

Rotary Club of Victoria

Strategic Plan

Version 4

For use on May 21, 2008

April 25, 2008

Table Of Contents

- 1 INTRODUCTION..... 3
 - 1.1 Initial Planning Process 3
 - 1.2 Annual Planning Process 3
 - 1.3 Relationship between Rotary International, District, and Clubs..... 3
 - 1.4 Plan Purpose..... 3
 - 1.5 Plan Structure..... 4
 - Part 1 Club Definition. 4
 - Part 2 Current Assessment..... 4
 - Part 3 Migration Strategy. 5
 - Part 4 Action Plans..... 5
 - 1.6 Sources and Definitions 5
- 2 CLUB DEFINITION..... 6
 - 2.1 Clients..... 6
 - 2.2 Mission 6
 - 2.3 Vision 6
 - 2.4 Core Values..... 6
- 3 CURRENT ASSESSMENT 8
 - 3.1 SWOT Model..... 8
 - 3.1.1 Strengths 8
 - 3.1.2 Weaknesses 8
 - 3.1.3 Opportunities..... 8
 - 3.1.4 Threats 9
 - 3.3 Resources 9
- 4 MIGRATION STRATEGY..... 11
 - 4.1 Information & Communications Initiative – Owner = 11
 - 4.2 Club Administration Initiative – Owner = 11
 - 4.3 Major Project Initiative – Owner = 12
- APPENDIX A - ROTARY INTERNATIONAL PRIORITIES AND GOALS..... 13

1 INTRODUCTION

1.1 Initial Planning Process

The Strategic Planning Group met on February 9 to begin the planning process. The resulting document, Version 1, was circulated for review and comment. The Group met again on March 1 and March 29 to improve the document and to extend the planning. On April 21, the resulting Version 3 was reviewed at a larger workshop that included the Club Board and other planning groups that are currently active within the club.

1.2 Annual Planning Process

The Plan should be reviewed annually. The PE should lead a plan review before taking office; perhaps in January. The PE could then present the revised Plan at a board meeting for comment and approval. The approved Plan would then be used to guide to the incoming Club leaders. When the PE becomes the President, she will execute the Plan and the new PE will gather ideas for the next Plan review.

1.3 Relationship between Rotary International, District, and Clubs

Rotary International defines itself as “a worldwide association of Rotary Clubs”. Rotary International has created sub-divisions called Districts for convenience. According to the Rotary International Manual Of Procedure, “A district is a group of Rotary clubs in a geographical area that are linked for administrative purposes. The activities and organization of a Rotary district exist solely to help the individual Rotary club advance the Object of Rotary and should not diminish services provided by Rotary clubs and individual Rotarians.”

This indicates that each Club is autonomous. As long as it is acting in a manner consistent with the standard Club constitution and suitable by laws, each Club can chart its own path. Higher-level plans do not impose conditions on our Club: we are responsible for the use of our resources.

1.4 Plan Purpose

The plan provides a framework for the way the Club’s leaders will use the Club’s resources and abilities over the next few years. In addition, the process of making and reviewing the plan helps to develop, within the Club’s leadership, a consensus that will assist in making decisions between plan reviews.

A Royal Bank Letter had this advice: “Planning focuses attention on what you really want to accomplish, and what you really want to do with your resources and abilities.” The key point is that resources and abilities are always limited: no Club can possibly act on all of the good ideas that occur to someone. A Club must focus on work that it can actually do and that will do it the most good.

Within Rotary, the Plan has another important purpose: at the Rotary International level, the Plan is used to determine whether the President Elect’s “program is consistent with the strategic plan” (By Law 16.100). In other words, the Rotary International PE is undertaking to create a program that will implement the strategic plan; not to take Rotary International off in some other direction.

Similarly, our Club Plan should guide the PE in formulating her program. This constraint is not harsh because the PE will have led a review of the Plan shortly before taking office and that review might have made some broadly-supported changes.

1.5 Plan Structure

This plan is organized in four parts, as described below.

Part 1 Club Definition.

The Club Definition contains a set of high-level statements about why the Club exists and what (in general) it is trying to do. The leaders must share a common understanding at this high level so they will be better able to reach consensus on lower-level, concrete, decisions. Typical components of a "definition" include Mission, Vision, Values (also called Beliefs, Constraints, or Operating Principles), Critical Success Factors, and Strategic Drivers. Often, the Mission, Vision, and Values are sufficient.

