

Rotary District 5040

Strategy 2011 / 2012

February 12, 2012 Workshop

Richmond, B.C.

Record of Charts Created

Confidential

Prepared by DJE Holdings Ltd.
Feb. 12, 2012

Roadmap for the Session (Feb. 2012)

1. Review progress on 2011 - 2012 objectives
2. Set new three year key strategies
3. Next Steps

Participants: (Feb. 2012)

Mary Anne Arcand

Gord Dalglish

Art Erasmus

Janice Froese

Ross Harlow

Rebecca MacPherson

Liz Neave

Chris Offer

Del Paterson

Garry Shearer

James Westmacott

Chu Wu

Lorne Calder

Hans Doge

Lesley Erasmus

Jan Gisborne

Terry Lehouillier

Christopher Loat

Petrie Neave

Penny Offer

Dean Rohrs

Tom Smith

Ken Wilson

Facilitator:

Don Evans

Strengths / Weaknesses / Opportunities / Threats
Exercise (SWOT) (from 2009)
(brainstormed lists attached)

Strengths (Priority ranked)

1. Our strong training
2. Our management structure
3. Succession plans for key District roles

Weaknesses (Priority Ranked)

1. Our aging membership
2. Not the strongest communications
3. We lack diversity in many ways
4. Potential to burn out our active members
5. It is not easy to define “community” for Vancouver clubs

Opportunities (Priority Ranked)

1. To move into social networking (technology)
2. To leverage Rotary as a charity
3. To participate in Future Vision (Foundation)
4. To leverage ethics in business
5. To re-engage the corporate world in Rotary

Threats (Priority Ranked)

1. The growing competition for charitable dollars (both inside & outside)
2. Inability to grow membership
3. Inability to overcome the current tough economic climate
4. Need for work life balance limits volunteer time and activity

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

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

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

Joel Barker

ROTARY 5040 VISION

In 2020, District 5040's Rotary Clubs are the recognized service clubs of choice in our communities. We exemplify strong leadership with integrity and success in all we do.

Our district consists of active clubs, working with both Rotary International (RI) and The Rotary Foundation (TRF). We address the needs of and add value to local and international communities, resulting in visible recognition of Rotary projects and accomplishments. TRF is a respected community charity of choice.

Our variety of club formats appeals to the diversity of our communities. The number of active Rotarians in our clubs has shown consistent growth.

Membership / Club Growth

Key Strategies

- *Major focus on member retention*
- *Grow membership 15% over 5 years*
- *Focus on strategic planning for all clubs*
- *Develop fully active and engaged members*
- *Attract younger members to Rotary*

February 12, 2012 – Discussion on membership

The topic of membership once again generated a substantial and passionate discussion, It was agreed that this is the District's most pressing issue. Given that the current membership chair is departing to another club in a different district, it was agreed that the most pressing need is to re-invent the membership committee.

Key steps envisioned are:

- 1. Reestablish the District Membership Committee*
 - *Align and connect with club membership chairs*
 - *Establish a task force of the five or six best clubs in the District at membership growth and seek their best practices (to share with pother clubs)*
- 2. Raise the profile of membership in every possible way. Use available zone resources to assist.*
- 3. Formalize a set of best practices in mentorship to assist with retention*
- 4. Recognize that today's members have different needs than in past years, adapt to meet their needs where possible*
- 5. Establish a clear and current measurement plan and monitor results.*

February 27, 2011 - Special Discussion on Membership

Four key work areas were agreed on in order to increase the focus on membership growth and to add urgency to membership development going forward. This is to be considered District 5040's greatest priority in working with the Rotary Clubs in 2011-12. (what we said last year)

- 1. Allocate an increased budget to the District Membership Committee for 2011-2012 year.*

Action – District 5040 Governors / Board

Status - Quadrupled budget for the 2011 – 2012 year, not sure being used.....consider membership meetings in the balance of the 2011 – 2012 year. Funds are available.

