Board of Directors in past 5 years
- 76% of the respondents are male; 24% female

On Growing Our Club: 95% strongly or somewhat agree that it is important to me that our club has grown in terms of number of young Rotarians. (70% strongly agree; 25% somewhat agree)
APPENDIX B: The On-Line Survey Results used to Guide the Strategic Plan

SECTION 2: Relates to Mission and What is Critical for Members in Being a Part of this Club

WHAT IS CRITICAL IN KEEPING YOU SATISFIED AND ENGAGED AS A ROTARIAN IN THIS CLUB?
WHAT IS CRITICAL IN KEEPING YOU SATISFIED AND ENGAGED AS A ROTARIAN IN THIS CLUB? Continued...

5. Having a chance to meet new people. Average is 3.31 /4 (83%) with 36% noting this item as critical.

6. Being a part of the worldwide network of Rotary. Average is 3.25 /4 (81%) with 45% noting this item as critical.

7. Learning new skills (e.g., leadership project management) by working and being around other talented Rotarians. Average is 3.09 /4 (95%) with 39% noting this item as critical.

On How our Club Functions

Is there another reason, not listed, that results in you being a member of our Rotary club?

- Has a lasting influence — being part of a club that affects change
- Working as a team
- To share business ideas and help others in business/networking
- Access to good quality restaurants that help me learn new things
- Being engaged, informed and involved in my community
- Being a part of an international organization made up of people from 200 countries
- Fellowship and fun
- Being part of a highly effective and dynamic club

On Our Rotary Club’s Main Mission

“Please read the following statements. In each case, please note the degree to which you agree or disagree with the statement in terms of what you believe SHOULD be the identify/purpose/mission of the Rotary Club of Cobourg.”

<table>
<thead>
<tr>
<th>Mission</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest rated: Our club is to be a leader in our community</td>
<td>3.51 /4 (94%)</td>
<td>3.2</td>
<td>3.12 /4 (93%)</td>
<td>3.13 /4 (93%)</td>
</tr>
<tr>
<td>2nd rated: Our club is to have high profile in the community</td>
<td>3.33 /4 (92%)</td>
<td>3.12 /4 (93%)</td>
<td>3.07 /4 (92%)</td>
<td>3.06 /4 (92%)</td>
</tr>
<tr>
<td>3rd rated: Our club is to be a place where people find life-long friends with whom they work and work in the community</td>
<td>3.12 /4 (92%)</td>
<td>3.09 /4 (92%)</td>
<td>3.08 /4 (92%)</td>
<td>3.06 /4 (92%)</td>
</tr>
<tr>
<td>4th rated: Our club is to be a leader in our community (e.g., public assistance with Rotary world service projects)</td>
<td>3.13 /4 (92%)</td>
<td>3.11 /4 (92%)</td>
<td>3.08 /4 (92%)</td>
<td>3.06 /4 (92%)</td>
</tr>
</tbody>
</table>

SECTION 3: OUR CLUB IN FIVE YEAR’S TIME (VISION)

CONTRIBUTIONS TO THE COMMUNITY OF COBOURG in Five Year’s Time

- Leader/Leadership
- Support
- Contributing/Contributor
- Community Projects
- Retaining the Community
- Generous
- Appreciated

PUBLIC IMAGE in Five Year’s Time

- Respected
- Lead/Leadership
- Caring
- Hardworking
- Strong
- Image
- Integrity
- Professional

Of the 103 responses, the most frequently noted words or phrases (from most often used to least often) were as follows:
**WHY IT STANDS OUT AS A ROTARY CLUB IN CANADA**
- Community
- Leadership
- Locally and Internationally
- Strong
- Generous
- Service above Self

**Club Structure and Governance**
- Serving
- Organized
- Strong
- Has new members
- Clear focus
- Efficient
- Accountable
- Integrity
- Knowledgeable

**INTERNATIONAL SERVICE**
- Support
- Contribution
- Flex
- Leader / Leadership
- Social Equity
- World a Better Place
- Generous
- Investment
- Long term

**SECTION 4: HOPES REGARDING WHAT CHANGES AND STAYS THE SAME FOR OUR CLUB**

**On Growing Our Club**
- It is important to note that our club has grown in terms of number of younger Rotarians.
  (average = 9.42 / 4 - expressed as a percentage is 93%)

