



#### A. Increase Our Impact

1. Host speakers who are interesting and engaging to help us understand some of the issues in our Norfolk community related to areas where our club may be able to have a community impact.
  - 1.1 Club Services Cttee arrange for 4-6 speakers per year related to Norfolk community issues where our club may be able to have a community impact.
2. Raise enough funds in our community to allow the club to make a significant impact in our community and abroad.
  - 2.1 Budget \$75,000 in fundraising income annually through the W&MC, including \$35,000 net proceeds from Catch the Ace lottery.
  - 2.2 Foundation Chair plan for and strive to achieve donations to The Rotary Foundation's Annual Fund to exceed \$170 USD per member annually, comprised of individual member donations plus the club's goal taken from funds raised in community.
  - 2.3 Foundation Chair ensure that a fundraising event is conducted each year to raise funds for Rotary International's Polio Eradication Program.
3. Board ensure that District Grants are utilized to full potential each year.
  - 3.1 Board propose a project in October each year that will qualify for a District Grant and ensure that a grant application is submitted on time.
  - 3.2 Board explore opportunities to cluster with Simcoe Rotary and/or other Rotary clubs to increase the impact of the District Grant program.
4. Board plan a series of 2-3 "road trips" annually where rotating teams of 3-4 members visit other Rotary Clubs within our District.

#### B. Expand Our Reach

5. Seek out members from a wide range of demographic areas in our communities.
  - 5.1 Board create a Task Force Committee to identify 3-5 member areas not well represented in our club membership and engage members to strategically seek out prospective new members from these community groups. Task Force report their recommendations to the Board by October 2023.
6. Seek out ways for our club to collaborate with other organizations and service clubs in Norfolk and abroad to deliver programs, raise funds, and create other opportunities.
  - 6.1 Community Services Cttee seek out organizations across Norfolk to partner with to increase the club's impact and reach within Norfolk.
  - 6.2 Board seek opportunities to collaborate with Simcoe Rotary and local Lions Clubs.

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### C. Enhance Participant Engagement

7. Take steps to ensure that all members are as actively engaged in the work of our club as they are able, and especially the more recent members.
  - 7.1 Membership Committee (MC) develop a Mentorship Program to mentor new members and propose this plan for adoption by the Board no later than October 2023.
  - 7.2 MC plan to hold an annual orientation session for club members to learn more about how our club, our District, Rotary International and The Rotary Foundation operate.
8. Develop a practice and schedule for gathering feedback from members to measure their satisfaction level. Ensure the Board takes follow-up steps based on the feedback received.
  - 8.1 Board schedule bi-annual in-person feedback sessions or "Fireside Chats" to gather feedback from members concerning key issues for the club.
  - 8.2 Beginning in 2024, MC schedule bi-annual surveys in alternate years when a Fireside Chat is to be conducted. Conduct the surveys in March, report the survey results to the Board in April and propose any follow-up recommendations to the Board no later than May.
9. Board ensure that a Club Counsellor is appointed and active to ensure our meetings and activities are conducted in a psychologically safe environment where everyone feels comfortable offering opinions on matters without judgement.
  - 9.1 Club Counsellor nurture this safe environment through education presentations to the members and offering confidential discussions with members who may have concerns, offering advice, and facilitating conflict resolution meetings as required.

### D. Increase Our Ability to Adapt

10. Ensure that strategic and tactical goals are being effectively pursued, and report progress to members periodically.
  - 10.1 The Board set aside one meeting annually to review progress on the Club's Strategic Plan and to seek input from members on where changes in the plan may be merited.
11. Take steps to develop the interest and skills for club leadership and build the club's capacity to adapt.
  - 11.1 The Board encourage and plan to have 2-3 club members enrolled in the Rotary Leadership Institute (RLI) program at any point in time to maintain emphasis on developing leadership skills within the club.
  - 11.2 The Past-President's Council research the range of strategies used by other clubs to address challenges related to succession planning for leadership roles for committees and the Board. Have the research completed and report findings to the Board by September 2023. Begin planning for leader role succession by October 2023.