

Rotary of Toledo

2012-2013 Strategic Planning Report

Strategic Planning Summary

Strategic Planning Retreat 12/4/12



Preamble to Strategic Planning Process 2012

To begin its next 100 years, Rotary of Toledo believes it is a strong and viable force in the regional community. The organization has great potential to provide service and financial resources for a focused cause, as evidenced in the recent success of the 100 year funding campaign and related projects. As we prepared for the strategic planning process earlier this year, members who participated in community conversations clearly indicated Rotary of Toledo is capable to address a strategic regional issue as a long term focus. The expected results would be to effect strategic change and transformation in our community.

Strategic Statement of History and Opportunities for Toledo Rotary

The specially appointed strategic planning committee assimilated all input gathered from the Club's members and leaders over the past year. They summarized the basis for a long range strategic vision and initiatives for Toledo Rotary Club as it begins its second 100 years of service to the local and international communities.

A Unique Member of Rotary International

Toledo Rotary Club is the 15th largest Rotary Club in the world. Its Foundation is one of the top 10 in Rotary International and one of the top 5 in our community. Our strength is the wide variance of members and interests. This Club has transformed from a "social" entity at its founding to a focused community service entity. This Club achieves its goals and has an appetite to accomplish something important. Our members will support the club's direction, its leadership and its strategic plan.

Description of Toledo Rotary after 100 Years

The Toledo Rotary Club is committed to the international mission of Rotary, the most successful service organization in the world. We know we are part of something really big. Our 450 proud members are diverse and influential representatives of community leaders from all age groups, industries, and community organizations. We and consider ourselves influential as the "face" of local leadership. The Club is a place to gather and belong to a strong network. Through meaningful speakers and meetings, we educate leaders about our community.

We consider this Club a place to practice service via our web of meaningful and active committees. Our club and our members are committed to both local and international service through volunteer work and strong fundraising efforts. The Club supports a viable and successful foundation with active givers and positive community impact.

Toledo Rotary's Values and Beliefs

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- ❖ Service above self
- ❖ The 4-Way Test
- ❖ The Club as a whole is greater than one part, one, member, or one group
- ❖ Community service to effect community change and improvement
- ❖ To provide funds and a foundation focused on local community grants
- ❖ Friendship and fellowship
- ❖ Care and concern for each other
- ❖ Compassion for members who have needs of any kind
- ❖ Support for fellow members by doing business with each other
- ❖ Trust in the stewardship of foundation monies, and how the monies are managed and distributed

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Key Functions and Purposes of Toledo Rotary

Support the Charter and Mission of Rotary International

Toledo Rotary promotes and supports the efforts and beliefs of Rotary International via involvement and contributions to District and International projects and proceedings.

Service to the Community

The Club is committed to community service at the highest possible level, through volunteer hours and funding.

Model Ethical Leadership

Through adherence to the ideals of Rotary International, Toledo Rotary Club and its members serve as models for leadership of ethical practices both personally and professionally.

Education for Community Leadership

The Club's ongoing gatherings are a forum for education of members and other community groups. Programs are designed to provide key information about the community and to encourage members to learn from each other.

Financial Support for Positive Community Change

Through its foundation, the Club offers grants to provide guidance and accountability for positive changes and new directions. Our grant guidelines encourage other nonprofits to innovate as they fulfill their missions. Serve as a resource for the community

Facilitation of Fellowship

The Club provides a center for members to gather and a venue for fellowship among like-minded leaders.

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Input to a Vision for Toledo Rotary 2020

Our members are active and highly engaged in the Club. . . By 2020, we expect our total membership to stabilize at 400-450. We may be a smaller club with more engaged, active members. Actively involved members will increase from 125 in 2012 to at least 40%, with a stretch goal of 250-300 (over 60%) in 2017. We expect to celebrate one million hours of community service by our members, engaging more young people as leaders in our mission and vision.

With even more opportunities for friendship and fellowship . . . The club will support even stronger fellowship through enjoyable events, mentoring for all Rotarians, and activities expanded beyond the noon lunch to accommodate members of all ages, careers, and lifestyles. We will provide monthly fellowship opportunities and hold events such as an annual dinner for recognition of President's Club members.

And broader involvement in District and International Rotary projects. . . We will emphasize individual member contributions, through service and financial support, to international service projects and district projects and governance. We will support a better balance between member gifts to Rotary International and the Toledo foundation. Our Club's ambassadors to neighboring clubs will educate the rest of the club about their involvement, and bring district and international knowledge and understanding to the Toledo Club.

