

# Rotary District 7090 Strategic Plan 2023-2026

## Rotary International Vision

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

## District 7090, June 2024

The “best of friends” District, spanning the Niagara River in western New York and southern Ontario is a Rotary District with a long history ... and a bright future. Currently the district has 62 Rotary Clubs (with 1869 members), 5 Rotaract clubs and 4 Satellite clubs. In the current year, 20 Rotary Clubs received a Club Citation from Rotary International. As a district focused on service to clubs and members, a survey was conducted, and the results noted that over 95% of the respondents thought that the district had taken meaningful action to assist clubs and members in the current year. Among district leaders (presidents-elect, presidents and members of District Council), this figure was 100%!

The Strategic Plan uses a framework which mirrors the Rotary International Action Plan’s four Strategic Directions:

**Increase Our  
Impact**

**Expand Our Reach**

**Enhance  
Participant  
Engagement**

**Increase Our Ability  
to Adapt**

## Desired Outcomes for June 2026

With tactics and goals associated with these strategies, we intend to have our clubs even more vibrant as reflected in our annual survey. In addition, we will focus on assisting our clubs with their recruitment and retention results. Our aims are that clubs will see an increase in member engagement, service to the community, sound governance, an increase in public image and that their membership be more reflective of their respective communities.



**Rotary 7090 Mission:  
Inspiring and supporting the clubs in Rotary District 7090  
to be the best they can be**

## **CONTEXT AND METHODOLOGY FOR THE STRATEGIC PLAN**

District 7090 is made up of many volunteers who give their time to enable the district to achieve its mission as stated above. The operational leadership of the district is the District Governor and District Council. District Council meets on a regular basis to deal with two broad areas:

- the “operational aspect” of the daily, monthly and annual aspects of the functioning of a large, multi-national voluntary organization and,
- the areas of focus for the current year as outlined in the current Strategic Plan.

Both are essential for the stability and growth of the district. The first maintains a continuum of the ongoing elements; the second captures the “do different or “do more of” activities that have been identified in the District Survey and Report Card. This component is essential time for the intentional implementation of the Strategic Plan.

The implementation of the Tactics and Goals in the Strategic Plan Tactics and Goals are monitored during the year with reports to District Council at each meeting. Chairs responsible for specific tactics report on their actions since the previous meeting, the “level” of implementation for each tactic and their actions being put into place prior to the next meeting.

In February and March, pre-planning for the **District Survey** takes place. Some tactics may indeed be ready to be “operational” within the district structure. If there were any actions that were not yet implemented or appeared not to be implemented by the end of the Rotary Year, they are considered, where appropriate, for inclusion in the new plan.

The survey is developed, reviewed and then implemented in April. The results of the submissions (317 in 2024) are compiled and analyzed. Feedback from members on the results is collected and a **Report Card** for the District is prepared; the Report Card is shared for feedback and then is delivered to the District Governor leadership group and made available for members on the district website.

The survey results are the key elements in the development of the **Strategic Plan**. From feedback from the District Governor leadership group, District Council and other leaders within the district, the tactics and goals are identified for the upcoming year. The responsibility for the implementation of the tactics and goals within the plan (i.e. chairs of committees) is identified for each tactic/goal and reviewed individually with each of the respective individuals to ensure that committee chairs understand their role in the implementation process.



## Strategy #1: INCREASE OUR IMPACT



**Evidence-based programs define and measure our impact. Through data-driven decisions, we can improve our projects and outcomes, creating even more effective change that can be scaled up and applied to other communities.**

TACTICS	GOALS	LEAD(S)
1.1 Assist clubs with their membership plans based on the five characteristics of vibrant clubs with an emphasis on member experience in club settings	Have at least 15 / 45 clubs in the yellow or red growth status <sup>1</sup> create a membership plan - using template and training offered by District membership committee	Membership
1.2 Promote collaboration among clubs where appropriate – grant applications, local community projects and fundraisers, social events and others.	80%+ of Assistant Governors identify one NEW way in which their area clubs are collaborating in 2024-2025  Encourage clubs to collaborate and develop 2 new Collaborative Grants	Assistant Governors  Foundation
1.3 Encourage and help clubs to measure the impact of their projects and share the results with other clubs and the community.	Develop a district document to highlight clubs' accomplishments in their local communities and at least 20+ clubs use it to communicate impact on their website or on social media sites	Public Relations

## Strategy #2: EXPANDING OUR REACH



**We can expand Rotary's capacity for doing good by welcoming and engaging people of action with a variety of experiences, cultures, and perspectives.**

TACTICS	GOALS	LEAD(S)
2.1 Provide guidance and support for the implementation of club level strategic plans.	Identify at least 20 clubs who have a current strategic plan shared on the new best practice page so other clubs can review them	Learning
2.2 Provide club assistance for effective recruitment messages which address changing trends in society and which reflect member experiences.	Adapt RI materials and create our own 7090 recruitment material that clubs can adapt and use - as measured by finding evidence of at least 25 clubs using this material on their websites	Membership  Public Relations
2.3 Help clubs to reach out to high school, university and college students, and young professionals to increase registration in youth programs.	Develop a club accessible promotional campaign using current social media channels.  Identify at least 20 Youth leads who utilize material in their promotions.	Youth

<sup>1</sup> Zone has provided each club with ratings in terms of its attractive and retention success rates over past five years. Over 45 clubs in District 7090 are in the yellow or red zone - meaning at risk of not remaining vibrant in 5+ years.

