

# Rotary District 5040

## Strategy 2013 - 15

March 8, 2014

Richmond, B.C.

Record of Charts Created

Confidential

Prepared by DJE Holdings Ltd.  
March 8, 2014

## **Roadmap for the Session (March 2014)**

1. Review progress on 2013 - 14 objectives
2. Review key strategies for 2014 - 15 fit and add 2014-15 objectives
3. Next Steps

### **Participants: (March 2014)**

*John Anderson*

*Ron Davis*

*Hans Doge*

*Art Erasmus*

*Janice Froese*

*Dave Hamilton*

*Sherrie Jamieson*

*Rick Lewell*

*Terry Miller*

*Del Paterson*

*Ken Pendergast*

*Gloria Tom Wing Staudt*

*Ken Wilson*

*Tim Cawdell*

*Keith Dinwoodie*

*Brian Downie*

*Lesley Erasmus*

*Jan Gisborne*

*Ross Harlow*

*Terry Lehouillier*

*Rebecca MacPherson*

*Bala Naidoo*

*Jaquie Peabody*

*Garry Shearer*

*James Westmacott*

### **Facilitator:**

Don Evans

**Strengths / Weaknesses / Opportunities / Threats**  
**Exercise (SWOT) (from 2013)**  
(brainstormed lists attached)

**Strengths** (Priority ranked)

1. Our leadership training
2. Our reputation
3. The tools to help us manage

**Weaknesses** (Priority Ranked)

1. Retention of members
2. We don't use the tools that we have
3. 5040's large geography

**Opportunities** (Priority Ranked)

1. To build string relationships with our partners and other charitable organizations
2. To cooperate more with other Rotary clubs
3. To merge or collaborate more
4. To tap into the desire of young people to help others

**Threats** (Priority Ranked)

1. Not dealing with aging membership
2. Not turning around the declining of membership
3. Not reducing the cost to belong
4. Not being understanding of Rotary

**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 - 90% goal*
- *Grow membership 15% over 5 years*
  - *Net 100 new members 2013-14*
- *Focus on strategic planning for all clubs - target 100% clubs have a plan*
- *Develop fully active and engaged members*
- *Attract younger members to Rotary - measured reduction in age demographic*
- *Support different approaches to membership*

### Objectives

M – 1      By June 30, 2014 District 5040 will have 100% of clubs operating using CLP (Vibrant Clubs) format and core fundamentals (Vibrant Clubs Worksheet) as their foundation. AG's to be responsible for reporting number of clubs using CLP on their quarterly reports.      *Shift focus to Rotary Club Central.*

Garry / Rebecca /AG's

June 2014

*Working towards 100% of clubs using RCC - progress...over 90% in submitting core goals. Looking at training re RCC entry to help.*

M 1.1      Work to achieve 100% 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, Rebecca as District training      2013 - 2014

*Should hit 40 clubs by June 2014 with plans*

M –2        Grow the number of Rotarians in District 5040 to a total of 1,634 by June 30, 2014 (based on RI numbers)

Garry / Membership Committee

June 2014

*At 1,533 - many inductions in process, not sure if will make 1,634 but anticipating net gain*

M 2.1 Operate an active membership committee for 2013-14, establish regional approach. Roll out District support and plan to the clubs.

Hans / committee

2013 - 14

*Committee at work, can use additional support. January and June "leaks" continue....*

M 2.2        Maintain and strengthen the District tracking system for accurate statistics and overall number of Rotarians in District 5040 – using Rotary Club Central reports as the base.

District Secretary / Membership Committee

Ongoing

*Still mostly a manual process, needs to develop reports, based essentially on when clubs pay their dues. Reports will be based on what is at RCC effective January 1, 2015 (new system) / July 1 each year.*

M – 3        Retain current clubs and add net new / satellite clubs in District 5040, for a total 52 clubs by June 2014.