The MISSION statement deals with WHAT the Club is trying to achieve at the highest level. It is a single sentence that defines "success" for the Club. A Mission is often constrained by time or geography. The central theme of a Mission statement (called a tag line), should be used on all Club documents.

The VISION statement describes a perfect world in which the Club is achieving the Mission "in spades". The Club might never achieve all of the Vision but it needs to describe the conditions that will exist when it is successful so it will recognize success when it is achieved. Many Vision Statements are expressed as "We imagine a time when:" followed by a list of phrases that describe the conditions at the imagined future time.

The VALUES act to focus the Club's behaviour along lines that are most likely to achieve the Mission.

Part 2 Current Assessment.

The Current Assessment considers:

- an ideal Club situation (called the Target Environment);
- the existing Club situation (the Current Environment); and
- the Gap between those two.

An Environment consists of several resources, including Organization, People, Information, Facilities, Processes, and Money. These elements must be in balance for the Club to operate successfully. If any of these elements changes, then one or more other element must change.

We want to identify what the Club **could be** doing, what the Club **is** doing, and **The Gap** between the two. We need to see if there are reasons for the Club to change its organization or its behaviour. The reasons for change can often be seen by analyzing the Club in light of various analytical models. One useful model is a SWOT (i.e., an analysis of Strengths, Weaknesses, Opportunities, and Threats). One reason for change might be an opportunity for improvement (e.g., in communicating with members about the health of the Club). Another reason for change might be to take advantage of a change to the status quo (e.g., a new financial issue or constraint).

Part 3 Migration Strategy.

The word "migration" implies a journey; not a destination. The Migration Strategy describes a set of Initiatives that the Club could undertake in order to achieve its Mission. Each Initiative is a broad strategic thrust that the Club 's leaders intend to concentrate on over the next few years. The Club should concentrate on about three Initiatives at any time.

Each Initiative should be divided into a few Projects. Some projects can be completed in a few months, but many projects will continue for up to a year. Projects will be further divided into Tasks that can be completed in a month or two. A Task can be assigned to a specific person for completion by a specific date.

Commitment to the Migration Strategy implies that every Club activity must be effective in support of one or more of the Initiatives. This focus will require some discipline because there are lots of good ideas for Club activities. The Club can't implement every good idea as soon as someone thinks of it. The Club must stick to its chosen path until there is a formal decision to change the path.

Part 4 Action Plans.

The Action Plans are the set of specific Projects and Tasks that the Club has decided to undertake in support of the Initiatives. The Action Plans will specify WHO will do WHAT by WHEN using what RESOURCES. Action Plans should be based on a realistic assessment of available resources.

The first three parts of the Plan will be revisited annually. However, the Action Plans will change quite frequently as projects are completed and new projects are started. Therefore, the Action Plans are published as a separate document.

1.6 Sources and Definitions

Some of the material in this Plan is derived from the following sources:

- Rotary International Strategic Plan.
- Rotary International Constitution.
- Rotary International By Laws.
- 2007 Manual Of Procedure.
- District 5020 Policy Manual.

All of these documents are available on the Rotary International web site (www.rotary.org) or the District web site (www.rotary5020.org). Other valuable sources include informal publications such as The ABCs of Rotary and Frank Talk. Planners are invited to become familiar with these documents to ensure that our Club Plan is well-founded.

In this Plan we use these definitions:

- Goal - a Goal as a large achievement or state that might never be reached.
- Objective – a bit of progress toward a Goal. Objectives should be Specific, Measurable, Achievable, Realistic, and Time-bound, i.e., SMART.

2 CLUB DEFINITION

2.1 Clients

Our Club serves the following Clients:

- Individual Rotarians in our Club.
- Members' families.
- Various people and organizations in our community.
- Various people and organizations internationally.
- Other nearby Clubs.
- District 5020.
- Rotary International.

2.2 Mission

The mission of our Club is to embody Service Above Self in our community locally and internationally with enthusiasm and joy.