### Strategy #3: INCREASE PARTICIPANT ENGAGEMENT



**We can meet our members' diverse needs and keep them engaged while helping them with their personal and professional goals. Active and intentional member engagement will make our clubs stronger and assist us in creating meaningful relationships across decades and continents.**

TACTICS	GOALS	LEAD(S)
3.1 Generate and share engagement techniques used by successful clubs with an emphasis on younger members and different club cultures.	Plan and implement at least 3 interactive educational sessions on this topic - (Rotary Webtalks, topic at conference) and two articles / videos shared in District Newsletter	Service Public Image
3.2 Assist club's regular programming opportunities with a speaker "library" and a series of video resources on key topics (e.g. foundation, membership, public image)	Create a list of District speakers for clubs (in person or on-line) and have at least 80% of AGs report at least one club in area who invited a speaker from the list.  Develop five short videos on key club and district topics	Foundation  Assistant Governors  District Governor Group
3.3 Review the options related to the concept of a district conference that would improve member and club involvement.	Achieve a 10% increase in attendance at the Fall 2024 District Conference over Spring 2024.  Develop a plan to improve conference attendance by 10% in 2025-2026.	District Governor Group

### Strategy #4: INCREASE OUR ABILITY TO ADAPT



**Rotary is an organization of adaptation – new projects, new clubs and new perspectives that maintain our connections and ability to make a difference, finding opportunity in adversity.**

TACTICS	GOALS	LEAD(S)
4.1 Share success stories regarding the ways clubs are relating to the diversity of their communities and their needs	Have at least 6 articles in District Newsletter or associated with Webtalks and presentations featuring real club success stories	Public Relations
4.2 Model new and existing tools for club and district communications which will help members and clubs (MyRotary, Clubrunner, Rotary Club Central, Artificial Intelligence...)	Have at least four education opportunities (webtalks, secretary learning sessions) to help clubs with using these tools better	Learning
4.3 Share best practices regarding new models of promoting Rotary's ideals – cause-based clubs, satellite clubs, e-clubs, new club meeting formats.	Develop at least three videos / articles to be shared with interested clubs about new models - and achieve RI goal of starting 4 new clubs in this Rotary year	Membership District Governor Group

## Guiding Principles for District 7090's Strategic Plan

As indicated in the desired outcomes for 2026, this Strategic Plan is focused on the promotion, by District 7090, of CLUB VIBRANCY by emphasizing:

- Active, intentional membership engagement
- Dynamic, meaningful service for our communities, both local and international
- Effective governance
- A strong public image
- Diversity, equity and inclusion

These five elements have emerged from recent research which identifies the characteristics of the most vibrant clubs in North America; our awareness and understanding of these characteristics will assist willing clubs to incorporate these elements into their own plans for the next few years and may assist those clubs identified in the “at risk” zones to move to a level of vibrancy which will reflect and promote growth and development. As a district we have adopted the four Rotary International strategies to provide consistency but at the same time allowing for tactics that reflect our own district-identified club and member requirements.

One of the keys to the success of the Strategic Plan process is an intentional implementation plan. This has been developed as a corollary to the Strategic Plan and is shared with all those who have responsibility for specific tactics and goals. Each goal associated with a tactic has a timeframe and is very specific, measurable, realistic, and results oriented. These characteristics enable the implementation process and add credibility to the process; if you can't measure it ... you can't manage it!

Central to the success of the implementation is the inclusion of input at specific stages and for identified tactics as part of each of the five District Council meetings. Between meetings (behind the scenes, but with a significant role) the chairs of committees, the Assistant Governors, specific members of District Council, and the members of the District Governor's leadership group work interdependently to assist with the implementation process. In their reports to District Council, the committee chairs complete their reports which provide council with the level of implementation of their tactics/goals. These reports also allow chairs to identify actions for completion by the next meeting of council and any outside forces which are impacting on the implementation process. This provides excellent feedback which can be utilized for the next year's plan. At the same time, chairs have the opportunity to ask for assistance from other council member in the implementation process.

Application of Strategic Planning at the club level. This “model” has opportunities to assist willing clubs to develop their own Strategic Plans; it is not a panacea for all clubs and will not be the “saviour” for a club currently at risk. However, with a commitment from the board and from club members, the appointment of a small team to oversee development and commitment, and an unbiased facilitator (from outside the club), clubs may be able to deal more effectively with the changes we are facing currently and over the next few years. District assistance – at whatever level the club wishes – is available to assist with the process at the club level.