Our foundation has increased in size and impact . . . By 2020, the Toledo Rotary Foundation endowment can improve the club's community giving by 100% over 2012 levels. The foundation's assets could grow to \$7-\$10 million with foundation gifts of \$300,000 annually. With professional management of our foundation and its funds, we expect to have a healthy society for planned giving and bequests, with a major fundraiser every two years. Based on these numbers, our Rotary Foundation could award \$500,000 in grants in 2017 and even be a source of grants for other Rotary clubs.

To support major multi-year community improvement projects. . . By 2017, we will report the 5-year status of at least one major community service project that engaged 75% of our members. We envision making a visible and measurable impact on community improvement and innovation through leadership in impactful, multi-year projects. These projects may be focused on one or more sustainable and significant projects which may prevent disability, address a global health problem such as diabetes mellitus, help development a beautiful expanded vibrant downtown or Metro Park, or further enable our community partners to increase high school graduation rates. We expect our Club to be always looking for its next big project while continuing to support partners in community change via ongoing grants.

The Club's staff and policies are efficient and sufficient to support our key commitments to service and fellowship . . . We will have established ongoing operating policies and procedures, and may expand our staff to support service and fellowship initiatives. This will assure support for members engaged in the mission and vision of our Club, the standard of service and commitment in our community.

Resulting in more local and regional recognition and even more support for our vision and strategic initiatives. We expect to seek and gain more public recognition of the contributions and accomplishments, of our Club. Increased understanding and respect of our Club and its service to the community, the region, and Rotary International will in turn strengthen our membership and increase our capacity for fundraising.

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VISION STATEMENT FOR 2017

The Rotary Club of Toledo is a community of highly engaged leaders, committed to ever-increasing involvement and service to Rotary International and our own region. Club members share friendship and fellowship through service above self and provide extensive resources to fund community transformation programs and major long-term projects.

Toledo Rotary Club Strategic Initiatives for 2013-2017

- 1. Remain one of the 20 largest Rotary International clubs by significantly increasing member engagement in service and fellowship and providing opportunities relevant for members of all ages, careers, and life patterns.**
- 2. Select and support several major community transformation projects.**
- 3. Support the growth and strategic initiatives of the Toledo Rotary Foundation, to enable increased sponsorship of community and international projects and agencies.**
- 4. Continue to enhance the Club's internal effectiveness while increasing the visibility and recognition of the Club's efforts and influence in Northwest Ohio.**
- 5. Increase participation in Rotary International and District 6600 initiatives.**

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Detailed Input and Data Gathered To Support Identified Strategic Initiatives

The following sections provide all input gathered from community conversations, member strategic thinking sessions, and the 2012 leadership forum, in support of the recommended strategic initiatives for 2013-2016.

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Detailed Input and Data Gathered for Strategic Initiative One:

Remain one of the 20 largest Rotary International clubs by significantly increasing member engagement in service and fellowship and providing opportunities relevant for members of all ages, careers, and life patterns.

Summary from: Strategic Planning Retreat Discussion and Decision Making

Strategic Issues And Directions Discussion:

Internal Improvements for Rotary of Toledo

- Try to engage members more
- Once a project is selected, make it a theme in all we do
- Whatever programs we initiate must be well organized so volunteers are not frustrated
- Increase membership through PR efforts

Volunteer Programming

- Get volunteer events like Zoo Day and Mud Hens Day on the calendar and announced well in advance
- Assign 5-10- people to personally invite others to participate in specific volunteer events rather than just announcing events at Monday meetings and in the Spoke.
- Target new members and existing members who don't usually participate in volunteer events. Broaden overall participation.

Improve Meeting Programming

- Our agenda is too full often
- Introducer often takes too long
- Meetings should go to 1:10 p.m. to allow for a more complete experience
- Program committee should avoid asking people to speak primarily on the merit of their being hired as the new leader of their entity
- Improve classification highlights and recognitions of achievements
- Lack of social media visibility
- Policy on attendance
- Increase fellowship
- Sit at a different table once a month
- Too much emphasis on the speaker
- Too little member recognition
- Large membership, with not all members engaged

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Summary of Opportunities 2013-2020

Increased Service

- More involvement in international service projects
- Multi-year community service projects

Stronger Membership

- Strengthen membership to effect more change
- More cohesive, more connected membership
- Better connections among members
- Member engagement via fellowship and learning
- More reporting and recognition of members in each classification