- 2. Put an extra effort into expanding the District Membership Committee and strengthen its linkages with the club membership committees. Work towards all clubs designating membership committees of more than one person and link the club chairs with the District Committee.*

Action – District Membership Committee / District Strategic Planning Committee

Status - Committee needs to be revitalized – Hans will be taking on chair for 2012 – 13. Consider role of AG's to raise profile in the interim, AG's look at what working now.

- 3. Develop documented member retention / mentoring process and share with all clubs, encourage each club to implement a written formalized member retention process.*

Action – District Membership Committee / PETS Session

Status - Project underway to document best practices...four clubs selected for pilot plans....satellite clubs, corporate members etc.

- 4. Develop a stronger communication plan regarding the focus on and need for membership growth all across our District. The approach to date has not delivered the membership stability or growth needed. Develop a communications approach that greatly increases focus on the membership issue, share successes where they happen, but also consider inclusion of a “consequences of not doing this” approach. Needs to be understood across all clubs that membership is the key focus issue to be worked on.*

Action – Governor Team / Membership Committee

Consider establishing a “Membership Matters” item on website and newsletters. Highlight some clubs that are achieving growth.

Objectives

M – 1 By June 30, 2012 District 5040 will have 100% of clubs operating using CLP (Vibrant Clubs) format and core fundamentals (CLP Worksheet) as their foundation. AG’s to be responsible for reporting number of clubs using CLP on their quarterly reports.

Hans / Penny /AG’s

June 2012

Number on CLP to be determined, will be a focus at assembly

M 1.1 Work to achieve 90% of the District's clubs with a strategic plan – provide report from Strategic Planning team. Look for someone from North to join the strategy team.

Don E. and team, Penny in District training June 2012

At around 60% level today, need to inventory those that have done their own.

M –2 Grow the number of Rotarians in District 5040 to a total of 1,850 by June 30, 2012. (1,600 at end 2011 year)

Hans / Membership Committee June 2012

Currently at est. 1,600 (net gain 14)

M 2.1 Maintain and strengthen the District tracking system for accurate statistics and overall number of Rotarians in District 5040 – using the Club Runner reports as the base.

District Secretary / Membership Committee

Ongoing

M – 3 Retain current clubs and add net new / satellite clubs in District 5040, for a total 53 clubs by June 2012.

M 3.1 Focus on retaining clubs currently most at risk:

Rob G	Vancouver South	Watch
Chu W	Vancouver Cambie	Improved
Rob G	Yaletown	Work in Progress
Ken W	West Vancouver	Improved
Jan	Sechelt	On the way

<i>Rob G</i>	<i>Van Fraserview</i>	<i>Rejuvenated</i>
<i>Lorne</i>	<i>Mackenzie</i>	<i>Leadership</i>
<i>Liz</i>	<i>Quesnel Sunrise</i>	<i>WIP</i>
<i>Ken</i>	<i>North Vancouver</i>	<i>Watch</i>
<i>James</i>	<i>Van Centennial</i>	<i>Watch</i>
<i>James</i>	<i>Rich Sunset</i>	<i>Watch</i>

AG's / Membership Committee 2011 – 2012

M 3.2 Create and establish two new clubs in 5040. For consideration.....

- Squamish AM club Del Paterson

No second possibility identified as yet

Hans / Del / Membership Committee 2011 / 2012

Not actioned as yet

M 3.3 Investigate the possible creation of a new e club in District 5040.

M 3.3.1 Find champion for an e club.

Linda Fall 2011

M 3.3.2 Establish an e club in 5040.

Linda / champion Spring 2012

Decided not to go ahead

Foundation

Key Strategies

- *Broaden foundation giving to include non-Rotarians*
- *Focus on club level education and foundation understanding*
- *Share stories of foundation grants and their results / impact*
- *Complete Future Vision pilot*

Objectives (2011-12)

F – 1 Operate the Future Vision pilot year two.

Kevin / Hans

2011-2012

On track

F – 2 Continue to increase the awareness of The Rotary Foundation; provide simple and understandable messages and “sell” participation to both clubs and Rotarians.

- Use Foundation credible speakers (current donors, benefactors, alumni etc.) – put a “real face” to the foundation
- Use club specific projects and examples of how funds used
- Provide specific Club data re Foundation Participation
- Communicate the benefits of participating in the Foundation
- Use Club Foundation chairs in CLP clubs
- Foundation Seminars
- Recognize clubs that achieve foundation goals

Kevin / Hans & District Foundation Team

Ongoing

Ongoing

F – 3 Hold regional foundation fundraising events around the District, target to hold at least 6 events in 2011 – 2012. (100% of net proceeds from these events goes to The Rotary Foundation / TRF projects).

Foundation Committee / Hans / Clubs 2011 – 2012

On track, will meet or exceed six events

F – 4 Support TRF Programs through fundraising. This is very critical to the success of future District funding and club support.

F 4.1 100% of clubs give to TRF, focus on support of *Every Rotarian Every Year* with a donations to the Annual Programs Fund.

Kevin / Don E. / Foundation Committee June 2012

Progressing well

F 4.2 Grow the *Paul Harris Society* to 75 members. Hold a PHS event in this Rotary year.

Ian Davis / Don E. / Foundation Committee June 2012

November 2011 list shows 85, but all may not be current

F 4.3 *Polio* target \$100,000. Every club in the District contributes something to the Polio Challenge.

Kevin / Jan G. / Hans June 2012

At \$57,000 currently, Polio Challenge met

F 4.4 Total annual programs \$320,000 - per capita (APF) giving for District 5040 \$188; total programs giving at the \$247 per capita level.

Kevin / Don E. / Foundation Committee June 2012

Currently at \$130k total, half way through year - \$81.81 per capita

F – 5 Continue the targeted approach to the District 5040 Clubs with low Foundation contributions, work with the clubs towards maintaining 100% club participation in TRF.

Foundation Committee / Kevin 2011 – 2012

Ongoing

F – 6 Focus on club education on Vocational Teams to the clubs to bridge the GSE to Vocational teams change under future vision, raise profile and encourage participation.

Garry S. 2011 – 2012

Increasing activity in this area

Finance and Administration

Key Strategies

- *Operate District 5040 Inc. in a professional way*
- *Comply with all necessary regulations*
- *Conduct regular financial review of district operations*

Objectives

FA – 1 Improve quarterly financial reporting from Youth Exchange, RYLA to District 5040 Treasurer.

Finance Comm. / Petrie / Mary Anne / John V. 2011 – 12

Annual reporting good, quarterly yet to come

FA – 2 Develop a District 5040 procedure manual to supplement district policies.

Rebecca / Garry

Oct. 2011

Not yet, still to be consolidated, work in progress.

FA – 3 Align District 5040 Board structure - members to have specific district programs / committee responsibility.

Hans / Board

Dec. 2011

Not done in this year.

FA – 4 *Select a new District Treasurer.*

Rebecca / Board

June 2012

Public Relations Objectives (and Communications)

Key Strategies

- *Share the Rotary Stories, focus on impact of Rotarian projects and work, leverage successes*
- *Build the global Rotary story into local PR messages*
- *Achieve PR grants to support District PR efforts and share with the clubs*
- *Work to develop Rotarian buy in to the notion of doing PR*

Objectives

PR -1 Support the PR Committee Chairs in all clubs as they develop a “PR face” for their clubs and help them to be effective in their specific PR initiatives.

District PR Chair

2011 – 2012

Grant shared, newsletters, seminars etc. ongoing

PR 1.1 Establish a data base of the PR club chairs throughout the District and establish monthly communications with the chairs.

Chris O.

Fall 2011

Not complete, work to complete

PR -2 Build a Club / District PR Success Reporting Process to record and share our Public Relations visibility, and to encourage more participation.

PR 2.1 Communicate to the clubs through website, newsletter, electronic bulletins, presentations etc. Provide potential templates for use in communities around the District (also new media).

District PR Committee

Ongoing

Ongoing, resource page on website – no system to ensure stories being reported

PR 2.2 Become a presence for District 5040 on new media - consider Facebook, YouTube clips as a start in this Rotary year. Advertise that this is established and available. Look at what other Districts and RI have established as models.

