



STRATEGIC PLAN

2023 – 2026

October 2023

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1. INTRODUCTION

The Rotary Club of Halifax Harbour is a new club brought about by the merger of the former Rotary Clubs of Halifax and Halifax Harbourside on July 1, 2021. This is the first strategic plan for the new club.

Rotary International (RI) developed an Action Plan in 2022 which the Rotary Club of Halifax Harbour (RCHH) has used as a basis for development of this plan. The RI and the RCHH plans embrace 4 priorities:

- Increase our impact.
- Expand our reach.
- Enhance participant engagement.
- Increase our ability to adapt.

Priority #1 – Increase our impact.

Together, Rotarians see a world where people unite and take action to create lasting change across the globe, in communities, and in themselves.

Rotary believes that people of action are effective problem-solvers, and that's why Rotarians achieve so much. Rotarians invest in relationships and make decisions grounded in evidence. Rotarians know how to mobilize networks to create solutions that last, and always learn from experiences in projects, clubs, and careers.

Priority #2 - Expand our reach.

People of action activate and inspire others, giving them hope that the world can change for the better, and that they can be part of that change. Rotary knows that there are many people seeking both a greater sense of purpose and the kind of person-to-person

involvement the digital realm can't provide. Rotary has what it takes to be their first choice.

Priority #3 - Enhance participant engagement.

People of action strive to understand the needs of others. Rotary is a great organization because meaningful relationships are created across decades and continents. But just like the people and communities served by Rotary; participants need to feel seen and heard.

Priority #4 - Increase our ability to adapt.

People of action are inventive, entrepreneurial, and resilient. Rotary knows what it stands for and why it matters. Rotarians are driven by a sense of optimism - a belief that Rotary is and will continue to be essential to communities, to the world, and to humanity.

The RCHH plan has taken into consideration the recommendations set out by RI to make these 4 priorities our own and adapt them to the culture and circumstances related to our club. This plan describes the club's objectives under each of the 4 priorities.

2. PLANNING CONTEXT

This trend report provides insight into projections for the Rotary Club of Halifax Harbour and allows us to prepare ourselves for changes in member behaviour and the environment in which the club functions and adapt operations accordingly. This trends analysis report is used to identify future club conditions and helps in understanding the growth opportunities. It provides information about the key drivers, restraints, challenges, threats, and opportunities that are influencing the club, to understand external factors, growth strategies and present new and innovative ideas for possible development.

TRENDS IMPACTING VOLUNTEERISM

Family

- Child-centric families have altered parent's free time
- Parents tend to volunteer where their children are active
- The evolution of women in the workforce impacts the family dynamic around volunteerism

2. Work/Life Balance

- More people are on 24/7, with less established free time
- The expectation of corporate engagement in communities has shifted
- People used to join Rotary to be part of a "who's who". That has changed

3. Community

- Community connections have also changed
- Fewer peer influences and we don't know our neighbours the same as before
- People gravitate to volunteerism asking: 'what's in it for me?'

INTERNAL CLUB METRICS

The reader should note that the following metrics are for the year 2022/23 only as this is a new club.

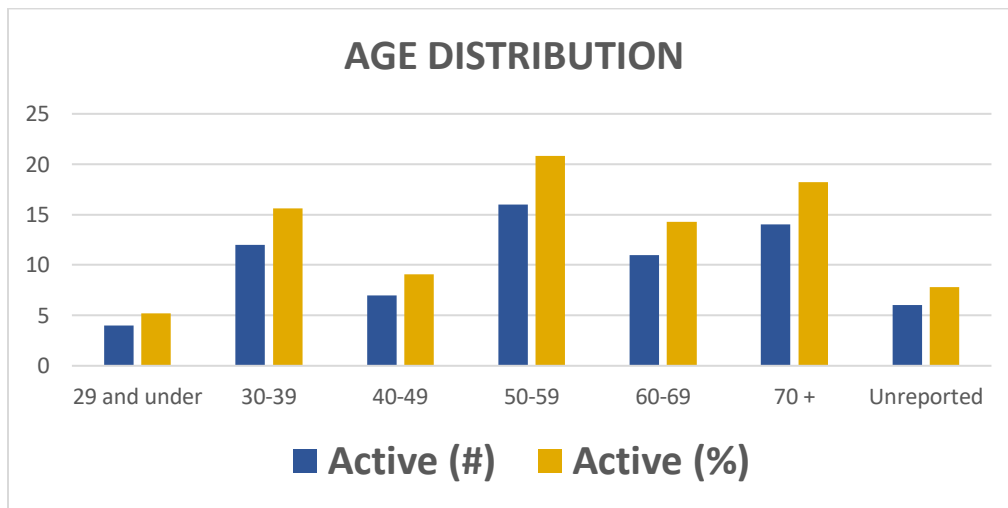
Occupations / Classifications

The following represents the categories / classifications for those members who have recorded them. There are multiple members who share the same or similar profession in several categories. It is to be noted that within recent years these classifications have been less emphasized as a limiting feature for recruiting members and that some have become retired.