Engagement of Younger Members

- Provide networking opportunities for younger members
- 5 p.m. meetings for younger members

Summary of Threats 2013-2020

Changing Patterns in Careers and Lifestyles

- Members and potential members' career and life patterns have changed dramatically in the past decade.
- Current membership is aging and we are not gaining enough young members to replace the eventual exodus
- Member retention and turnover is a concern
- The meeting times and attendance requirements and guidelines of the club
- Noon Monday meetings are not in sync with changes in business practices due to technology and the economy
- Job requirements of younger members do not fit our attendance policies
- Time commitments by members will continue to be problematic

Local Economic Conditions:

- Slowing economic growth in our region
- Lack of innovation in our local industries and services
- Great numbers of non-profits compete for donations in our region (too much competition for the same dollars)

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Summary from:

Community Conversations in 2011-2012

Potential Role(s) of Rotary in our community:

1. Commit to involvement in a long-term major issue
2. Utilize the brain power of members; serve as a think-tank
3. Extend membership to represent all who need to collaborate
(Top 50 corporations, labor leaders, government leaders)

Other Needed Strategic Initiatives

1. Support for Entrepreneurs and Start-Ups
2. Networking for jobs for young people
3. Networking for fellowship
4. Extend membership and structure for more engagement by more members
5. Promote connectivity

Detailed data gathered from:

Member Input Sessions in November 2012

Needs and Opportunities for Rotary Toledo

We need more volunteerism; people need to actually give time

1. Provide a means to measure the effectiveness and progress of projects being conducted by the Rotary Club of Toledo (should we have a committee assigned to this?)
2. Create a model school for challenged kids
3. Is the mission to raise money to put back into community projects or to become involved as volunteers?
4. Membership: our membership criteria is really foggy
5. Narrow the focus and engage in a sustainable initiative
6. Think BIG
7. Education.
8. Bring more talented speakers

Limitations of Rotary Toledo

Club Members' Commitment

1. Issues with engagement and participation of the larger body
2. Possible lack of willingness by members to embrace a new way or new approach to the mission of the Club
3. Without the "will" of most Club members, we won't gather the resources necessary for a large project
4. Lack of project leadership
5. Need more participation in the committees already established
6. Non-active members
7. Lack of a full-time planning committee
8. Not enough staff support to mount a larger effort

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Issues with engagement and participation of the larger body

1. Possible lack of willingness by members to embrace a new way or new approach to the mission of the Club
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Limited time

8. Members’ time commitment
9. Time commitment from a volunteer-based organization is problematic
10. Too much time needed to complete large projects by ourselves
11. Not enough time or resources by Rotary members
12. Commitment and time from Rotary members
13. Club membership that provides financial resources but less committed to personal involvement
14. Members have time limitations and find it easier to provide financial support than to commit their own time.
15. Rotary is an “extra-curricular” activity, not members’ primary profession and focus

Difficult to Build Consensus

1. How to keep focused for the long term: another issue could become more critical
2. Where to focus: there are so many needs looking for immediate relief
3. The club already has long-term commitments, and could become spread too thin
4. Need to stay focused on Rotary’s mission
5. The selected project may not sustain itself
6. Lack of continuity and follow-up with programs
7. Lack of full-time focus and potential lack of follow-through
8. Missing links in our membership: military representation, labor

Detailed data gathered from: Leadership Forum in November 2012

Current Strengths of Toledo Rotary:

History of member commitment

1. Members are leaders and experts in their professional fields
2. Good leadership succession system
3. Rotary has leaders, money, and a club mission to combine and give flower to any project
4. Strong leadership in all areas
5. Business leaders who should have a vested interest
6. Tremendous business leadership
7. Our club is one of the largest in the world, and has clout through member contacts
8. Prominence of members and the club
9. High profile members
10. We have the “ear” and respect of elected and appointed government officials

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11. We can leverage the Rotary brand

Limitations of Toledo Rotary Club:

We need younger members

1. We are too old
2. Older membership
3. Lack of young members
4. Identify younger groups to interface with. Make these "feeder" groups to attract younger members into joining Rotary
5. Attract younger members
6. Retain more members
7. Need to attract younger members
8. Identify younger groups to interface with. Make these "feeder" groups to attract younger members into joining Rotary