Chris O. / Simon

2011 – 2012

Need a District Facebook and Twitter, need to seek someone

PR – 2.3 Hold a seminar and webinar for improving public relations for Rotary Clubs.

Chris / Penny

2011 – 2012

Seminar done, webinar not yet

PR – 3 Raise Rotary's profile.

PR 3.1 Participate in a Rotary 100 BC video and events for 2013 as a promotional piece for Rotary in 5040 and other Districts (BC wide).

Mary / Hans / Rebecca

2011 – 2013

Working with Vancouver club

PR – 4 Continue to encourage District 5040 Clubs to create / showcase community displays to increase visible awareness of Rotary, and to encourage membership inquiries and growth.

Club PR Committees with District support Ongoing

Plans for conference displays

PR – 5 Apply for a R.I. grant to support clubs in District 5040, clubs to be able to access these funds for PR projects

Chris O. / Complete March 2012

Complete, started process for a 2012 – 13 grant

Leadership Development & Training Objectives

Key Strategies

- *Focus on benefits of Rotary training to Rotarian's personal development and business success*
- *Identify future leaders and prepare them for District leader roles (through RLI, Clubs etc.)*
- *Continue to strengthen District commitment to leader training and development*
- *"Sell" District roles as a career path for club leaders*

Objectives

LD – 1 Hold two RLI sessions in Metro Vancouver in 2011 - 12, looking also for Sechelt and Terrace as well to expand to other areas. Encourage Part 1 participants to move on to levels 2 and 3.

John V. / Chris

2011 – 2012

One done, another scheduled, one in North as well, planning one in Powell River

LD – 2 Contact and develop RLI grads and other experienced Rotarians (such as Past Presidents) as candidates for selection to District Committees as their next step in Rotary. Also develop for key club leadership roles.

Governor Team / Penny / John V.

2011 – 2012

Being done informally, now have an RLI grad list to work from.

LD – 3 Implement the District Training Committee structure for District 5040.

Penny

October 2011

Structure being implemented, a different approach to what was originally planned with stronger succession.

LD – 3.1 Increase the number of club trainers and start a club training program, identify criteria / qualifications.

Penny

2011 – 2012

Not yet

LD – 4 Continue on-line training for club secretaries, treasurers and other club roles to improve the quality and timeliness of key functions for their roles and ensure compliance with District and RI requirements.

Penny / Chris / Program leads

2011 - 2012

In progress, hosted a series for the zone. Another series coming in Spring 2012 incl. membership. Monthly on line AG training is underway.

Technology Objectives

Key Strategies

- *Build an asset management process for both hardware and software*
- *Leverage the use of technology to strengthen key District training and communications*
- *Develop use of Social media*
- *Develop a centralized data store for District documentation and policy*
- *Encourage clubs to keep websites current and set example*

Objectives

T – 1 Develop Club websites / web pages and encourage clubs who do not have any web presence to help them get established; goal to have 100% with websites and all linked to the District site. Goal to have all clubs subscribe to Club Runner (42 clubs at June 2011). Vancouver Cambie only club with no website.

Hans / Gord

2011 – 2012

All clubs have web presence, six of those are not on Club Runner

T – 2 Establish a Communications / Technology Committee or responsibility for District 5040 to oversee and coordinate technology items and issues for District 5040.

Gord D.

2011 – 2012

Not done, not required at moment. Hardware needs to be reviewed.

T – 2.1 Implement centralized management /
administration of District technology resources.

John V.? / Gord

Fall 2011

Centralized equipment, no asset management process per se.

Projects Objectives

Key Strategies

- *Focus on collaborative projects, clubs working together*
- *Create a database of club projects in progress by clubs in the district*
- *Support and encourage clubs to take advantage of District and Global grants for their projects*

Objectives

Proj – 1 Continue to support multi-club projects that align with TRF's six areas of focus; assist clubs in this focus.

Tom S. / Kevin

Ongoing

Good progress, many multi club projects active

Proj – 2 Encourage and support clubs to focus on literacy projects in the 2011 – 2012 year.

