

# THE ROTARY CLUB OF CALGARY

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## LONG RANGE PLAN 2011 – 2014

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### Positioning for the 2nd Century of Rotary in Calgary

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Appendices cataloguing Strategies and Goals of each Portfolio and Directorship are important guides for the Board members and Committee Chairs. These can be forwarded to members upon request. Only the 8 key pages (Cover, Executive Summary and pages 1-6) are posted for general reference.

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## **Executive Summary**

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The Rotary Club of Calgary (the “Club”) has a long and vibrant history of community service in Calgary and throughout the world. Entering its 98th year in Calgary, the largest Club in Canada has the good fortune of strong community service impact, past, present and future; the Club is endowed by past member contributions and strong ongoing fundraising capacity through the Club’s Stampede BBQs and Stay-in-School golf tournament.

A Long Range Plan (LRP) was adopted in 2006, established to be a three-year plan that is updated annually with major reviews undertaken every five years. An Outcome Map plus Vision and Mission Statements were developed, strategic outcomes identified and intermediate goals necessary to achieve those outcomes were articulated.

This 2011 plan builds on that foundation though with a different focus. While the 2006 LRP focused on the components of member experience and involvement within each area of the Club, the current plan addresses aspects of the Club that need consistency of policy year to year at the Board level and in all portfolios to enable and support the member experiences that are essential to sustain success.

**What should the Club look like in five years?** The members of the Rotary Club of Calgary in 2016 will be a diverse group of community and business leaders united in fellowship and pride for what we have achieved in the first 100 years and inspired by our ongoing impact on people’s lives. Our members feel well informed and engaged in the Club service activities that are enhanced through productive and visible collaborations with other Rotary Clubs and organizations.

Our managed community service investments of over \$1.3 M/yr. will be roughly balanced to 50% major, potentially multi-year, projects; 25% member-engaging annual programs; and 25% international projects and programs. New and expanded fundraising opportunities and sponsorships will be created. Our impact will be clearly communicated and our governance transparent.

**How do we get there?** The Board of Directors as a whole as well as individual Directors need to be engaged in leadership toward achievement of the following club goals, all of which are considered essential to sustain and grow the impact of the Rotary Club of Calgary in the years to come.

**The Key goals of the Rotary Club of Calgary for focus in the 2011-2014 periods are:**

- 1. Plan and execute visible projects & programs based upon sound funding & create exciting recognition of the 100<sup>th</sup> anniversary of our Club**
- 2. Communicate – proactively inside and out!**
- 3. Engage members – mentor & enable member engagement with Club actions and activities**
- 4. Fun & fellowship are the glue – foster exceptional luncheons and networking opportunities**
- 5. Define sustainable, effective management & leadership policies for continuity.**

Each President, the Board as a whole and the Long Range Planning Committee are charged with leading and monitoring the process of implementing the Long Range Plan.

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## **Rotary Club of Calgary Goals 2011-2014**

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**These goals are aimed at the Board of Directors as a whole.** Appendices are attached or available for each portfolio of the 12-member Board, noting the goals and tactical actions that each Director has articulated for their portfolio in the near term.

**The Key goals of the Rotary Club of Calgary for focus in the 2011-2014 period,** important for Club sustainability and effectiveness are:

- 1. Plan and execute visible projects & programs based upon sound funding & create exciting recognition of the 100<sup>th</sup> anniversary of our Club.**
  - a. Issue** – Our \$4M commitment for the Rotary/Flames partnership is now anticipated to be completed mid-2013 at which time significant endowment funding for Community Service will come available.
    - ✓ **Actions A** – New fundraising opportunities are needed to complete existing commitments in 2013 or sooner to enable new Community Service initiatives.
    - ✓ **Action B** – A funding strategy to ensure that long-term commitments are achieved needs to be implemented into firm policy.
  - b. Issue - Planning for 2014 celebrations need to commence.** The Rotary Club of Calgary turns 100 in less than three years (the charter was presented May 1, 1914, and first meetings were held earlier that year).
    - ✓ **Action** – A steering committee is to be established to formulate the Club approach and make recommendations to the Board. Input and ideas from members are welcome!
- 2. Communicate - Foster strong, sustainable communications with members & stakeholders.**
  - a. Issue** - Communications are critical to ensure that members know what the club is doing, how decisions are made, what committees do and who to call to get involved.
    - ✓ **Action** – Board members are to ensure that committees and project proposals include a communication strategy to members, and when appropriate, to the community.
  - b. Issue** – The Club website, as the prime go-to resource for members, prospective members and the community, needs to be informative and fresh on an ongoing basis.
    - ✓ **Action** - The ongoing involvement of all committee chairs and Directors plus a clear process/requirement for inputting content are essential.
  - c. Issue** – Our ability to attract members, raise money and impact lives can be enhanced by a community that knows what we do; our positive image needs enhanced visibility.
    - ✓ **Action** – Efforts to be more public about our achievements and maintain active communication with our collaborative partners, stakeholders and the public is essential.

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## **Rotary Club of Calgary Goals 2011-2014**

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3. **Engage - Proactively enable member engagement with club goals and activities**
  - a. **Issue** - Members join the Club for varying personal interests, fellowship, networking and a desire to serve; the club size often creates challenges for new members to connect with committees or opportunities that align with their interests.
  - ✓ **Action** – An organized mentorship program is to be established and maintained as well as ensuring that opportunities to serve are visible.
  
4. **Fun & fellowship are the glue that holds it all together! A key component of that is ensuring the Club maintains exceptional luncheon programs.**
  - a. **Issue** – The prime vehicle for the identification of potential members, regular interaction with fellow members and fellowship is the regular Tuesday luncheon. The cost of a prestige downtown venue can provide challenges to attendance.
  - ✓ **Action** – Our luncheons must maintain great speakers, vibrant programs overall and innovative networking opportunities of value to members.
  
  - b. **Issue** – Ours is a diverse club with senior business leaders, retired members and a strong representation of new younger professional members.
  - ✓ **Action** - Recognition of these demographics requires pro-active programming & enabling activities to engage all.
  
5. **Define sustainable, effective management & leadership policies for continuity**
  - a. **Issue** – **The mandated turnover of Board members creates challenges for continuity.** Our club needs an ongoing training program for our Board and committee leaders to ensure that governance processes from year to year and committee to committee are consistent with our club and RI.
  - ✓ **Action** – The 2011-12 Board is to access the many RI and District resources available, customize as appropriate, and put in place by Q4 2011 as well as establish a permanent process and responsibility for training.
  
  - b. **Issue - Transparent role clarity for office and volunteer responsibilities** is required to help ensure that committees, Directors and Presidents have consistent expectations of the role our office should play in supporting their efforts.
  - ✓ **Action** – Clear roles and responsibilities need to be set, reviewed annually and communicated through our training program to all.

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## **Rotary Guiding principles**

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**Rotary International Core Essence** - A worldwide network of inspired individuals who translate their passions into relevant social causes to change lives in communities.

**Rotary International Mission** - We provide service to others, promote integrity, and advance world understanding, goodwill, and peace through our fellowship of business, professional, and community leaders.

**The Rotary Motto** - "Service Above Self".

**The Four-Way Test** - Of all the things we say and do:

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

**The Object of Rotary** - to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

- The development of acquaintance as an opportunity for service
- The application of high ethical standards in business and professions, the recognition of the worthiness of all useful occupations and the dignifying of each Rotarian's occupation as an opportunity to service society
- The application of the ideal of service in each Rotarian's personal, business and community life
- The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

**Avenues of Service** - Based on the Object of Rotary, the Avenues of Service are the foundation on which club activity is based:

- **Club Service** - strengthening fellowship and ensuring the effective functioning of the club.
- **Vocational Service** - encourages Rotarians to serve others through their vocations and to practice high ethical standards.
- **Community Service** - the projects and activities the club undertakes to improve life in its community.
- **International Service** - encompasses actions taken to expand Rotary's humanitarian reach around the globe and to promote world understanding and peace.
- **New Generations Service** - recognizes the positive change implemented by youth and young adults through leadership development activities, service projects, and exchange programs.

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## **Rotary Club of Calgary - Overview**

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### **Vision of the Rotary Club of Calgary**

The Rotary Club of Calgary is an organization of business, professional, and community leaders who come together through commitment and fellowship to create opportunities and a better future for generations who follow.

### **Mission statement of our Club**

It is our mission to embrace the ideals of Rotary International, contributing to a better Calgary and a better world through significant service while providing extraordinary opportunities for networking, fellowship, friendship, and personal growth.

### **History**

Rotary is the world's first service club organization and has over 1.2 million members in 34,000 clubs. Rotarians work locally, regionally, and internationally to combat hunger, improve health and sanitation, provide education and job training, promote peace, eradicate polio, and build better communities. The "Objects of Rotary", the "Four-Way Test" and the motto of "Service Above Self" articulate the focus and tone of Rotary.

The Rotary Club of Calgary, oldest of 13 clubs in the Calgary area, was founded in 1914 and is extraordinarily endowed through member contributions plus a particularly successful ongoing fundraising project in the form of Stampede week BBQs that members have supported with enthusiasm for 60 years, making millions of dollars for community service.

The Club has a long and vibrant history of service in Calgary and throughout the world. From James Wheeler Davidson, the 'Marco Polo of Rotary', who chartered 23 clubs in 12 countries, to the significant contribution to Polio Plus, to clean water for the world's poor through CAWST, and to containers of hospital equipment to Uganda, the Club has a proud history in World Community Service.

In Calgary the Club has taken a leading role in a variety of community projects including building the Boys and Girls Club, founding the Alberta Adolescent Rehabilitation Centre (AARC), founding, collaboratively with other Calgary clubs, the \$15 million Rotary Challenger Park for the disadvantaged, establishing scholarships to encourage at risk children to stay in school, and partnering with the Calgary Flames Foundation for a five year \$10 million program of signature legacy projects for medical excellence in Calgary; the latter included the building of the Rotary/Flames House Children's Hospice at the Alberta Children's Hospital and the Southern Alberta Urology Centre.

### **The need for the Long Range Plan**

Member participation and enthusiasm influence our ability to continue our successful programs and introduce new ones. Our membership recruitment strategies focus on the alignment of our Club membership with the changing Calgary demographics and business environment. Rotary is also working to adjust to the changing needs and requirements of our existing and prospective members through their various life stages. The demand for people's time and the competition for charitable funds have changed significantly since Rotary was formed in 1905.

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Our large club size creates challenges for communication & engagement; regularly changing leadership (85% every 2 years) yields continuity & succession challenges, both in the many key committees and with overall governance. Hence a focus in this plan on the need for a more formal and consistent approach to leader training plus improved definition of roles, responsibilities, policies and granting strategy. This must to be undertaken without losing the fun, fellowship and enthusiasm for service that are the essence of why we are Rotarians in the first place.

Rotarians need to know that the efforts of the Club are of value to both the local and international community, and that they, as Rotarians, are making a difference. The Rotary experience needs to be personally rewarding – offering the opportunity to make new friends, enjoy the fellowship and fun of being with like-minded individuals, and to provide for personal growth through association with a broad range of successful people.

**Long Range Planning Committee** - responsible for the review and updating of the Long Range Plan, this Committee is comprised of the President Elect (Chair), the President Elect Nominee (who joins as Vice-Chair annually when elected in November), the President and three most immediate Past Presidents, four members at large with less than three years membership with the Club and four members at large with more than three years membership with the Club.

The Long Range Planning Committee will replace one-third of its membership each year.

The **2010 – 2011 Long Range Planning Committee** (which assembled this document) is comprised of the following members:

- |   |  |
|---|--|
| • President Elect (Chair):  | Bruce Fenwick  |
| • President Nominee (Vice-Chair)  | Doug MacDonald   |
| • President and immediate Past Presidents:                                  | Bill Keech , Larry Shelley, Roy Boettger,<br>Michael Broadhurst, |
| • Members with less than three years membership at the time of appointment: | Rob Brookwell, Brian Larson,<br>Chris Harper, Brent Shervey      |
| • Members with more than three years membership:                            | Rick Erven, Walter Hessel<br>Lou MacEachern, Lee Tunstall.       |

The **Rotary Board for the year 2011 – 2012** is comprised of the following individuals:

- |   |                          |
|---|--------------------------|
| • President:                                    | Bruce Fenwick            |
| • Treasurer:                                    | Don Dart                 |
| • Club Secretary:                               | Eva Friesen              |
| • President Elect, LRP Committee Chair          | Doug MacDonald           |
| • Past President, Governance/ Foundations Chair | Bill Keech               |
| • Director, Club Service – Communication:       | David (Brom) Bromwich    |
| • Director, Club Service – Membership:          | Brian Larson             |
| • Director, Club Service – Fellowship:          | Catherine Brownlee       |
| • Director, Club Service – Programs:            | Lynn Lehr                |
| • Director, Community Service – Fundraising:    | Mark Hopkins             |
| • Director, Community Service – Involvement:    | Scott Tizzard            |
| • Director, Community Service – Youth:          | Sheila Acherya Van Horne |
| • Director, Community Service – International:  | Madeleine King           |

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## **Financial Structure and Granting Strategy**

**The Rotary Club of Calgary (“Club”)** was chartered in 1914 as a not-for-profit society under the name “Rotary Club of Calgary”. Additionally, the “Rotary Club of Calgary – Community Service Fund” was registered as a Canadian charity in 1967.

The Club maintains two budgets to separate Club social activities from Club charitable activities. The **Community Service Fund budget (“CSF”)**, records charitable contributions, fundraising and endowment revenue and also records expenses and distributions relating to the Club’s charitable activities and programs. The other budget is the **General Fund (“GF”)** which records member dues, luncheon ticket sales and specified sponsorships (e.g. for COG newsletter). The GF is used to pay expenses for the Club office, administration staff, audit fees, RI & District dues, website, and fellowship activities. Expenses charged to the CSF which are incurred for the administration of the Club’s charitable activities and programs must be substantiated and documented.

The **Calgary Rotary Clubs Foundation (“CRCF”)** was established to encourage Rotarians and others to build a capital fund which will provide enduring support for the community service activities of the Calgary Rotary Clubs. It is managed by an independent Board appointed by participating Calgary Rotary Clubs roughly in relation to contributions from those Clubs. The CRCF has over \$30 million under administration and distributes earnings of at least 5% each year to the participating Calgary Rotary Clubs based on the contributions from their respective members. The Club receives approximately 90% of the total annual distribution from CRCF.

The majority of the Club's contribution to the CRCF endowment came from a bequest by Ev Mayhood, a long-time member who passed away in August 2005. Ev's request of the Club was that annual distributions received from his bequest to CRCF be allocated 50% to Club activities and 50% to Rotary International (“RI”). This annual distribution currently provides over \$600K to each of the Club CSF and the RI Foundation Annual Programs Fund. The Club receives an additional annual distribution of approximately \$100K each year from other member contributions to CRCF.

**The Calgary Foundation** also administers two endowments and a managed fund for the Club. The endowments are the **Rotary Club Stay-In-School Scholarship Fund (“SIS”)**, established with proceeds from the annual Stay in School Golf Tournament from the late 90s to 2005, and the **MacEachern Fund for Rotary Club of Calgary** established in 2004 by member Lou MacEachern. The managed fund was established with funds raised by the SIS golf tournament since 2005. The **Jack Carter Rotary SIS Golf Tournament** currently generates about \$100K/yr. The Club’s largest ongoing fundraising activity is our **Stampede week BBQs** that involve many hundreds of volunteer shifts and yields in excess of \$200K annually for the Club CSF.

As an outcome from member focus groups and LRP discussions, the Club Board and members are being asked in 2011 to adopt a **Granting Strategy** that calls for a balance of CSF investments to be roughly 50% major, image-building, potentially multi-year projects, 25% to annual, member-engagement project and 25% to international programs. Youth programs may fall into any of those areas. The 2011 Granting Strategy proposed also calls for long-term commitments to not exceed, cumulatively, any more than a set % of assured\* revenue for any year in the future. Club By-Laws currently stipulate that unfunded multi-year obligations require a special resolution to be passed by not less than 75% of members of the club in attendance at a special meeting.

*Note\* Only the 5% of the Club's share of CRCF assets can be considered “assured” future revenue.*