**New Member Strategy**
- What kind of new members should we be seeking?
- Business owners/managers
- Ask the young retirees
- Far-thinking, active and social people
- People really interested in Cobourg community
- Those who are willing to get active and help
- Seek a more culturally diverse membership
- Spouses of some of our members
- More females
- All ages welcome - especially important to recruit those in their 30s and 40s
- Leaders in the community; not just leaders in business
New Member Strategy

How to proactively solicit these prospective members

- Develop strategy — starts with analyzing current gaps in our membership/ classifications
- Ensure strategy takes into account that we may need to reach out in different ways for different types of members
- Strategy to include outreach (we take message out to businesses, events)
- Work in partnership with other neighboring clubs to recruit and attract as we offer breakfast, lunch and dinner options right here in this region
- Have an organized campaign where members are given list of names or classifications and asked to make specific personal invite to that person to attend our lunch meeting
- Put less financial pressure on younger members — let them be in a way that fits their stage of life

New Member Strategy

Once a person has become a new member

- Have buddy system for new members
- Match new members’ talents and interests to committees and ways of getting involved — early on
- Ensure we have a clear set of expectations for new members — includes explaining different ways to be involved
- Offer ways to flex involvement up and down based on stage of one’s life

Other Ways People Want to See Club Change

Two statements out of six statements with the most support

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agreeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>I want to see our club change so that more members become more involved in all of our causes</td>
<td>Average 86%</td>
</tr>
</tbody>
</table>

On Ways People Want to See Club Change

Other statements listed in order from most to least support

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agreeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would like to see our club place more emphasis on “hands-on” projects where we give our time to make the community a better place (e.g., build a playground, read to children in schools)</td>
<td>Average 88%</td>
</tr>
<tr>
<td>I would like to see our club place more emphasis on the avenues of service—youth, new generation (e.g., early and intense), whole child, youth exchange</td>
<td>90%</td>
</tr>
<tr>
<td>I would like to see our club become more structured in terms of terms of reference for committees, sub-committees, processes for distributing funds</td>
<td>95%</td>
</tr>
<tr>
<td>I would like to see our club place more emphasis on the avenues of service—youth, new generation (e.g., early and intense), whole child, youth exchange</td>
<td>Average 93%</td>
</tr>
</tbody>
</table>

On Ways People Want to See Club Stay the Same

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agreeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same size club — not much larger</td>
<td>96%</td>
</tr>
<tr>
<td>Date and time of meetings</td>
<td>95%</td>
</tr>
<tr>
<td>Our fundraisers — especially Million and Waterfront and some include “Sportsman’s Night”</td>
<td>95%</td>
</tr>
<tr>
<td>Supported and valued part of the community</td>
<td>98%</td>
</tr>
<tr>
<td>Respected for contributions to Rotary International</td>
<td>98%</td>
</tr>
<tr>
<td>Balance of working to serve locally and internationally</td>
<td>95%</td>
</tr>
<tr>
<td>A few said the “singing” — as it is part of personality of the club</td>
<td>95%</td>
</tr>
</tbody>
</table>
OVERALL SATISFACTION RATING

On a scale from 1-10, how satisfied are you with being a Rotarian in the Rotary Club of Cobourg today?
Average = 8.34 / 10 (83%). 79% rated 5, 6, or 10 satisfaction ratings

A Change that would increase your Satisfaction

If there was one thing that we could change through strategic plan that would make your satisfaction increase, what would it be?
- Better job at bringing forward, planning of our work – ensure it is long lasting and sustainable
- Make 1 and 5 year goals clear and communicate our progress to these goals
- Get more new members into our club
- Be more inclusive – where everyone belongs (inclusive)
- Undertake one significant Cobourg community "work project" – selected by board with input from club
- Be a place to contribute time, not just give money
- Clear terms of reference for committees and processes for funds distribution
- Only introduce gradual change

SECTION 5: FOCUSES ON OPERATIONAL ASPECTS AS IT RELATES TO OUR CLUB TODAY

On Our Friday Meetings

When we explored if there were any differences in responses from those who had been a Rotarian for 5 years or less, the differences were minor and not statistically significant.

<table>
<thead>
<tr>
<th>Question</th>
<th>Score of all average</th>
<th>All respondents average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings are informative</td>
<td>3.68 (56%)</td>
<td>3.68 (56%)</td>
</tr>
<tr>
<td>Meetings are fun and enjoyable</td>
<td>3.64 (56%)</td>
<td>3.64 (56%)</td>
</tr>
<tr>
<td>Meetings make a sense of relatedness</td>
<td>3.62 (56%)</td>
<td>3.62 (56%)</td>
</tr>
</tbody>
</table>

Our Friday Meetings are...