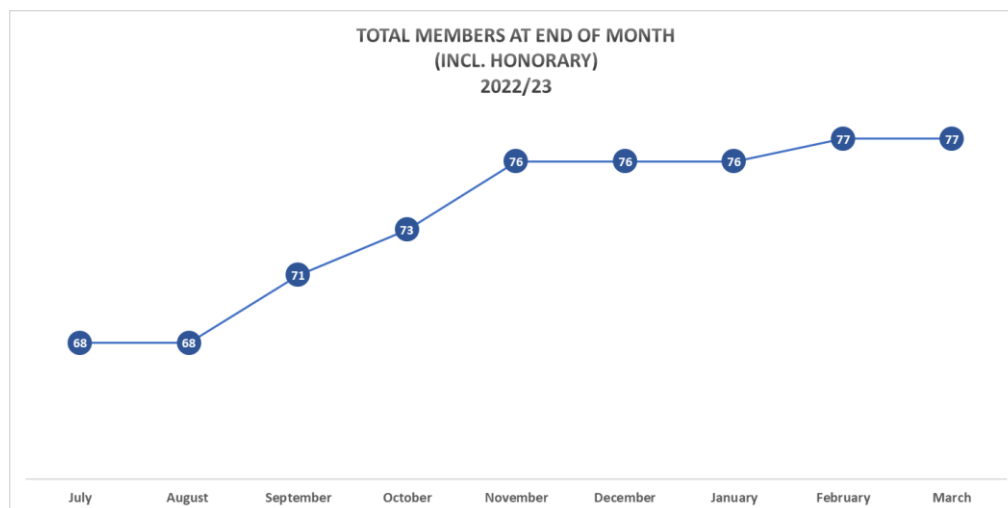
Actuarial Consulting	Leadership Development Consultant
Admin Charitable	Management Communications
Airworthiness Engineer	Management Consultant
Business lawyer	Medical Student
Business Services	Neonatal Pediatrics
Change Strategist	Non-Profit
Civil Engineer	Ophthalmologist
Commercial Pilot	Physiotherapist
Community Services	Real Estate Agent Firefighter. retired
Customer Service Manager	Regional Manager, Sales and Service
Education / Education Advisor / Educational Services	Retired - Human Resources
Engineer	Retired Heating Oil Sales
Entrepreneur	Royal Canadian Navy (Ret'd)
Executive Recruiter	Securities Regulator
Financial Advisor / Financial Services	Student-Kinesiology
Investment Administration / Investment Advisor	Tax Planner
Language & Teacher Training	Telecommunications
Law Enforcement	Transportation

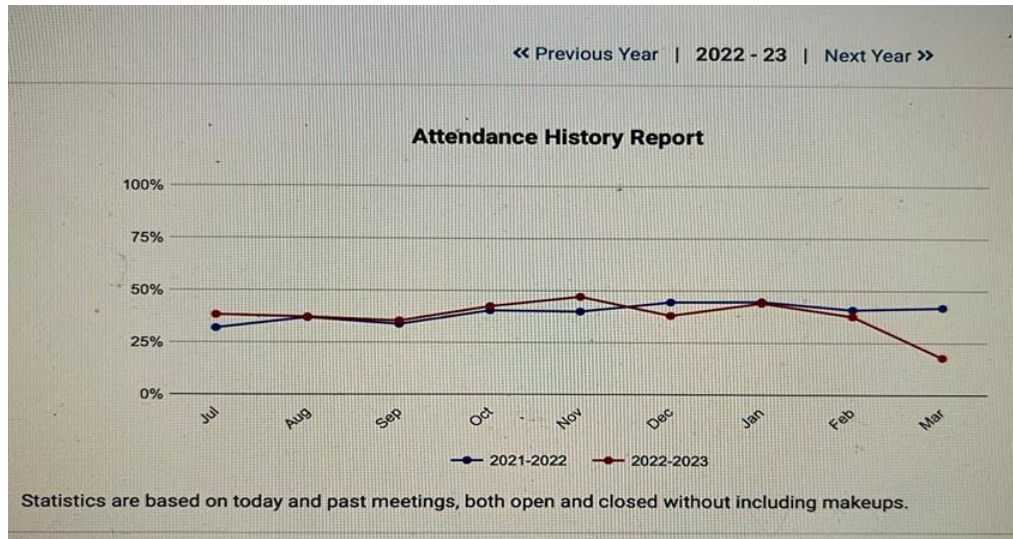
Age Distribution

The age distribution shows a broad range of ages spanning 7 or 8 decades, given that there are members who are in their 20's and on the other side of the spectrum, those in their 80's and 90's.