Hans / Frances K. / Patricia P.

2011 – 2012

Proj 2.1 Continue to build the partnership with the Government House Foundation aimed at literacy development throughout the Province that can involve the Rotary Clubs in various communities.

Bob B.

Ongoing

Continuing, keep visible, growing progressively

Proj. 2.2 Work with Decoda Literacy Solutions to develop partnerships in literacy projects.

Frances / Patricia / Penny

Sept. 2011

Developed partnership, agreement signed, will need new literacy chair. Need to strengthen linkages between projects and 5040.

Proj – 3 Share around the District the data on which clubs work with which countries, add to District website and communicate through newsletter and other media. Goal is to make it easier for clubs to find partners to work with on projects.

Tom S with D'Arcy W / Dave H.

Implement Fall 2011

Not complete as yet, Tom Smith newsletter addresses somewhat.

New Generations Objectives

Key Strategies

- *Continue to be active in Youth Exchange, RYLA, Rotaract and Interact*
- *Cross promote between new generations programs to encourage participants to progress in their Rotary knowledge and activities*
- *Support the clubs in the area of risk management through provision or policy and support resources, encourage full due diligence*

NG – 1 Organize and hold three RYLA seminars in 5040.

Mary Anne A. / Casda T. / Tanya H. 2011 / 2012

Three on track

NG 1.1 Develop training module for RYLA leaders.

Penny / Cheryl Dean / Tyler Dec. 2011

Underway

NG 1.2 Develop a manual of procedure for RYLA leaders.

Mary Anne / Angiola Dec. 2011

Underway

NG – 2 Hold a 2011 – 2012 seminar on Rotary New Generations for 5040.

Chris L.

March 2012

Seminar set for April 28

NG – 3 District 5040 Rotary clubs sponsor and actively support 10 Rotaract Clubs.

Janice / Hans / Neil Mort.

2011 / 2012

Six Rotaract Clubs currently, seventh one starting

NG 3.1 Formalize Rotaract club administration at the District level to support and oversee the clubs. Work to involve and include Rotaract leaders in District events and activities and bring Rotaract (and Interact) into increased activity with the District.

Janice / Neil Mort

2011 – 2012

Good progress

NG3.2 Develop a focus to help Rotaractors move towards becoming Rotarians and ensure their future with Rotary. Focus on Rotaract community clubs here.

Linda / Janice / Neil Mort

2011 – 2012

Ongoing

NG – 4 District 5040 Rotary clubs sponsor 22 Interact Clubs.

Chris L 2011 – 2012

Six new Interact clubs added this year, total clubs 20+

NG 4.1 Hold an Interact District Conference.

Chris L. / Janice Fall 2011

New Generations conference set for April 28

NG – 5 Youth Exchange student target - 19 for the 2011 – 2012 Rotary year.

Petrie N. Sep 2011

Have 19 in place.

NG – 6 Develop the short term youth exchange program (*STEP*), target 15 of these for 2011 – 2012 year.

Liz Scott 2011 – 2012

Had 12 in 2011 - 2012

NG – 7 Complete a review of Youth Protection Policy Manual for District 5040 and our clubs – first focus to be on Youth Exchange.

Neil McD. First stage August 2011
Complete Dec. 2011

New proposal written, to be completed and adopted.

NG – 8 Complete the Youth Exchange certification and compliance agreements and required forms with the clubs that are participating, and ensure compliance through audits to meet RI policy. Work towards a District Compliance Officer.

Youth program leads / Neil McD. / 5040 Board Ongoing

NG 8.1 Train the Youth Committees / Club Presidents, Counselors etc. in the Youth Protection and Risk Management policies and their importance.

Mary W. Ongoing

Ongoing – working to complete for Youth Exchange.

NG – 8.2 Review and expand the Youth Protection Policy to cover other youth programs.

Neil McD. / Mary W / Committee 2011

Being worked on, awaiting final product.

NG – 8.3 Review the potential for on line youth protection training - try out and provide comments as to adoption.