When I come to our Friday meetings, I feel like I am a valued member of the club.
- Informative: 3.68/4 (92%) average
- Fun and enjoyable: 3.68/4 (92%) average

On Our Friday Meetings

Is there anything that takes away from your enjoyment of the Friday meetings? 58% said no. Of the 42% who said yes, the most frequently offered answers were:

<table>
<thead>
<tr>
<th>Written comment categorised</th>
<th>Number of people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too many people seated at same table, want to sit mixed up randomly or by classification or years of service</td>
<td>11</td>
</tr>
<tr>
<td>The type of speakers: want more interesting, varied shorter less political</td>
<td>10</td>
</tr>
<tr>
<td>Individuals want more profiles of members and updates on club goals</td>
<td>8</td>
</tr>
<tr>
<td>Fixed: too often all the members being fixed; amounts too high and/or same people being fixed</td>
<td>8</td>
</tr>
<tr>
<td>People leaving before speaker</td>
<td>6</td>
</tr>
<tr>
<td>创立ers: see more board meetings</td>
<td>6</td>
</tr>
<tr>
<td>The talking at the table while someone is at the microphone</td>
<td>4</td>
</tr>
<tr>
<td>Quality of food - not enough variety</td>
<td>4</td>
</tr>
</tbody>
</table>
On Solicitation and Electronic Voting

Other than fellowship events, should the club allow the solicitation of funds at or before meetings?

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicitation</td>
<td>25%</td>
<td>35%</td>
<td>60%</td>
</tr>
</tbody>
</table>

New feature: would the club introduce an electronic voting option for important club resolutions that require advance notice?

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic</td>
<td>42%</td>
<td>58%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Interesting, those who are 55 years of age or older did not answer the question much differently (see chart).

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>55+</td>
<td>45%</td>
<td>55%</td>
<td>100%</td>
</tr>
</tbody>
</table>

On Fellowship Events

What would you change to enhance the opportunities to get to know and socialize with members of our club?

<table>
<thead>
<tr>
<th>Written Comment</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have more fun and informal meetups.</td>
<td>10</td>
</tr>
<tr>
<td>Increase the number of social events.</td>
<td>15</td>
</tr>
<tr>
<td>More hands-on service activities where we get to know each other (e.g., work together doing a project like our annual fundraiser).</td>
<td>10</td>
</tr>
<tr>
<td>Have more social events - e.g., siting or playing or bridal/pinup</td>
<td>10</td>
</tr>
</tbody>
</table>

On Our Fundraising Events

What would you like to see changed about our three current events? There were 69 comments that categorized as follows:

1. Reduce or Ban Events
   - Event name and form of event
   - Roll before solicitations
   - Lessen the price of tickets

2. Change HOW we run events
   - Possible ways to make money more transferable to support events
   - More coordinated organization among these three events - i.e., more overlapping marketing and social media.
   - More volunteer involvement.
   - More involvement from community groups.

On Our Fundraising Events

Suggestions for new or different fundraising events:

<table>
<thead>
<tr>
<th>Event Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wine + Cheese night</td>
<td>Unique wine and cheese night for Rotary members and their families.</td>
</tr>
<tr>
<td>Wine &amp; Cheese night</td>
<td>Unique wine and cheese night for Rotary members and their families.</td>
</tr>
<tr>
<td>Annual Wine and Cheese night</td>
<td>Unique wine and cheese night for Rotary members and their families.</td>
</tr>
<tr>
<td>Annual Wine and Cheese night</td>
<td>Unique wine and cheese night for Rotary members and their families.</td>
</tr>
<tr>
<td>Annual Wine and Cheese night</td>
<td>Unique wine and cheese night for Rotary members and their families.</td>
</tr>
</tbody>
</table>
On Giving of Funds Having Clearer Focus

<table>
<thead>
<tr>
<th>Agree Percentage</th>
<th>Strongly Agree Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21%</td>
<td>26%</td>
</tr>
<tr>
<td>20%</td>
<td>16%</td>
</tr>
</tbody>
</table>

74% strongly or somewhat agree
26% strongly or somewhat disagree

On How our Club Functions

Highest Rated Questions
- We provide enough opportunities for members to get involved in committees
  Average: 3.44 / 4 (91%) with 92% strongly or somewhat agreeing with statement
- We are effective in doing the long range succession planning and development that our club needs
  Average: 3.62 / 4 (76%) with 64% strongly or somewhat agreeing with statement
- Have a clear understanding of the mandate of each of my committees
  Average: 3.91 / 4 (78%) with 74% strongly or somewhat agreeing with statement
- The committees that provide funding follow a due diligence process that is clearly documented and communicated
  Average: 3.60 / 4 (73%) with 43% strongly or somewhat agreeing

