

Rotary District 5040

Strategy 2012 / 2013

July 15, 2012

Burnaby, B.C.

Record of Charts Created

Confidential

Prepared by DJE Holdings Ltd.
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Roadmap for the Session (July 2012)

1. Review progress on 2011 - 2012 objectives
2. Set 2012-13 objectives
3. Next Steps

Participants: (July. 2012)

Lorne Calder	Gord Dalglish
Keith Dinwoodie	Hans Doge
Brian Downie	Art Erasmus
Joyce Fan	Janice Froese
Christopher Loat	Rebecca MacPherson
Stephanie McEwen	Diana Nimsick
Chris Offer	Penny Offer
Garry Shearer	Tom Smith
John Vokes	D'Arcy Warner
James Westmacott	Ken Wilson
Chu Wu	

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***
 - ***Net 3% for 2012-13***
- ***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 other 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.*

Objectives

M – 1 By June 30, 2013 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.

Rebecca / Penny /AG's

June 2013

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 2012 - 2013

M –2 Grow the number of Rotarians in District 5040 to a total of 1,620 by June 30, 2013 (based on RI numbers)

Rebecca / Membership Committee

June 2013

M 2.1 Grow an active membership committee for 2012-13, establish regional approach. Roll out District support and plan to the clubs.

Hans / committee

2012 - 13

M 2.2 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.

Include the Rotary Family.....

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 2013.

M 3.1 Focus on retaining clubs currently most at risk:

Tom S.	Vancouver South	Watch
Chu W	Vancouver Cambie	Watch
Tom S.	Yaletown	Watch
Terri L	West Vancouver	Critical
Jan G	Sechelt	On the way
Lorne	Mackenzie	Watch
Liz	Quesnel Sunrise	Critical year
Terri	North Vancouver	Watch
James	Van Centennial	Critical
James	Rich Sunset	Watch
Lesley	Kitimat	Watch
Tom S.	Van Chinatown	Watch

AG's / Membership Committee 2012 – 2013

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

- Squamish AM club Del Paterson
- Burnaby New Generations Chu Wu
- Haida Gwaii Bob Blacker

Hans / Del / Membership Committee 2012 / 2013

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, watch the Edmonton e club work for potential.

Membership Committee 2012-13

M 3.4 Establish a Satellite Club in 5040

- Prince George pilot opportunity Lorne / Mary
 - *Ft St James and Vanderhoof*

Membership Committee / Hans

2012 - 2013

M – 4 Continue the major focus on retention of current Rotarians and reducing the attrition rate throughout the District. Work to ensure that all clubs formally implement the member retention process (including mentorship).

Hans / DG / AG's

2011 – 2013

M – 5 Support innovative ideas to spark new interest in our clubs, example the President's swap for a meeting by Vancouver Sunrise and Vancouver, joint club meetings etc., flexible meetings etc. Extend Rotary beyond just club members.

Hans / Member Committee

2012-2013

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 three.

Kevin & Art / Rebecca

2012-2013

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

F – 3 Hold regional foundation fundraising events around the District, target to hold at least 6 events (plus Rotaract / Interact) in 2012 – 2013. (Goal - 100% of net proceeds from these events to go to The Rotary Foundation / TRF projects).

Foundation Committee / Rebecca / Clubs 2012 – 2013

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 2013

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 2013

F 4.3 Polio target \$20 / member. Every club in the District contributes something to the Polio Challenge.

Kevin / Jan G. / Rebecca June 2013

F 4.4 Total annual programs \$300,000 - per capita (APF) giving for District 5040 \$180; total programs giving at the \$247 per capita level.

Kevin / Don E. / Foundation Committee June 2012-13

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 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.

2012 – 2013

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 Continue to improve financial reporting from Youth Exchange, RYLA to District 5040 Treasurer, review all the same way. Implement an official external annual review for RYLA and YE.

Finance Comm. / Petrie / Mary Anne. 2012 – 13

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

Gord / Rebecca / Garry/ Ken June 2013

FA – 3 Align District 5040 Board structure - request committee chairs quarterly reports to the board.

Rebecca - Diana / Board 2012-13

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. Grant to be allocated to serve Rotary throughout the District.

District PR Chair

Ongoing

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, social media, newsletter, electronic bulletins, presentations etc. Provide potential templates for use in communities around the District (also new media).

District PR Committee

Ongoing

PR 2.2 Continue to 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. Get more clubs on board. Look at what other Districts and RI have established as models.

Chris O. 2012 – 2013

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

Chris / Penny 2012 – 2013

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). Leverage 100 Years of Rotary in BC for all Rotarians and Rotary clubs in the Province.