Not enough member participation

1. Lots of great ideas with sometimes no follow through
2. Large size of club makes it easier for people to sometimes fall through the cracks
3. Newer members feel disconnected from goals/initiatives/strategies
4. The same people do everything
5. Buy-in and participation once a decision is made
6. Lack of engagement
7. Member commitment
8. The challenge of sustaining long term interest
9. Lack of individual interest by club members
10. Lack of commitment by too many Rotarians to make it happen
11. Member engagement
12. Member commitment
13. Long range commitment to actualize a successful project
14. Changing leadership
15. Our annual leadership change
16. Our leadership is good for only 3 years

Time commitments

1. The club 's disposition is oriented toward service, but not always hands on
2. Not enough time to solve all world (or community) problemsNot enough consistent effort or time commitment
3. Limited time or money to complete the tasks and goals
4. Enough volunteers?
5. Time to dedicate to the process by members
6. Time commitment
7. Time: most members have a very busy schedule
8. Time commitment of volunteers
9. Not enough manpower
10. Our approach to service is not always hands-on
11. Everyone is very busy; we need to prioritize time
12. We take slow or no action
13. We are hands off when it comes to giving time

Leadership and Organizational Development

1. Leadership mentoring within the club

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2. Make every member an active volunteer
3. Establish ourselves as the community leader for volunteerism and community leadership
4. Determine our top 3 initiatives and restructure our committees to focus on these plans
5. More visibly promote civil service
6. Programs whereby Rotarians are always in the community

Other Internal Projects

1. Rotary summer internships
2. Psychological and social support for senior Rotarians
3. Promote social media through to the club to showcase activities from members
4. Partner with college organizations to add younger voices and attract young people to Rotary
5. Take care of our own with programs to visit, assist, help Rotarians who would appreciate visits, rides, etc.
6. Drive awareness of the agencies and groups we fund, promoting their causes
7. Involvement with marketing/selling the Toledo region to those outside the community
8. More public relations for Rotary
9. Get our name out
10. Have continuing conversations on our meeting topics

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Detailed data from Community Conversations, Member Input Sessions, Leadership Assembly, and Strategic Planning Committee Retreat

Detailed Input and Data Gathered for Strategic Initiative Two:

Select and support several major community transformation projects.

Summary from: Strategic Planning Retreat Discussion and Decision Making

Input to Options and Strategic Directions for Major Projects

Scope

We are unique because we are so large. A narrow focus would not engage everyone in the club. Therefore, we envision a cutting-edge, visible project every 3-5 years. Our forefathers in this Club tackled something unique. Is there something no one else is doing? How can we cut across boundaries (as It's A Ball did)? We know our members have an appetite for something large and impactful.

Specific Directions

We've identified hundreds of concepts and directions for multi-year projects. However, within our community there are hundreds of groups in place and focused already on many of these initiatives. What can we add or provide to assure transformational change within our community on one, some, or many of these initiatives? Do we take on one project, or can we somehow tackle them all?

Resource Allocation

We have the structure and processes and resources within our Club and its foundation to make an impact. What resources do we have that others don't? A grand project requires leverage and infrastructure. We would have to provide funding for infrastructure and administration of the project. If we sponsor something, we need sustained fundraising for it; we may need to consider a 5013C to partner with.

Education seems to be a common thread among our membership, yet there are so many already doing it. Does it make sense to adopt one school? Provide scholarships and follow the students through life...and engage them in Rotary in the process? Again, we need to be sure not to duplicate effort or take on a project that will not garner the support of agencies or groups already addressing these issues.

Project Selection Options

An initial discussion of how to select a project resulted in this possible procedure:

1. Provide guidelines for the development and recommendation of major initiatives
2. Have each committee develop and recommend projects for a major initiative
3. In the first year, select major project(s)

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4. Within the next year, hold an event honoring a Rotarian or bring in a premier speaker as a fundraiser
5. Rotate through the five service committees: select major events to fund specifically
6. Develop direction from the committees over time: then ladder the project funding (\$100,000 over 5 years, till we are at \$500,000 per year)

Summary from:

Community Conversations in 2011-2012

Rotary of Toledo's potential vision for our community:

1. Vibrant, growing, with global appeal, and a dynamic image
2. Learning from, patterning after, and acting like other top 100 dynamic cities
3. One Region: collaborating in governance, social services/non-profits, and media influence

Potential Role(s) of Rotary in our community:

1. Commit to involvement in a long-term major issue
2. Utilize the brain power of members; serve as a think-tank
3. Extend membership to represent all who need to collaborate--Top 50 corporations, labor leaders, government leaders