2.3 Vision

In keeping with the Object of Rotary, the Vision for our Club is to provide service to our world, our communities, our vocations, and our members. Members will feel that Rotary provides the best vehicle for implementing their personal service goals. Our Club will have vitality with all members participating in Club projects. As a result, membership will grow and Rotary will be known and respected by all in the community.

We look forward to a time when the following conditions will be evident:

- Rotarians are seen as leaders in providing service to our community and our world.
- Community leaders wish to join our Club.
- Our members will be eager to participate in Club projects.
- The community will enjoy our Club's events.
- Members will enjoy the fellowship of Club meetings and projects.
- Members will provide mentoring to other members as appropriate.
- Our Club leadership will be well trained by attending District Leadership Training Assemblies and other training events.
- We will have a backlog of Rotarians desiring to serve at the Club and District levels.
- Our members will be inspired to understand and support the goals of the Club, Rotary International, and The Rotary Foundation.
- We will have excellent communications with District and Rotary International.

2.4 Core Values

Core values represent the guiding principles of the Club's culture, including what guides members' priorities and actions within the Club. Values are an important component in strategic planning because they drive the intent and direction of the Club's leadership.

Each Core Value has a rationale that, in most cases, is obvious. Each Core Value also has implications for the behaviour of the Club. For example, if we really place high value on Service, then the Club should create structures and processes to assist members to execute service projects.

ROTARY CLUB OF VICTORIA

To discover the implications from a Core Value, it is useful to ask “So what?” If the answer is “So nothing”, then we should question the validity of the Core Value.

In light of the above, and following the outline in the Rotary International Strategic Plan, the Core Values shown below are indicated for our Club.

Service

We believe that our service activities and programs enhance our communities and bring about greater world understanding and peace. Service is a major element of our mission. Through the plans and actions of our Club, we create a culture of service that provides unparalleled opportunities for those who serve.

Fellowship

We believe that the power of combined efforts knows no limitation, multiplies resources, and broadens our lives and perspectives. Fellowship should be enhanced within the Club and between Clubs. We believe that each Club meeting should provide opportunities for fellowship and that friendship is the cornerstone of every great Rotary Club.

Diversity

We believe Rotary unifies all people behind the ideal of service. We encourage diversity of vocations, ethnicity, and other human characteristics within our membership. Diversity leads to tolerance and transcends racial, national, and other boundaries. A club that reflects the diversity of its business and professional community is more likely to succeed.

Integrity

We are committed to, and expect, accountability from ourselves, our leaders, and fellow members, both in the results of our efforts and in the processes we use to accomplish our goals. We adhere to high ethical and professional standards in our work and personal relationships. We are fair and respectful in our interactions, and we conscientiously steward the resources entrusted to us. We promote high ethical standards in the community at large.

Leadership

We are a fellowship of individuals who strive for leadership in our fields of endeavour. We believe in the importance of leadership development and in leadership as a quality of our members. As Rotarians, we are leaders in implementing our core values in our communities; especially in the youth of our communities.

All of these Core Values are reflected in the Object of Rotary and The Four-Way Test, which we use in our daily lives. They inspire us to foster and support the ideal of service for developing and maintaining high ethical standards in human relations.

3 CURRENT ASSESSMENT

3.1 SWOT Model

A SWOT model consists of the answers to these two-part questions:

- What are our Strengths, and how are we capitalizing on them?
- What are our Weaknesses, and how are we addressing them?
- What Opportunities exist externally, and how are we exploiting them?
- What Threats exist externally, and how are we neutralizing them?

3.1.1 Strengths

How are we capitalizing on the following Strengths?

- We have a long and proud history of service. *We should do more to make our community and our members aware of our history of service. For example, we should promote our archive data to the media. In addition, we should promote our major donations to the media.*
- Above-average size (105 members). *We have a large pool of talent to draw on for our projects.*

3.1.2 Weaknesses

How are we addressing the following Weaknesses?