*51 currently.....*

M 3.1        Focus on retaining clubs currently most at risk:

Tom S.	Vancouver South	Critical
Bala `	Vancouver Cambie	<i>Progress</i>
Terri L	West Vancouver	Critical
Ken P	Mackenzie	Watch
Ken P	Burns Lake	Watch
Tom S.	Van Chinatown	Watch
<i>Tom S</i>	<i>Van Quadra</i>	<i>Watch</i>
<i>James</i>	<i>Lulu Island E Club</i>	<i>Watch</i>

AG's / Membership Committee                      2013 – 2014

*Several clubs removed from watch list - good work*

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

- Squamish AM club    Del Paterson
- Haida Gwaii    Bob Blacker
- *New e club*    *Richmond based*

Hans / Del / Membership Committee                      2013 / 2014

M 3.3        Establish a Satellite Club in 5040

- Prince George pilot opportunity    Lorne / Mary
  - *Ft St James in place, and Vanderhoof*
  - *Consider e Club based a Prince George? Central Interior? E Club North?*
- *West Vancouver Satellite Club, needs a strong host club*

Membership Committee / Hans                      2013 - 2014

M – 4        Achieve a 90% retention (engagement) rate, measured through Rotary Club Central. Work to ensure that all clubs

formally implement a member retention process (including mentorship).

Hans / DG / AG's

2013 – 2014

*RCC shows district doing well at retention, anticipate improvement over last year, close to 90%*

M – 5 Support innovative ideas to spark new interest in our clubs, leverage e club etc., as well as other membership options.

Hans / Member Committee

2013-2014

*Several clubs working actively on innovation to generate interest in clubs and activities. Lots of multi club activities happening.*

## Foundation

### *Key Strategies*

- *EREY 100%*
- *Broaden foundation giving to include non-Rotarians*
- *Focus on club level education and foundation understanding*
- *Share stories of foundation grants and their results / impact*
- *Leverage the current matching opportunities for Polio-Plus*

### Objectives

F – 1 Support TRF Programs through fundraising. This is very critical to the success of future District funding and club support.

F 1.1 100% of clubs give to TRF, focus on support of *Every Rotarian Every Year* with a donations to the Annual Fund.

Art / Foundation Committee by June 2014

*45 of 51 clubs have given to date - Foundation Committee visiting every club in District*

F 1.2 DG Goals for 2013 - 14

- 100% PE's contribute by June 2013 - *Close*
- 100% District Leaders contribute by June 2013 - *Close*
- 100% EREY Rotarians by June 2014 - *growing, but less than 100%*
- Polio-Plus for 2014 context "in addition to AF"

F 1.3 Grow the *Paul Harris Society* to (75 members). Tom to provide goal and implement under new RI process.

Tom Smith / Foundation Committee by June 2014

*Transitioning to new formal RI process....*

F 1.4 Every club in the District contributes something to the Polio Challenge.

Art / Jan G. / Garry

June 2014

*At \$57k at end Feb., doing well*

F 1.5 Total annual programs \$275,000 - per capita (AF) giving for District 5040 \$180; total programs giving at the \$250 per capita level.

Art / Foundation Committee

June 2013-14

*At \$191K, running ahead of last year.*

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

- Foundation credible - use 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 clubs
- Foundation Seminars
- Recognize clubs that achieve foundation goals

Art / Garry / AG's & District Foundation Team

Ongoing

*On target, club programs working well, education done at all but three clubs now*

F – 3 Hold regional foundation fundraising events around the District, target to hold at least 6 events (plus Rotaract / Interact) in 2013 – 2014. (Goal - 100% of net proceeds from these events to go to The Rotary Foundation / TRF projects).

Foundation Committee / Garry / Clubs 2013 – 2014

*Ongoing - on track*

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 / Art *Ongoing*

## 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.

Kevin D. / Mary Anne / Terry M.

2013 – 14

*Work in progress, groups cooperating...*

*FA 1.1 Foundation and grants audit has been helpful*

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

Gord . D. / Garry/ Ken / John A. / Sherrie

June 2015

*Gord has done some work on this, more to be done. Assembling policies and procedures that exist in one place would be a good start. Consider a policies section on the 5040 website.*

FA – 3 Align District 5040 Board structure - continue the request to committee chairs for scheduled reports to the board. Invite committee chairs to attend a board meeting

Garry / AG's / Board

2013-14

*Board meets monthly via Go To Meeting, some board positions need to be replaced this coming year.*

FA - 4      Look at core district functions that need to be considered as integral to a job description (staff) or a contracted or shared resource where needed.