More On How our Club Functions

<table>
<thead>
<tr>
<th>Statement</th>
<th>Average</th>
<th>Average expressed as a percentage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are realistic in our expectations in terms of time, talent and donations expected from each member</td>
<td>2.79 / 4</td>
<td>73%</td>
<td>65%</td>
</tr>
<tr>
<td>Our club is effective in clearly communicating the goals we are striving to achieve each year</td>
<td>2.80 / 4</td>
<td>72%</td>
<td>65%</td>
</tr>
<tr>
<td>We are effective in emphasizing to new members and reminding current members what the club expects their contribution will be from both a sweat equity and financial perspective</td>
<td>2.68 / 4</td>
<td>67%</td>
<td>59%</td>
</tr>
</tbody>
</table>

On How our Club Functions

The Two Lowest Rated Questions
- Second lowest rated item in this section: I have a good understanding of how each committee’s budget is determined and allocated
  Average: 2.15 (65%), 25% strongly or somewhat agreeing with statement
- Lowest rated item in this section: We have a good system in place to collect and triage the Committee Chair."
  Average: 2.19 (65%) with 25% strongly or somewhat agreeing and 75% not knowing.

Volunteer Profile of Our Membership

Of all the not-for-profit organizations you volunteer for, what percent of your time is dedicated to volunteering for Rotary (excluding weekly meetings)?

Including Rotary, how many hours do you volunteer for not for profit organizations on average a year?

SECTION 6: The Volunteer and Giving Profile of our Rotarians
Donation Profile of Our Membership

Of all the not for profit organizations you donate to, what percentage of your charitable donations (dollars or donations in kind) is donated to Rotary?

Thank YOU

To everyone who contributed to the survey, thank you! Please note that there are many comments and suggestions and ideas included in the survey results. This is just the highlights. The more detailed results will be going to the appropriate committee or board further down the road – as deemed appropriate.
APPENDIX C: Notes from Two Strategic Planning Sessions

Rotary Club of Cobourg:
Highlights from April 28, 2014 Strategic Planning Session

Meeting Objectives:

- To discuss the themes that emerged from the strategic planning survey
- To develop a draft mission and vision statement for the Rotary Club of Cobourg
- To paint a picture of where we want the Rotary Club to be in 3-5 years’ time
- To determine the main strategies that will be employed to ensure the change is achieved
- To gather suggestions of key questions that you want to take to club assembly for further input

The Club in 2020 – What is a Characteristic you hope will be associated with it?

<table>
<thead>
<tr>
<th>Dynamic (X3)</th>
<th>Enthusiastic</th>
<th>Dedication</th>
<th>Fun</th>
<th>Diverse</th>
<th>Transparent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused</td>
<td>Generous</td>
<td>Caring</td>
<td>Growing</td>
<td>Ethical</td>
<td>Disciplined</td>
</tr>
<tr>
<td>Attractive</td>
<td>Inclusive (x2)</td>
<td>Proactive</td>
<td>Understood</td>
<td>Hands-on</td>
<td>Successful</td>
</tr>
<tr>
<td>Members commitment</td>
<td>Consistent</td>
<td>Friendly</td>
<td>Engaged</td>
<td>Alive</td>
<td>High Performing</td>
</tr>
</tbody>
</table>

What are ideas from Table Discussion regarding the Picture of the Future for 2020?

<table>
<thead>
<tr>
<th>Demographics</th>
<th>□ Reflective of business community at large</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>□ More male and female balance</td>
</tr>
<tr>
<td></td>
<td>□ More proactive outreach to potential members</td>
</tr>
</tbody>
</table>

| International                       | ▪ All club members have a better understanding of what we are doing in international and its impact around the world |
|                                     | ▪ Ensure our projects are evaluated for sustainability |
|                                     | ▪ Potentially having one long-term international project that we support over multiple years |

<table>
<thead>
<tr>
<th>Public Image</th>
<th>□ Respected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>□ Leadership</td>
</tr>
<tr>
<td></td>
<td>□ Caring</td>
</tr>
<tr>
<td></td>
<td>□ Emphasizing service</td>
</tr>
<tr>
<td>Vocational</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>- Explored and perhaps moved to action on literacy being a potential area of focus</td>
<td></td>
</tr>
<tr>
<td>- All club members better understand this avenue of service and what we are doing / could be doing in this area</td>
<td></td>
</tr>
<tr>
<td>- Help our own members understand more about each other’s vocations</td>
<td></td>
</tr>
</tbody>
</table>