Issues Needing Effort and Solutions

1. Break down regional government silos
2. Improve quality of schools and education
3. Provide job opportunities, especially for young people
4. Consolidation of Service Organizations
5. Union/management relations
6. Promote cultural needs
7. Address Great Lakes needs

Detailed data gathered from:

Member Input Sessions in November 2012

Rotary of Toledo Capacities for Addressing Strategic Community Issues

1. We have an organizational structure in place
2. We know how to plan and implement the plan

When the club focuses on a project, it succeeds

1. The capacity to impact change
2. Doers
3. Passion
4. The collective will of 450 members
5. Desire to get things done, achieve results
6. A positive philosophy: service above self
7. Engaged members who want to make a difference
8. Capacity and willingness to act
9. The will to work for the greater good
10. The passion/desire to find ways to secure long term viability for a strong, successful Toledo and region

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Engage in more local/regional projects

1. Include collaboration with other community organization, and individual business participation
2. Continue to improve coordination with community leaders
3. Promote community involvement in education, business, charity, etc.
4. Create a Rotary Rating Report: a consensus of opinion by area Rotarians on key issues of importance for education and economics
5. Focus on initiatives that combine, money, volunteer service, and community visibility
6. Engage in multi-phased projects with community impact: i.e. multi-year projects that build on each phase
7. Keep a narrowed focus with efforts that create the greatest impact on the community. Create overwhelming awareness with a motto that “everyone benefits, so that everyone will want to help.
8. Support business involvement based on the business make-up of the club
9. Lend time and resources to programs benefitting the community in the most impactful ways

Limitations Of Rotary Of Toledo To Take On A Strategic Community Issue

Lack of ability to gain consensus across the membership

1. We will have to build strong partnerships with other agencies
2. Difficulties working with/through other organizations and their limitations (e.g. schools, unions)
3. Community partners may not accept the Club in their program
4. Our partners may not agree with us or our approach
5. Media relations controversy
6. Political blocks
7. Roadblocks from government
8. Rotary is neutral and may be seen as taking a political position
9. Rotary may be viewed as taking over the role of the Regional Growth Partnership and others
10. Club membership focused on business people: not enough representation of government, labor, etc.
11. What about other Rotary clubs in the community: do they get involved with us?
12. Need for political and private partnership (e.g. Grand Rapids, Michigan)
13. Turf wars

Detailed data gathered from: **Leadership Forum in November 2012**

Rotary of Toledo Capacities for Addressing Strategic Community Issues:

We have an existing structure to work within

1. Effective succession
2. Good programs
3. Great growth potential
4. Legal depth to protect and guide us as an organization from potential weaknesses
5. We can tackle anything because we either have the resources, or can get them.
6. We have “been there and done that”
7. The Club’s reputation to achieve difficult tasks
8. An attitude of commitment to better the community
9. Major businesses have a vested interest: they care

We can respond to community needs

1. Identify what our community needs: select based on the perceived need and realized benefit
2. Identify what is not community based or community specific
3. Is there an initiative that hits every existing service committee
4. Commit to a District 6600 project

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5. Identify our community issues, then connect with them

Limitations Of Rotary Of Toledo To Take On A Strategic Community Issue

Our impact is not broad enough

1. Getting non-Rotarian people and organizations involved in this decision (i.e. Chamber, Port Authority, etc.)
2. Willingness of partners to change
3. The theme may be outside the “scope” of Rotary
4. Lack of great community presence and awareness
5. Community response: willingness to let us play a major role
6. Egos
7. Community participation and commitment

The powers that be in the community might not want to cooperate

1. A challenge to gain cooperation from entities with vested interests on the issue to be addressed
2. Our vision must be universal and beyond “us”, such as the polio initiative
3. Issues with gaining consensus
4. If the project is too complex, it may fall apart
5. It will require a more organized effort
6. Focus on one issue leaves other needs unaddressed
7. Different political motivations
8. *We have differences of opinions, due to the large number of members in this chapter*
9. We have 6 or more “buckets” and no consensus
10. No clear plan as yet
11. Bureaucracy involved in reaching a decision, and a method for determining the decision
12. Even though we have improved our leadership succession plan, we still deal with a new President and Board and the related inconsistencies and changes in direction every year
13. It is sometimes difficult to get everyone thinking in the same direction
14. A large number of members to reach agreement
15. Activities focused outside Toledo
16. Large membership can mean lack of clear direction
17. Membership engagement and agreement
18. Presidential structure

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Detailed Input and Data Gathered for Strategic Initiative Three:

Support the growth and strategic initiatives of the Toledo Rotary Foundation, to enable increased sponsorship of community and international projects and agencies.