District 5040 Board

2013 - 2015

*Ongoing, resources allocated for financial*

## Public Relations (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 DG Goals

- 500 media stories noting Rotary (in 5040) by June 30, 2014  
*doing well, keep the focus, input to Rotary Club Central*
- 50 Permanent Rotary icons installed / refurbished throughout 5040 during 2013 - 14 Rotary year  
*activity being done, sense that going well. Need ongoing focus to maintain any signage / use regularly with community*

Garry / AG's / PR Committee

2013-2014

PR -2 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

*Need to build this up more, ongoing commitment to this work*

PR -3 Build a Club / District PR Forum to record and share our Public Relations visibility, and to encourage more participation.

Mike Crean / PR Committee

Sept. 2013

*Google based document share developed, needs assistance to get ready to launch.*

PR 3.1 Communicate to the clubs through website, social media, newsletter, electronic bulletins, presentations etc.

District PR Committee

Ongoing

*Ongoing*

PR 3.2 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.

PR Committee

2013 – 2014

*Being used by different clubs, have a District Facebook page*

PR – 3.3 Consider another webinar for improving public relations for Rotary Clubs.

PR Committee

2014

*Not yet*

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

*District Conference tables available to share and promote projects, encourage marketing component for any Rotary project.*

PR - 5 Look at some joint opportunities to leverage PR for Rotary - eg. Rotary on Ice. Try for a RI PR grant for 2014.

PR Committee 2013 - 14

*Rotary on Ice successful. Did not do a PR grant. Keep leveraging Rotary everywhere we can.*

# 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 2013 - 14, looking also to do some out of Vancouver session(s). Encourage Part 1 participants to move on to levels 2 and 3.

District team

2013 – 2014

*RLI Fall sessions held, some went to 5050, trying to organize something in 5040 Pacific Northwest, challenging logistics.*

LD 1.1      Develop succession and back up for John to aid RLI efforts. *John has left, position vacant.*

DG team

2013-14

*Not yet - critical need, looking at ways to solve and deliver for the future.*

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

Ongoing

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

Rebecca / DG Team

Jan. 2014

*Looking at implementing new structure, team will start in 2014 - 15 to take forward for future years with succession.*

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.

Rebecca / Program leads

Ongoing

*To become more prevalent*

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

*Ongoing, work to be done*

LD - 5.1 DG Goal

- 200 training programs at club meetings during 2013- 14 year

*such as Foundation programs*

## 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. Vancouver Cambie only club with no website.

Rebecca / Gord

2013 – 2014

*98% currently have a website, ClubRunner still not universal.*

T 1.1 Hold a webinar on the use of and access to the District 5040 website.

Keith D.

2013-2014

*Not yet, working on modules now. Goal to do before end June.*

T – 2        Implement centralized management / administration  
of District technology resources, basic asset management.

Garry / John V.(RLI) / District Secretary        2013 -

*In cabinet based at Clarkes Awards*

T - 3        Implement Rotary Club Central with 100% of clubs  
participating.

Garry / AG's        2013 - 14

*Work in progress...will build each year with experience*

## 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.

Garry / Tom S. / Art

Ongoing

*Many projects involving several clubs, example Literacy project, many other community projects involving several clubs*

Proj – 2 Encourage and support clubs literacy projects in the 2013 – 2014 year.

*Ongoing*

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 many communities.

Bob B.

Ongoing

*Ongoing, good article recently in Vancouver Sun.*

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

Rebecca B.

Ongoing

*Work still ongoing*

Proj - 3 Promote Rotary Showcase (RCC) as a support mechanism for successful Rotary projects. Align with PR Forum at District PR.

DG Team / Rebecca / PR

2013 - 2014

*Need to work forward and input projects to RCC Showcase*

## Youth Objectives

### *Key Strategies*

- *Continue to be active in Youth Exchange, RYLA, Rotaract and Interact*
- *Cross promote between youth 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*
- *Hold youth conference and sessions at District Conference*

NG - 1      Involve Youth at the 2014 District Conference, goals for participation:

- 75 Interactors
- 75 Rotaractors

May 2014

*On track, programs in place*

NG - 2      Look at establishing a Youth District chair position

Garry / Ken / G Team

2013-2014

*Still working on this, hope to have in place by July*

NG – 3      Hold two 2013 – 2014 seminars on Rotary Youth for 5040 - training / showcase. Rotaractors willing to help with Interact training.

Janice /

Fall 2013 / May 2014

*Held Interact Training, Rotaractors helped. Rotaract training held as well.*

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

Janice / Garry

2013 / 2014

*Have seven clubs in place currently*

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 / Garry

Ongoing

*Ongoing, looking forward to District Conference, need funding assistance to aid participation.*

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. Work to develop a Rotary Youth mindset.

Hans / Janice

2013 – 2014

*Include as partners throughout year,*

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

Jim Ling

2013 – 2014

*21 Interact clubs currently, three more being planned*

NG – 6 Youth Exchange student target - 13 in / 14 out for the 2013 – 2014 Rotary year. Target to grow for 2014-15 year.

Kevin D.

2013 - 14

*13 currently, 12 going out...*

NG – 7 Develop the short term youth exchange program (*STEP*), target 10 of these for 2013 – 2014 year.

Liz Scott

2013 – 2014

*Deadline just now, Liz working - could be better promoted to increase profile*

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.

Kevin D. / 5040 Board

Ongoing

*All good, some changes likely coming with new legislation, ongoing work. Look at timeline for updates of CRC's in future. Issue needs to go to board for district policy.*

NG 8.1 Train the Youth Committees / Club Presidents, Counselors etc. in the Youth Protection and Risk Management policies and their importance. Reviewing committee structure and training going forward.

Kevin D.

Ongoing

*Ongoing*

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

Kevin D. / Mary W. / Committee

Ongoing

*As per above - to District board*

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

Kevin D. / District

2013 -2014

*Required when policy decision*

NG - 9 Investigate New Kinds of Youth Exchanges - has been put forward to RI for formalization.

Janice / Youth Chair

2013 - 2014

*Still ongoing, new generations exchanges for young adults.*

NG - 10 *Change language and mindset to include all clubs in AG portfolios - Rotary Clubs, also Rotaract Clubs plus Interact Clubs with their sponsor clubs.*

*All*

## **Next Steps:**

1. Share 2013 - 14 plan with District Team, post updated plan on the 5040 website.

Garry / Keith

March 2014

2. Meet to develop 2014 - 15 plan.

Don E / District team

July 12, 2014

## **Attachments:**

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

**Strengths (unranked 2013)**

- The Governor team
- Progressive
- Organized
- Dedicated
- Talented
- Diversity
- Engaged
- Knowledgeable
- Good succession in place
- Good reputation
- Enthusiastic
- Ethical
- Sound financially
- Annual leadership changes
- Emerging mix of gender and age
- Vibrant Club focus
- Availability of resources
- RLI
- A leader in Rotary
- Good active PDG's
- Leadership with continuity
- Have tools to help us manage
- Autonomy
- Rotary Club Central
- Our District website
- Leader training
- Foundation and Future Vision experience
- Youth exchange
- Our international scope

**Weaknesses (unranked 2013)**

- Not enough members
- Our large geography
- BC Ferries changes
- Too many small clubs
- The annual leadership change
- Emerging mix of gender and age
- Membership retention
- Club knowledge of Rotary
- Engagement of members
- Adversity to change
- Conference attendance
- Cost to belong
- Foundation giving
- Lack info of available resources
- RLI attendance
- District Assembly attendance
- The new RI website
- Not using the tools that we have
- Autonomy

- Rotary Club Central

**Opportunities** (unranked 2013)

- To capture the efforts of young people to want to help others
- To make better use of Social Media
- To merge or collaborate
- To make change happen more quickly
- "Drive By" (short term) volunteering
- To create some low cost clubs
- To take a world view of Rotary
- To build strong relationships with our partners and others NGO's
- To develop more new format clubs
- To leverage the new Rotary branding
- To increase leader training
- To improve our public image
- To make better use of webinars and e meetings
- To cooperate more with other Rotary Clubs
- To partner with other Rotary districts
- To leverage our youth programs
- To adopt the new Rotary branding

**Threats** (unranked 2013)

- The declining service culture
- Lack of available time
- Aging of membership
- Not using social media
- Rotary's relaxing of attendance rules
- Declining membership numbers
- Not changing fast enough
- Fitting Rotary into the work - life balance
- Not reducing the cost to belong
- Changes to the basics of Rotary
- Lack of real Rotary understanding
- The need for 25 members for a charter
- Not complying and certifying for youth programs
- Not enough finances

## **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