- Our meetings suffer from a lack of fun and fellowship. *The Task Force is addressing this matter. In addition, we could arrange more informal social occasions to increase the enjoyment of membership.*
- The club lacks a sense of continuing purpose or specific common goals. *The Planning Group is addressing this matter.*
- Members do not understand the Board processes for making decisions (e.g., regarding the 2008 Car Raffle). *We should ensure that members feel welcome to attend Board meetings. We should consider simplifying the board structure and publicising decision processes.*
- The process by which donations are approved is not widely understood (e.g., the recent significant donation to a charity in the territory of another Rotary club). *Board members and committee chairs should report to the membership at frequent “stewardship” meetings.*
- The nomination process is unusually complex and is not widely understood. *We should consider simplifying the nomination process and publicising it.*
- Financial controls for our events appear to be weak. *A member of the Finance Committee should be responsible for money at every event.*

3.1.3 Opportunities

How are we exploiting the following Opportunities?

- We could get more coverage in the news media. For example, in the recent coverage of Pat Crossley’s return from Kenya, Rotary was not mentioned. *We should reach out to reporters and editors to tell the Rotary story. We should also encourage our members to give due credit to Rotary whenever possible.*
- We could involve our families more in Rotary projects. *We should design our projects such that our family members can participate.*
- We could improve our meeting conditions, including the place, the day, and the cost. *The Task Force is addressing this matter.*

•

3.1.4 Threats

How are we neutralising the following Threats?

- Society is changing in several ways including: increased fragmentation of interests; instability of employment; and a desire to “cocoon” away from the community (e.g., gated subdivisions). *We should do more to involve “the family of Rotary” and to provide a means for people to engage in serving their communities.*
- Other organizations offer opportunities for fellowship and service both locally and internationally. Local competitors include the food bank, Business Network International, and Zonta. Internationally, there are groups like CUSO (formerly Canadian University Service Overseas) and Médecins Sans Frontières. *We should continue to offer fun, fellowship, and our international strength. For our international work, we cooperate with Rotarians in the foreign country who share our interests.*
- Other Rotary clubs have encroached on the Victoria club’s original territory. Originally, the club served “greater Victoria”, with the Colwood club serving the western communities. There are now another nine clubs in greater Victoria, including three that surround the central urban area (Oak Bay, Saanich, and Royal Oak). In addition, Harbourside’s territory is indistinguishable from our territory. *Because Harbourside shares our area, we should increase our communication and cooperation with them. We should also increase our cooperation with other Rotary clubs in Greater Victoria. We should focus on promoting Rotary, not just a particular club. For example, we could have joint booths with other Rotary clubs at civic events such as the Tall Ships Festival.*
- Business expectations have changed such that there is much more pressure on time and money. With cellular phones and similar devices, employees are expected to be interruptible at any time, including during Rotary meetings. *We should ensure that our meetings make effective use of members’ time and do not cost more than is warranted.*

3.3 Resources

These are the resources that the Club uses to accomplish its work.

- Organization – Our organization appears to more complex than required for a club of our reduced size. A simpler structure could lead to faster decisions and more-responsive leadership.
- People – We have excellent members although some are inactive. We should search for members who will be more active. One good source would be The Rotary Foundation Alumni such as former GSE members and Scholarship recipients. We should establish guiding (or mentoring) roles for some of the members of long service.
- Information – There are some questions about whether we have enough information about the skills and knowledge of our members. Similarly, we probably do not have enough information about the types of vocations that are represented in our changed society. In addition to correcting these deficiencies, we should develop a policy of regular reporting from our leaders to our members (e.g., monthly stewardship meetings).
- Facilities – Our meeting place is not popular with many members: we are contemplating a change of meeting place.

ROTARY CLUB OF VICTORIA

- Processes – We have a good routine for orienting new members but there is some question about whether it is being used well. Board decision processes appear to require some improvements. We could benefit from a solid process for mentoring of newer members.
- Money – We have a reserve of about \$12,000 and an endowment about \$490,000 in the Rotary Victoria Foundation. Our annual administrative budget is about \$50,000. Most of our annual income is from Gaming sources and, therefore, must be used under restrictive regulations. The income from the Foundation is available for general use.
- Territory – Rotary clubs are supposed to be organised on the basis of a “community” to be served and a “location”. For example, a member is presumed to either live or work in his club’s “location”. As noted above, our location is both hemmed in by three other clubs and completely overlaid by Harbourside. Further, some of our members neither live nor work in the central area of Victoria. It would seem appropriate to define our territory more precisely in light of this crowding. Perhaps our territory could be defined in a combination of geographic terms (e.g., Greater Victoria) and non-geographic terms (e.g., We Serve The Homeless). Further, we should increase our cooperation with neighbouring Rotary clubs.

4 MIGRATION STRATEGY

We should define three to five Initiatives to describe how we will manage the changes that the Club expects to experience. Potential migration Initiatives are:

1. Information.
2. Club Administration.
3. Major Projects.

Each Initiative should have a rationale, which should arise logically from the Club Definition and the Current Assessment. Each Initiative should also have implications that direct us to define Projects that will make progress on the Initiative.

Each Initiative will have an "Owner" on the Club board who will report on progress. Each Owner will recruit other Rotarians as needed, thereby getting the work done and developing new leaders. The Owners will divide the Initiatives into Projects showing how the Initiatives will be pursued over the next year or two. Projects will last 3 months to 12 months. Project Managers will divide the Projects into Tasks. Tasks are discrete, concrete, steps that can be completed within a few months.

4.1 Information & Communications Initiative – Owner =

This deals with collecting and sharing information about the club's members, the club's activities (historical and current), and the characteristics of the club's community. The rationale includes:

- Sharing information about club members will support the Rotary ideal of acquaintance as an opportunity for service.
- Sharing information about the club's activities will give members a greater feeling of involvement and satisfaction. It will also give the club's leaders an opportunity to explain their accomplishments and to receive feedback from members.
- Collecting and sharing information about the community will reveal opportunities for service and opportunities to recruit new members.

The implications include obtaining appropriate computers, software, and skills to create the databases and reports.

Indicated projects include:

- Consider developing a brand for the club.
- Define the reporting needs for each subject.
- Define the information needs for each database.
- Obtain the required data.
- Publish reports, initiate analysis, and discuss with members.

4.2 Club Administration Initiative – Owner =

This Initiative deals with reviewing the club's processes, including meetings, finance, nominations, training, enrolment, and project selection.

The rationale is expressed in the report from the Task Force in December 2007. The implications include the possible loss of members who prefer the existing arrangements.

Indicated Projects include:

- Investigate other possible locations and days for meetings (e.g., the former day: Thursday).
- Develop collaborative, productive relationships with Harbourside and other nearby clubs.
- Design and publish various operational processes for the club.

4.3 Major Project Initiative – Owner =

This deals with engaging the club in major, multi-year projects. Current candidate categories include:

- Services and facilities for youth.
- Services and facilities for elders.
- Community infrastructure.
- World Community Service.

The rationale includes:

- A club that is clearly active toward some major goal would give greater satisfaction to its members. It could also attract new members and increased donations.
- Because our club is large, it should not fritter away its strength on small projects.

The implications include the need to choose the major project wisely. Further, the major project should not take all of the club's funds so the club can continue to satisfy other needs each year as they become apparent.

Indicated projects within this Initiative include:

- Conduct a visioning session with a large number of club members to choose one or two preferred categories.
- Conduct Opportunity Evaluations on each candidate major project so the weaker candidates can be eliminated.
- Develop preliminary plans for major projects that survive the scrutiny of the Opportunity Evaluations.
- Select a major project and develop more detailed plans for it.

APPENDIX A - ROTARY INTERNATIONAL PRIORITIES AND GOALS

Priorities and Goals

The Rotary International Strategic Plan includes seven priorities, each supported by a set of goals. To determine these priorities, Rotary International surveyed grassroots Rotarians and senior leaders from many parts of the world, asking them what issues would be most important to Rotary in the coming years.

Eradicate polio	<ul style="list-style-type: none"> a) Support the plans and goals of the International PolioPlus Committee b) Maintain and promote Rotarian participation in PolioPlus Partners c) Continue to focus our collaborative relationships on the ultimate goal of polio eradication
Advance the internal & external recognition & public image of Rotary International	<ul style="list-style-type: none"> a) Conduct internal and external public information campaigns to deepen global awareness of Rotary International and its programs b) Engage leadership at all levels in telling the world about Rotary commitments and outcomes
Increase Rotary’s capacity to provide service to others	<ul style="list-style-type: none"> a) Emphasize the four Avenues of Service as a way to expand service opportunities b) Provide special emphasis on supporting the improvement of clubs that need assistance c) Refine current training to include innovative ideas d) Expand strategic cooperative relationships at all levels to enhance Rotary International’s mission and in a way that protects Rotary International’s integrity e) Improve Rotary International’s efficiency and effectiveness in all operational areas
Expand membership globally in both numbers and quality	<ul style="list-style-type: none"> a) Develop and implement a comprehensive plan to strengthen responsibility at the club level for membership development and retention based on best practices b) Extend Rotary to all qualified localities c) Increase the number of young members and those in emerging occupations d) Enhance and emphasize the family of Rotary throughout the Rotary world
Emphasize Rotary’s unique vocational service commitment	<ul style="list-style-type: none"> a) Influence ethical decision-making by encouraging Rotarians to join and take leadership roles in business and vocational associations b) Find new ways to develop vocational skills of others, especially people without jobs, by fully utilizing Rotarian expertise and experience c) Develop more vocational forums for learning and information exchange to encourage professional development
Optimize the use and development of leadership talents within Rotary International	<ul style="list-style-type: none"> a) Expand leadership development opportunities at all levels to fully use talents and skills of Rotarians b) Cultivate leadership opportunities for young people c) Periodically assess governance procedures to ensure best practices
Fully implement the strategic planning process to ensure continuity and consistency	<ul style="list-style-type: none"> a) Evaluate and update the Rotary International Strategic Plan every three years to align with Rotarian needs and expectations b) Ensure that The Rotary Foundation Future Vision Plan and the Secretariat’s operating plan align with the Rotary International Strategic Plan c) Disseminate the Rotary International Strategic Plan throughout the

ROTARY CLUB OF VICTORIA

throughout the organization	organization, including districts and clubs, and provide opportunities for input from the membership d) Develop and implement a strategic planning model for Rotary clubs and districts
-----------------------------	---

Why these priorities?

The Rotary International Board of Directors considered feedback from Rotarians, senior leaders, and the Strategic Planning Committee, actions of the 2007 Council on Legislation, and historical and cultural factors in developing the plan's priorities.

Polio eradication is Rotary's number-one priority as reaffirmed by the 2007 Council on Legislation. Ensuring that every child is immunized against this devastating disease will remain the organization's corporate focus until the goal of a polio-free world is reached.

Recognition and public image was cited as one of the organization's highest priorities by a majority of Rotarians surveyed. Agreeing that the public perception of Rotary depends largely on the outcomes of grassroots service efforts, the Board will continue to provide public relations grants to help clubs and districts deliver the message about their good work.

Service is the heart of Rotary. The Rotary Foundation, which plays a key role in supporting Rotary service, is developing new models that emphasize the benefits of Rotary service to the world and measure its results. Together, the Rotary International Strategic Plan and the Foundation's Future Vision Plan can enhance and promote the service achievements of clubs and districts.

Expanding membership is a key priority for Rotary and for all clubs. The Board encourages members to share Rotary with others by seeking out qualified men and women from all demographic groups who will bring new talents and enthusiasm to clubs.

Vocational service is a unique feature of Rotary membership. Recognizing that as leaders in their professions, Rotarians can influence ethical decision-making, the Board encourages members to use their expertise to help students, the unemployed, and other job seekers develop vocational skills.

Leadership talents abound in Rotary. To optimize these talents, the Board encourages clubs and districts to expand opportunities at all levels and especially for young leaders that keep them involved and ensure a strong future at the club, district, and international levels.

What impact does strategic planning have on clubs and districts?

The Board encourages all Rotarians, clubs, and districts to think strategically because planning throughout the entire organization will lead to far greater successes, both locally and internationally. Clubs and districts can use the priorities in the Rotary International Strategic Plan as a basis for developing their own plans, tailoring them to their size, the varied skills of their membership, and the needs of the communities in which they serve. Clubs and districts can start their long-term planning process simply by asking their members the following three questions:

- *Where are we now?* The answer will help clubs identify their purpose (or mission), as well as their strengths, weaknesses, opportunities, and threats (competitive advantages and disadvantages).
- *Where do we want to be?* By answering this question, clubs can identify their expectations, vision, and strategies.
- *How do we get there?* The answers will address the gaps between mission and vision and help the club develop specific goals, objectives, tactics, and actions to achieve that vision.

The eradication of polio is the highest priority of the Rotary International Strategic Plan and the other priorities of the Rotary International Strategic Plan collectively are of equal importance.