**CONTINUED…**

**What are ideas from Table Discussion regarding the Picture of the Future for 2020?**

<table>
<thead>
<tr>
<th>Club Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>q More hands on projects at local level</td>
</tr>
<tr>
<td>q We are using our club service projects to bring people together to be engaged in our club and fully involved in our fundraising efforts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contributions to Cobourg Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Focus on needs that are important to the community</td>
</tr>
<tr>
<td>• Have club members with energy and commitment and excitement for working together to support these causes</td>
</tr>
</tbody>
</table>

NOTE: A few at this table were not sure we want war chest or reserve fund

<table>
<thead>
<tr>
<th>New Generations</th>
</tr>
</thead>
<tbody>
<tr>
<td>q Increase awareness of Rotary with our youth in our community</td>
</tr>
<tr>
<td>q Increase in number of interact and early act clubs</td>
</tr>
<tr>
<td>q Having explored and determined our club’s role with some of our current youth events such as air cadets and scholarships (especially automatic renewals)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maintain Every Rotarian Every Year</td>
</tr>
<tr>
<td>• Increase number of major donors giving to Foundation</td>
</tr>
</tbody>
</table>

**Mission Statement**

The ideas to be considered from the tables regarding mission statement key concepts:

- Service Club of choice (5)
- Leader in the community giving (7)
- Giving back to the community (4)
- Use our vocations and other skills to the betterment of the community (16)
- Giving of the precious gift of time (3)
- Serve locally, regionally and internationally (13)
- Help others improve their lives – people helping people
- Support education and health (2)
- Leadership in service (3)
- Club and its members are leaders in the community that affect positive change through service (28)
- Provide great service by dedicated volunteers
- High degree of fellowship (9)
- High profile
- Integrity in business – professionally (1)
- Focus on youth, international, community
- Use RI mission statement (2)

**Vision Statement – Ideas generated from Table Discussion**

- Service club of choice – engaged – leadership
- Respected service organization that achieves results through leadership and helping people
- Attracts young people – dynamic – inclusive – fun
- Recognized leader in the community – respected and hardworking professions – enjoy fellowship
- Increase opportunities for contemporary matters for our communities

**Recommended Strategic Directions (do different; do more intentionally)**

1. **Support and strengthen club membership**
   - Focus is not just on recruitment but retention
   - Want to ensure we recruit for younger as well as specific skill sets
   - Have a membership that reflects the community
   - Retention is important as well – keep engaged members

2. **Enhancement of public awareness**
   - Improve public image
   - Increase awareness of Rotary and what we accomplish

3. **Fine-tune our fundraising events**
   - Includes finding ways to promote and involve more of the membership in the fund-raising events
   - Explore different ways for how we run our events

4. **Create more opportunities to connect**
   - Diversify fellowship opportunities

5. **Improve governance structure and processes in all our committees**
   - Aim is to improve our effectiveness and efficiency
   - Want to develop and improve processes
   - Increase accountability without becoming bureaucratic
Areas for Debate and Discussion as we Further this Strategic Plan

- How can we build a reserve fund without losing our energy and passion for working together
- Do we want to explore having a longer-term international project
- Is it a desire among members to have some certain causes to which we fund (e.g., education; literacy; health)
- Do we really need to streamline or enhance our processes – and if yes how do we do this without becoming unnecessarily bureaucratic
- How much fellowship and how much time – number of events
- How can we address the cliques
- How to achieve support of all Rotarians at our fundraising events
- How do we get beyond we always have done it that way
- Could we save a portion of the money raised each year for the reserve
- Why don’t we use tools that we have like networking and Facebook to attract new members
- Can we run our fundraisers on a more business like manner – e.g., more cost control
- Are we trying to fix what is not broken?
- Can we adopt more contemporary ways to make things easier?
- Should committees run the club?

Club Assembly

<table>
<thead>
<tr>
<th>Share</th>
<th>Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission, vision</td>
<td>Reserve Fund – how to do it; how to use our charitable fund as vehicle</td>
</tr>
<tr>
<td>Strategies</td>
<td>How to get more support for fundraising</td>
</tr>
<tr>
<td>Key Themes from Survey – what we are doing well – and what we need to change</td>
<td>How to address some of the things people dislike as noted in survey (e.g., cliques)</td>
</tr>
</tbody>
</table>
Meeting Objectives:

- To review and improve the mission & vision statements for our club
- To develop some tactics to accommodate our five strategies using input from club assembly
- To develop measurable year 1 and year 3 goals
- To determine what mechanisms should be put into place to best monitor implementation and progress in staying on track in terms of strategic plan

On Mission:

Using the input and suggestions from the April 28 planning session, Anne Bermingham from 2WA Consulting proposed a mission statement this evening. The mission statement is intended to articulate the club’s reason for being. The proposed mission was as follows:

The Rotary Club of Cobourg and its members are leaders in the community that affect positive change, locally, regionally and internationally, through service.

Over the dinner, members talked at their table about what they liked and did not like about that mission statement. This input was used to create two potential mission statements. After further discussion and some voting, the following became the recommended mission statement for the Club.

The Rotary Club of Cobourg is a leader in the community that effects positive changes through service – locally, nationally and internationally.

On Vision:

At the same May 12 strategic planning session, 2WA Consulting proposed a vision statement using input received on April 28. The proposed vision was:

- Dynamic, inclusive service club of choice known for outstanding leadership and significant contributions for the citizens of Cobourg and our global world

Again participants at the May 12 session reviewed this statement and offered their thoughts on what they liked and did not like about this draft. After some discussion, a few more options were offered. The group at the May 12 session proposed the following vision statement:
Dynamic, inclusive service club of choice known for outstanding leadership and significant contributions.

**On Strategic Directions:**

It was agreed at the May 12 meeting that the fifth strategic direction on “creating more opportunities to connect” could be folded into the strategic direction on supporting and strengthening club membership. Therefore, the four strategic directions that will guide the club towards its future vision statement are:

5. Support and Strengthen Club Membership
6. Fine-Tune our Fundraising Events
7. Enhance Public Awareness
8. Improve Governance Structure and Processes for All our Committees

At the May 12 meeting, time was taken to develop further the main tactics that would be attached to each strategy. These are the overall ways in which the strategy will be achieved.

**5. Support and Strengthen Club Membership**

- Develop a recruitment and retention work plan each year with specific goals and objectives
- Increase and diversify fellowship opportunities to involve more members
- Develop service opportunities that allow members to get actively involved
6. Fine-Tune our Fundraising Events

- To continue to strengthen Waterfront and Ribfest and review Sportsman’s Night and new opportunities and timing of events
- Develop a strategy that will increase participation by all members in all three events – promoting fellowship while sharing workload
- Review how events are structured (how we handle sponsorship; how we provide receipts for donations;

7. Enhance Public Awareness ("toot our own horn")

- Ensure we have up-to-date and consistent communication internally and externally
- Increase Rotarian-brand awareness
- Increase social media presence in order to better connect with broader public and younger citizens

8. Improve Governance Structure and Processes for All Committees

- Develop and implement universal reporting process for committees and board
  - Includes rules of order
  - Publishing of agenda and minutes
  - Clarify decision-making authorities of directors, committees
  - Financial Accountabilities
- Have a consistent process for handling funding requests
  - Includes developing way to determine large requests as well as address what has been to date automatic renewals of requests
  - Develop protocol for funding solicitation requests – includes having such requests be approved by the Board in advance according to an established process
- Explore and if feasible establish a reserve fund based on a specific set of criteria (e.g. for situations in which weather causes low returns)
- Establish a comprehensive and consistent succession planning and training process for all committees (includes VP being determined well in advance)

Picture of the Future – agreed to the following as what we are striving to achieve
How to measure if on track to achieving Picture of the Future:

- Committees are able to report to how they are contributing to strategic plan
- Demographics of club have changed – in terms of number of new members and improved retention
- Participation rate has increased
- Satisfaction survey
How / Who / When to Monitor

Design a committee report template to include a section on the strategic plan and how that committee is doing its part

Board agenda have strategic plan on it monthly or special meeting of board quarterly to review progress

Club forum once or twice a year to review strategic plan and progress in driving towards it
### APPENDIX D: Notes from Club Assembly

**Question 1 – Expectations for Members Regarding Fundraising**

<table>
<thead>
<tr>
<th>1A. What is realistic in terms of expectations on all Rotarians regarding participating and contributing to all three fundraisers?</th>
<th>1B. Why do you believe your expectations are fair to members?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in a minimum of 3 shifts (4 to 5 hours) for each of 2 events (ribfest and waterfront) 10 shifts / year, minimum (40 to 50 hours) Be a major participant for 2 of 3 events Be a member of 1 major fundraising committee annually Contribute multiple shifts for each major event Meaningful participation in 2 of 3 events, which is committee membership or one shift per day of event (physical limitations to be accommodated) Allocate assignments for each fundraiser based on physical capabilities and time available Reduce the heavy physical work at all events Contribute physical labour to 2 of 3 events Members to contribute as they are able, physically Commitment expectations will consider that some members go south for the winter Some can provide money; some can provide physical labour 2 out of 3 events for each member, 3 shifts each Attendance, participation and accepting assigned tasks Find replacements if you can’t make the event If you are on a fundraising committee, you must attend and participate All members should actively participate in at least 2 of 3 major fundraisers</td>
<td></td>
</tr>
<tr>
<td>Members?</td>
<td>Club &amp; Committee Chairs?</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Equality Participation Fair to all concerned Fair to all concerned Distributes the work evenly among club members Committee chairs won’t have to chase people to participate Takes into account age of members and other commitments Club is big enough that there will still be enough manpower for each event Members are intelligent enough to know where their strengths lie We always have more than enough volunteers</td>
<td></td>
</tr>
</tbody>
</table>
Question 2 – Reserve Fund

What is the value of a reserve fund?

- Very limited value; never want to be seen as cash rich
- We haven’t had a reserve for 70 years and things have worked well
- When we commit to a project – and go into debt – we work harder to raise the money
- All 3 events are weather permitting; we have been lucky
- Events are weather related
- Serves our future ability to support projects
- Spend the money we have, rather than money we might not have – avoid running deficits
- All commitments funded
- Significant increase in interest earned
- Rainy day fund
- Unforeseen circumstances, such as bad weather

What are concerns about building a reserve fund?

- Don’t want a hoarding club or a persona of hoarding
- Danger of becoming complacent → money held in reserve rather than spending it
- Will have to delay funding some short term commitments and or cut back on committee budgets
- A large reserve of cash going unspent may be criticized
- Will have to start now, when we are in the midst of reducing deficit budgeting
- Separate reserve for special long term commitment
- Takes the pressure off the commitment and urgency to meet fundraising objectives for specific events
- Participation could drop

How can we build a reserve fund without losing our energy and passion for working together?

- Would be negative

Suggest cap it at 10% of total funds raised annually
- Cap on amount accumulated in terms of sum or years held and not add to it
- Manage commitments
- Any surpluses in a given year could be dedicated to hasten the building of the reserve

How much money should we be putting aside each year?

- Not a priority
- Up to 10% of funds raised annually up to a maximum of ?
- We typically spend over $200,000, half of which is ‘commitments’ … maybe 10%
- Develop a set of written principles

How should the fund be utilized?

- In a catastrophic community crisis
- Avoid running a deficit
- Allows club to meet its commitments
- To finance special long-term, high-value, local projects (NH, T of C, based on strategic plan)
- Need a set of principles to govern how the shortfall will be met
- Only for short falls or a brilliant new project which comes out of left field or a community calamity such as a fire
### Question 3: On-going Support for Certain Projects

1. **What should be renewed automatically?**

<table>
<thead>
<tr>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing except multi-year commitments (e.g., CCC)</td>
</tr>
<tr>
<td>Would not be renewed automatically</td>
</tr>
<tr>
<td>Projects should have some tie to Rotary (e.g., not Red Cross or Cancer). Otherwise it ends up coming out of our community funds</td>
</tr>
<tr>
<td>Need to address Rotary projects first</td>
</tr>
<tr>
<td>Air cadets</td>
</tr>
<tr>
<td>Scholarships</td>
</tr>
<tr>
<td>Interac</td>
</tr>
<tr>
<td>Santa Claus Parade</td>
</tr>
<tr>
<td>Backpacks</td>
</tr>
<tr>
<td>Salvation Army</td>
</tr>
<tr>
<td>Giving tree</td>
</tr>
<tr>
<td>Go back to zero-based budgeting and everything should be on the table each year</td>
</tr>
<tr>
<td>Air cadet</td>
</tr>
<tr>
<td>No automatic</td>
</tr>
</tbody>
</table>

2. **What should be reviewed every few years?**

<table>
<thead>
<tr>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air cadets</td>
</tr>
<tr>
<td>Scholarships</td>
</tr>
<tr>
<td>Backpacks</td>
</tr>
<tr>
<td>Giving tree</td>
</tr>
<tr>
<td>Everything should be reviewed every year</td>
</tr>
<tr>
<td>Members should not ask for funding before putting it before the Executive</td>
</tr>
<tr>
<td>Should not take money from other Rotary projects.</td>
</tr>
<tr>
<td>Separate fellowship funding have community funding</td>
</tr>
<tr>
<td>All causes should be reviewed annually</td>
</tr>
<tr>
<td>Everything should be reviewed annually</td>
</tr>
<tr>
<td>If we are going to cease funding for one of the ongoing funded organizations, we would give them a 2 to 3 year notice</td>
</tr>
<tr>
<td>Every year should be reviewed every 10 years</td>
</tr>
</tbody>
</table>

Note: Consider charitable status in order to give tax receipts to donors and sponsors OR use Scott Trust fund for this purpose
**Question 5: Improving Our Processes & Accountabilities**

1. How do we streamline or enhance our processes without becoming bureaucratic?

<table>
<thead>
<tr>
<th>Committee succession plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>PE selects chair each year and VP selects vice chair of committee</td>
</tr>
<tr>
<td>This results in consistency and succession planning</td>
</tr>
</tbody>
</table>

| Have term limits on committee participation of no more than 3 years, unless the person is chair of the committee |
| Require members to re-cycle into a new committee at least every 3 years |
| 2 year term for chairs of all committees, as opposed to 1 |

2. What would you change to improve accountability?

| Have minimum attendance requirements for each committee member (on all committees) |
| For instance, if you’re a member of a committee, you are expected to attend at least 75 to 80% of all committee meetings, in person |

| Should follow protocols currently established and used by projects |
Question 6: Getting to Know Each Other and Fellowship

1. How do we improve our meetings and fellowship event, such that we have greater chance of knowing all members and we have fewer cliques?

<table>
<thead>
<tr>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini classifications put on by more senior members</td>
</tr>
<tr>
<td>Encourage Rotarians to engage in themed evenings (theatre, horse racing,</td>
</tr>
<tr>
<td>Raptors game, boat cruise, fellowship dinners)</td>
</tr>
<tr>
<td>Shuffle table seating once per month</td>
</tr>
<tr>
<td>Change meeting venue two or three times a year</td>
</tr>
<tr>
<td>Encourage / mentor new members for all events</td>
</tr>
<tr>
<td>Classification speech within first year</td>
</tr>
<tr>
<td>Trial membership for 4 month period</td>
</tr>
<tr>
<td>Review selection process for new members</td>
</tr>
<tr>
<td>Match skill levels of new members to committees</td>
</tr>
</tbody>
</table>

Question 7: Attracting New Members

1. How do we attract more of the type of new members that we are say we want?

<table>
<thead>
<tr>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target business leaders and owners</td>
</tr>
<tr>
<td>Spouses</td>
</tr>
<tr>
<td>Personal, proactive invitations</td>
</tr>
<tr>
<td>Recruitment committee – task driven, more focus</td>
</tr>
<tr>
<td>New managers and owners in area should be approached and invited to attend</td>
</tr>
<tr>
<td>meetings</td>
</tr>
</tbody>
</table>

Question 8: Solicitation of Funds

1. What guidelines should the club put in place to better manage the solicitation of funds at the door (other than fellowship events)?

<table>
<thead>
<tr>
<th>Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>The club benefits from this fundraising, but should be regulated by Board</td>
</tr>
<tr>
<td>Many people on fixed income or have onerous family commitments and it is</td>
</tr>
<tr>
<td>difficult to say no at the entrance</td>
</tr>
<tr>
<td>Committees should ask for support through microphone instead of at the door</td>
</tr>
<tr>
<td>Solicitation inside room only for Rotary projects and events ... none in</td>
</tr>
<tr>
<td>hall</td>
</tr>
<tr>
<td>Group not unanimous on this</td>
</tr>
</tbody>
</table>

2. How could this solicitation be better managed at our club meetings?

<table>
<thead>
<tr>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will trust the Board to manage this</td>
</tr>
<tr>
<td>Can set up at the end of meeting or downstairs</td>
</tr>
<tr>
<td>Running the gauntlet of fundraisers is putting off the younger and the</td>
</tr>
<tr>
<td>newer members</td>
</tr>
<tr>
<td>Many Rotarians give to other charitable causes and should not be made to</td>
</tr>
<tr>
<td>feel guilty about not giving at the door</td>
</tr>
</tbody>
</table>