Mary / Don / Rebecca 2011 – 2013

PR 3.2 Work to integrate and include District 5040 and our other clubs into the process to make the centennial a Rotary BC event.

Don / Mary / Rebecca 2012 -2013

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

PR - 5 Other major events - Zone Institute in Vancouver - leverage for Rotary awareness, also Peace Forum.

PR Committee Oct 2012 / Feb 2013

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 at least two RLI sessions in Metro Vancouver in 2012 - 13, looking also for Powell River, and Terrace as well to expand to other areas (Quesnel). Encourage Part 1 participants to move on to levels 2 and 3.

John V. / Chris

2012 – 2013

LD 1.1 On line survey in progress for input re Masters.

Chris O.

Summer 2012

LD 1.2 Consider some District funding support for Rotaract to help with their participation in leadership training / leadership assemblies.

Rebecca / Board

2012 - 2013

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.

2012 – 2013

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

Penny / DG Team

June 2013

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

Penny

2013 - 14

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

Ongoing

LD – 5 Encourage clubs to hold “club assembly” meetings at least quarterly, and focus on learning more about Rotary in these meetings.

Rebecca / AG’s

Ongoing

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 (45 clubs at June 2012). Vancouver Cambie only club with no website.

Rebecca / Gord

2012 – 2013

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

Gord D. / Garry

2012 – 2013

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

John V. / Gord

2012 - 2013

Projects Objectives

Key Strategies

- *Focus on collaborative projects, clubs working together*
- *Create a database of club projects in progress by clubs in the district - focus to shift to use RI tools going forward*
- *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.

Rebecca / Tom S. / Kevin

Ongoing

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

Rebecca / Rebecca B.

2012 – 2013

Proj 2.1 Continue 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

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

Rebecca B.

Ongoing

Proj - 3 Look towards establishment of District chairs for
Projects - International / Community.

Rebecca / Gov. Team / Board

2012 -13

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 Look at establishing a New Generations District chair position

Rebecca 2012-2013

NG – 2 Organize and hold three RYLA seminars in 5040.

Mary Anne A. / Casda T. / Tanya H. 2012 / 2013

NG 2.1 Develop training module for RYLA leaders.

Mary Anne June 2013

NG 2.2 Develop a manual of procedure for RYLA leaders.

Mary Anne June 2013

NG – 3 Hold two 2012 – 2013 seminars on Rotary New Generations for 5040 - training / showcase

Chris L. / Janice Fall 2012 / April 2013

NG – 4 District 5040 Rotary clubs sponsor and actively support eight Rotaract Clubs.

Janice / Rebecca

2012 / 2013

NG 4.1 Continue to involve and include Rotaract leaders in District events and activities and bring Rotaract (and Interact) into increased activity with the District. Increase awareness as part of the Rotary family, make DG visits to Rotaract clubs (and invite Interact).

Janice / Rebecca

Ongoing

NG 4.2 Develop a focus to help Rotaractors move towards becoming Rotarians and ensure their future with Rotary. Focus on Rotaract community clubs here.

Hans / Janice

2011 – 2012

NG – 5 District 5040 Rotary clubs sponsor 25 Interact Clubs.

Chris L

2012 – 2013

NG 5.1 Include Interact Clubs in the New Generations conference, celebrate the 50th anniversary of Interact.

Chris L. / Janice

Fall 2011

NG – 6 Youth Exchange student target - 13 for the 2012 – 2013 Rotary year.

Petrie N.

2012 - 13

NG – 7 Develop the short term youth exchange program (*STEP*), target 10 of these for 2012 – 2013 year.

Liz Scott

2012 – 2013

NG – 8 Complete the review of Youth Protection Policy Manual for District 5040 and our clubs – first focus to be on Youth Exchange.

Neil McD.

Complete

June 2013.

NG – 9 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 9.1 Train the Youth Committees / Club Presidents, Counselors etc. in the Youth Protection and Risk Management policies and their importance.

Mary W.

Ongoing

NG – 9.2 Review and expand the Youth Protection Policy to cover other youth programs.

Neil McD. / Mary W / Committee

Ongoing

NG – 9.3 Review the potential for on line youth protection training - try out and provide comments as to adoption.

Neil McD. / Petrie

2012 -2013

NG - 10 Investigate New Generations Exchanges

Janice / NG Chair

2012 - 2013

Next Steps:

1. Share 2012 - 2013 plan with District Team, post updated plan on the 5040 website.

Rebecca / Diana / Penny - Keith

July 2012

2. Meet to develop first cut 2013 - 14 plan.

Don E / District team

Feb. 2, 2013

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 cubs 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