Club Member Engagement





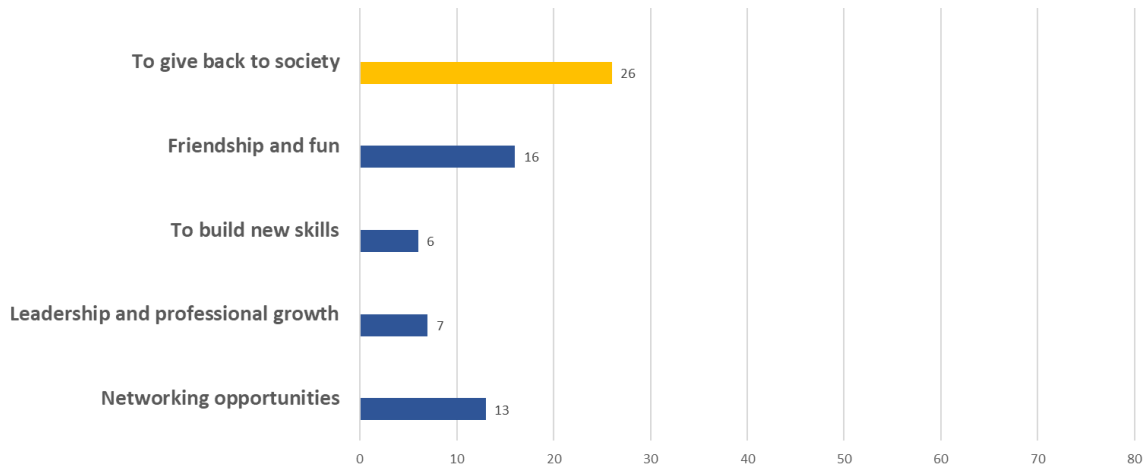
The graph above shows that the RCHH attendance rate hovered between just over 25% and about 40% between July of 2021 and February 2023 showing a sharp decline in March 2023. This can also be used as a yardstick to analyze the level of contributions and involvement in community activities.

MEMBER SURVEY

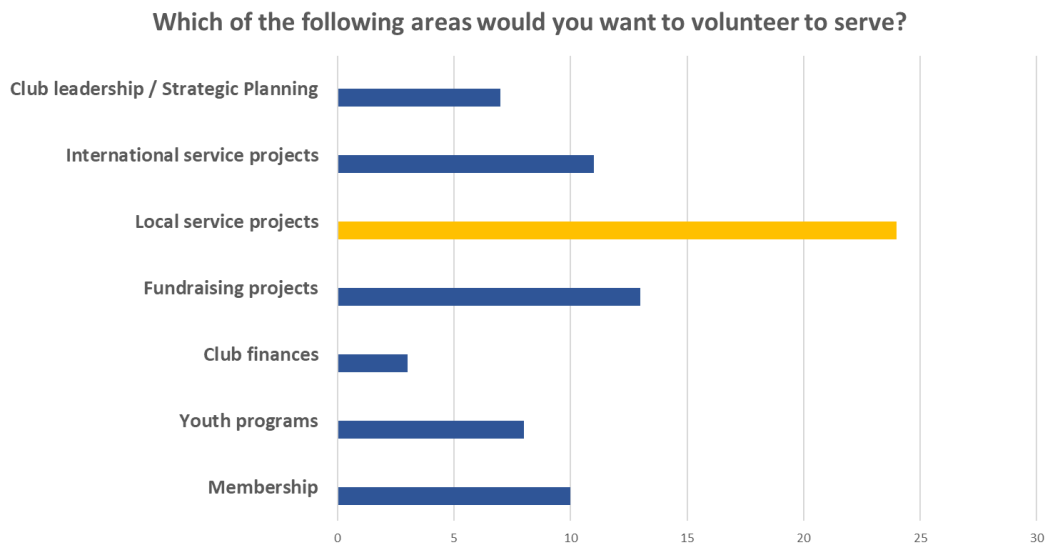
The club conducted a survey of our members in April 2023. The following charts provide a summary of the results.

Motivation to Join the Club

The primary motivator to join the club by a long margin is to give back to society, followed by friendship and fun, and then networking opportunities. Learning new skills received the smallest number of responses, suggesting there are opportunities to promote professional development and other learning opportunities available through the club and Rotary International, particularly to those who are in early or mid-career.