Summary from: Strategic Planning Retreat Discussion and Decision Making

Strategic Issues And Directions Discussion:

Role Of Foundation

- Respond to the Club's goals
- Raise money for the Club's desires
- Educate members on the tenets of Rotary
- Implicit to being Rotarian is service, and how to accomplish this
- Provide the tools to raise the money

Summary of Opportunities 2013-2020

Increased Grants and Giving

- Greatly increased assets in the foundation
- Leverage innovation and collaboration via our grant requirements
- Bequests to the foundation

Detailed data gathered from: Member Input Sessions in November 2012

Rotary of Toledo Capacities for Addressing Strategic Community Issues:

Financial Resources

1. Financial capacity for complete small projects and as part of large projects
2. Financial support
3. Financial resources
4. Money
5. Ability to raise funds
6. Money
7. Financial resources
8. Business leaders with money sources
9. Do fundraising for issues vs. putting volunteers in place for activities

Limitations of Rotary to Take on a Strategic Community Issue:

Financial Resources

1. Limited financial resources
2. Broad funding would be needed to support a large endeavor
3. Money

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Detailed data gathered from: Leadership Forum in November 2012

Limitations of Rotary to Take on a Strategic Community Issue:

Limited financial resources

1. Funds
2. Willingness to dedicate funding
3. Lack of funds
4. We cannot raise enough money
5. Issues with raising money
6. We are limited by our institutional memory

Financial development opportunities

1. Access to large amounts of funding
2. Ability to make financial commitments
3. Ability to raise funds to support community programs
4. Monetary support
5. Ability to access financial resources to make and impact needed changes
6. Extensive resources: financial
7. Financial resources
8. Ability to raise money needed for major projects
9. Ability to get money to fund projects
10. In-kind donations of "stuff" and capabilities

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Detailed Input and Data Gathered for Strategic Initiative Four:

Continue to enhance the Club's internal effectiveness while increasing the visibility and recognition of the Club's efforts and influence in Northwest Ohio.

Summary from: Strategic Planning Retreat Discussion and Decision Making

Strategic Issues And Directions Discussion:

Policies And Procedures

- With newly elected president, committees, and board everything is under review
- We have been doing things the same way for 10 years. We are in a transition and a re-thinking of all we do. If something is not working or not relevant, it should be stopped, deleted and/or revised
- May have to outsource certain functions
- Need written and organized formal things so they can step in if necessary documentation of whatever we change or set as policy and procedure moving forward
- As a back up, we need to make sure our assistant and accountant know how to do.

Rotary Communications

- More PR in the community and **amongst** members: Create an elevator speech for Rotarians to use regarding Who are We and What Do we Do
- Identify where current members are involved in other local boards and charities
- Confer with United Way, Stranahan, and Toledo Community Foundation: what the needs and data that support our involvement?
- Our committee structure needs to align/re-align with whatever our strategic goals end up focusing on
- Communications
- Timely communications
- Provide annual reports on our strategic initiatives to the Club at a meeting
- Have a special day or event to invite all Rotarians who have strayed

Succession And Leadership Development

- Committee chairs and vice chairs
- Foundation: Chair and Co-chair
- Formality: black and white, no grey
- More education
- Structure

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Summary of Opportunities 2013-2020

Recognition and Reach

- Higher levels of recognition within the community
- Leverage our position in the community
- Can Toledo Rotary be instrumental in getting groups to collaborate or partner?

Summary of Threats 2013-2020

Insufficient Procedures and Support

- Lack of procedures and internal organization
- Not enough staffing to address needs of the club over the next 10 years.

Summary from: Community Conversations in 2011-2012

Rotary of Toledo's potential vision for our community:

- ◆ Vibrant, growing, with global appeal, and a dynamic image
- ◆ Learning from, patterning after, and acting like other top 100 dynamic cities
- ◆ One Region: collaborating in governance, social services/non-profits, and media influence

Detailed data gathered from: Member Input Sessions in November 2012

Do we have enough effective leadership?

Rotary of Toledo Opportunities and Capacities

Help build our area's image

1. Help promote our area
2. Help with business development
3. Have a public invite several times a year:
"Rotary Presents"
4. