

**Calgary West Rotary Club
Long Term Strategic Plan
Approved March 19, 2007**

Introduction

The mandate of the Continuity Committee was to develop a longer term strategic plan (3 to 5Years) for Calgary West that would be flexible, targeted specifically to Calgary West and that could be revisited each year and modified as the current President and board of Directors sees fit within the longer term framework.

This strategic plan is meant to be a living management tool that will be used to sharpen focus and give consistent direction over a 3 to 5 year period of time. At the core of this strategic plan is a commonly shared Vision of what success will look like in the future. It provides a detailed road map on how to attain that Vision with specific strategies and tactics.

Information for the preparation of this Strategic Plan was obtained from the planning process completed by the Club several years ago, from information obtained through the 2005-06 club membership survey, through interviewing a number of past and future presidents and through informal discussions with club members.

Continuity Committee Members:

Garfield Ganong (Chairman)
Mike French
Chris Davis
Bob Hamshaw
Mike Carlin
Bryden Horwood (Facilitator)

Planning Process

The primary premise was that the Committee should not review every aspect of the Club but rather, focus on what the concerns are regarding the current operation and what new ideas should be considered for implementation. This was done to contain the magnitude of the study and to maintain a focus on what would be most helpful to the Presidents and Boards over the next few years.

The Committee first agreed upon a Vision for the Club and then decided that the Mission Statement which has been in effect for the past few years is still appropriate.

The Committee then developed Strategies that will guide the Club over the next 3 to 5 years to its Vision and Mission. The Committee then focused on the shorter term, agreeing upon the Tactics that should be implemented to move the club in a direction consistent with the Strategies.

The Plan developed by the Committee was reviewed and this Draft was approved by the Board of Directors. The Board is now requesting that the membership at large review this Draft and provide further input and comments.

Values

Calgary West Rotary values can be best summed up the Rotary Four Way Test

- Is it the TRUTH?
- Is it FAIR to all concerned?
- Will it build GOODWILL and BETTER FRIENDSHIPS?
- Will it be BENEFICIAL to all concerned?"

Vision Statement:

A Rotary Club that actively supports the ideals of Rotary International through fun and fellowship.

Mission Statement:

The mission statement of Calgary West is to uphold the ideals of Rotary in all avenues of service, with a focus on aiding the disadvantaged and developing the potential of youth, both in Canada and internationally, in a spirit of fun and fellowship.

Club Administration:

Strategies

- Maintain high competency in Directorships and Committee Chairs through careful selection of members and progression through the organization.
- Canvass the membership for input in the selection of fundraising initiatives and programs in the avenues of Rotary service.
- Commit future Boards to multi-year projects, as required, provided that they will not unduly limit future Boards

Tactics

- Prepare a plan to develop interested, high potential members for Board positions.
- Utilize results of Fulfillment Survey in selection of committee chairs and members
- Develop training program for incoming directors.
- Continue the Standing Committee of Past Presidents to support the President, upon request.
- Ensure that each Director and Committee Chair has a mandate and that each mandate is reviewed annually.
- Amend by-laws to reflect strategies involving multi year projects.
- Implement budgeting procedures to promote increased use of matching grants.
- Develop a more effective website

Fundraising:

Strategies

- Grow ongoing fundraising initiatives to support the Club's programs in the avenues of Rotary service.
- Develop a new initiative to raise total fundraising to \$150,000 per year.

Tactics

- Develop an new annual fundraising Project
- Seek ways to grow existing fundraising activities

Membership:

Strategies

- Diversify the membership to be more consistent with the composition of the community.
- Increase membership while maintaining strong fellowship among the members.
- Increase the membership to 100 unless fellowship among members will be compromised.
- Involve Partners and Family to enhance fellowship

Tactics

- Pursue business/corporate memberships
- Pursue memberships in the Beltline
- Contact ethnic communities, luncheon speakers, spouses/partners for appropriate membership leads
- Have events that encourage participation of Partners and Families
- Continue Fulfillment Studies to learn interests of members

Vocational Service:

Strategies

- Foster opportunities for Members to use their intellectual and physical skills in various avenues of Rotary Service
- Increase awareness of the vocational skills of the members

Tactics

- Promote ethics in the work place.
- Identify/develop at least one new project that will use the professional/business skills of the membership

Community Service:

Strategies

- Select New Projects that have membership interest/support.
- Foster ongoing relationships with other Non Profit organizations, subject to annual reviews.
- Concentrate gifting for greater impact.
- Membership participation in Projects is valued.

Tactics

- Maintain awareness of the merits of the Calgary Rotary Clubs' Foundation and promote consideration of legacy gifting to it.
- Review all existing projects, annually, to ensure that they continue to be relevant

International Service:

Strategies

Select New Projects that have membership interest/support.

- Foster ongoing relationships with other Non Profit organizations, subject to annual reviews.

- Concentrate gifting for greater impact.

- Membership participation in Projects is valued.

Tactics

- Conduct membership surveys annually for input on project selection and confirmation of support for ongoing projects

- Maintain awareness of the merits of the Rotary International Foundation and promote consideration of legacy gifting to it.

- Review all existing projects, annually, to ensure that they continue to be relevant

Youth:

Strategies

- Select programs that have member interest/support.

Tactics

- Reassess the Student Exchange Program in terms of number of students, cost and billeting challenges.
- Reassess the level of involvement in the Student Exchange Program in terms of the number of students, cost, and billeting challenges.