Similarly, when asked which areas they want to volunteer in, local service projects received the highest number of responses, by far.



When asked, what do you want most from your experience as a member, the word cloud below provides a resounding response, reinforcing the previous two responses.



Those members who responded to the question ‘how satisfied are you with...’ indicated a high level of satisfaction with their general experience including

- Club experience.
- Fees, dues and other financial responsibilities.
- The length of club meetings.
- The ‘fun factor’ of our club meetings.

Free form responses to the same question included the following:

- It would be nice to see a better variety of projects especially after work or weekends.
- We don’t understand what our community impact is because we don’t do a very good job measuring it.

- Let's focus on service projects that have the broadest impact (we may not be able to serve every interest).
- Being able to see the impact of the sandwiches for Joseph Howe Elementary School is the reward.
- I would like to see us work closely on a joint project with another service / Rotary club.
- If we ever focused the power inherent in our Club on any organization or undertaking, we could transform that organization.

3. STRATEGIC FRAMEWORK

Mission Statement

Serving communities, conserving the environment, and advancing goodwill by connecting with other passionate, like-minded individuals, partners, and organizations.

Vision Statement

The club subscribes to the RI vision statement as follows:

Together, we see a world where people unite and take action to create lasting change – across the globe, in our communities, and in ourselves.

Guiding Principles

The 4-way test provides the guiding principles for our club:

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

Action Items

The club has embraced RI's 4 action items and adapted the objectives to be relevant to our club. The 4 action items are:



1. Increase our impact.
2. Expand our reach.
3. Enhance participant engagement.
4. Increase our ability to adapt.

Together, these 4 priorities are about creating and being a club that is 'simply irresistible'. This means, we are a club that is actively engaged in our community with members who want to contribute to enhancing the well-being of others through strong relationships, impactful projects and regular events that build friendships and fellowship both among members and within the community.

Our club inspires and encourages people to share their whole selves, thoughts, feelings, and experiences in a safe and non-judgemental environment. We support and encourage opportunities to learn and grow together through actions that strengthen communities.

4. ACTION ITEMS – GOALS & OBJECTIVES

INCREASE OUR IMPACT

GOALS:	OBJECTIVES:
<ul style="list-style-type: none"> • Make sustainable change in our communities. • Excite our members and future Rotarians, participants, donors and sponsors about what we do and engage them in doing it. • Tell the world our story. 	<ul style="list-style-type: none"> • Define and measure our impact. <ul style="list-style-type: none"> – This will help us choose projects (including local service, international and fundraising projects) that offer the most value to our community and increase impact over time. • Focus on service excellence for lasting change. • Prioritize quality over quantity.

Actions:

Project Management

- Create comprehensive project plans with clear objectives, timelines, & responsibilities
- Ensure each project has a committed team led by an experienced mentor

Impact Measurement

- Develop robust key performance indicators (KPIs)
- Track progress, identify areas for improvement, and refine strategies

Strengthened Communications

- Utilize various channels, such as social media, newsletters, & podcasts
- Share success stories and lessons learned

Membership Recognition

- Recognize members' contributions
- Foster a supportive, goal-oriented environment

EXPAND OUR REACH

GOAL:

Engage our membership and reach out to our collaborators and partners to action our mission, vision, and values in the communities we serve.

OBJECTIVES:

- Continue to grow the club’s membership.
- Reflect the community we serve in our membership and partnerships.
- Continue to create flexibility in our membership options.

Actions:



ENHANCE PARTICIPANT ENGAGEMENT

GOALS:

- Understand members' expectations to help us find alignment and meet and exceed their expectations.
- Engage members through meaningful experiences and fellowship

OBJECTIVES:

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- **Inspire** - Continually inspire members and community partners to identify new initiatives and take actions.
- **Connect** - Connect members personally and professionally.
- **Empower** - Empower members, recognize their contributions and unleash their talents/skills to drive growth and retention.
- **Transform** - Transform the club through participation of well-engaged members and communities.

Actions:



INCREASE OUR ABILITY TO ADAPT

GOALS:

- Stay abreast of the rapid pace with which technology is changing and understand how relationships and communications are changing in an online world.
- Embrace new ideas and RI’s encouragement of “**everything is on the table**”.

OBJECTIVES:

- **Concentrate on DEI to diversify the culture of the club.**
- **Focus on innovation and feedback.**
- **Be flexible in how we operate while maintaining core values of the 4-way test.**

Actions:

Opportunities	• Seek out fresh opportunities by engaging in discussions with communities and members
Leadership	• Create more paths to leadership through more sub-groups and team leaders
Diversity	• Open up our conversations to diverse voices and more diverse groups
Club Operations	• Simplify how we operate through effective use of technology and clear processes