Neil McD. / Petrie September 2011

Next Steps:

1. Hold annual update, set new 3 year key strategies...

Don E. / District Team

February 12, 2012

Complete

2. *Meet to set 2012-13 objectives; align to key strategies developed in February 2012.*

Don E. / District Team

July 15, 2012

Attachments:

1. Brainstormed SWOT lists (unranked)
2. Brainstormed "Vision" list

Strengths (unranked 2009)

- Training
- Youth Programs
- Strong and active PDG's
- The District's management structure
- The Governor team
- The AG team
- Succession plans in place
- PETS
- Growing support for the Foundation
- Foundation Future Vision
- Rotaract
- Local public relations successes
- Our clubs have diversity
- We have some great clubs
- Some clubs really understand grants
- Our locations – where we are in the world
- The average size of our clubs
- The District website and web presence
- We have Regional Foundation and membership coordinators
- Rotary International
- Our District has credibility in the Rotary world
- Ethical in what we do

Weaknesses (unranked 2009)

- Our North / South geography
- Youth programs
- The annual re-shuffle of positions
- Communications
- Aging membership
- We lack diversity
- We don't target senior business people for membership
- Dealing with problem clubs
- District conferences
- Many clubs don't understand grants
- The physical size of our area
- Membership size
- We are not up to date with technology
- We ask our members for too much money
- WE face potential burn out
- It is not easy to define "community" for Vancouver area clubs

Opportunities (unranked 2009)

- We have a young workforce to recruit from
- Young people are more open to change and technology
- Young people are more mobile
- The 2010 Olympics
- To help the disadvantaged throughout the world
- To use social networking media
- Business networking
- To leverage our strong ethics in business
- To get at the untapped potential of our seniors
- To increase the diversity of our membership
- To grow the bequest and benefactor program
- To leverage Rotary as a charity
- To focus on estate planning / planned giving
- Future Vision pilot program
- New Zone structure
- To leverage corporate partnerships
- To re-engage corporate membership
- To partner with other service clubs
- To leverage our strong global recognition (such as the gates donation)
- To partner with first nations on projects and memberships
- To have more leverage with Government House

Threats (unranked 2009)

- The current tough economic climate
- The work – life balance challenge
- Companies are taking on service projects themselves
- Single issue charities
- Competition for charitable dollars
- Inability to grow membership
- Rotary is declining in North America
- Not keeping Rotary relevant in today's world
- Inability to generate strong public relations
- Lack of professional fundraisers

Attachment 2 – Vision Elements Prioritized (2010)

- Rotary has high profile and visibility
- The Rotary Foundation is a recognized and chosen community charity
- Rotary is the Service Club of Choice for both local and international service
- We have strong well trained leadership
- District 5040 consists of active and involved clubs that are influential and representative of their communities
- We have a diversity in membership that represents our community make ups
- We have a “smorgasbord” of club formats that appeal to a diverse membership
- We are recognized for adding value to our communities
- We are known as an example of ethical leadership
- We use current technology to our advantage
- Rotary is attractive to new generations

Vision elements– brainstormed list, unranked 2010

- District 5040 is recognized as a leader in Foundation support
- We are innovative
- Rotary leadership skills are transferrable to other leadership applications
- Our clubs are well represented at both District and International conventions
- Our District conferences are relevant and appealing
- There are more “Friends of Rotary”
- We have an office with staff
- Our clubs partner with businesses and other organizations
- Every club supports both a Rotaract and Interact club
- We do meaningful service projects for our communities
- Rotary alumni to Rotary is a standard progression
- We have Rotary families
- Membership has grown
- We focus on Rotarians, not club members
- We operate a simplified structure
- We have some District Board initiated projects
- We offer distance participation in training through technology
- Rotary is known to be good value for money
- We have long term and continuing leadership relationships
- We operate a Rotary retirement home
- Our District cooperates with other Districts
- We do active and integrated public relations with our clubs and other districts
- Every high school student has heard of Rotary
- We develop Rotary leaders that go beyond the District level
- All dues are paid on time and through electronic means
- We have great fellowship and friendship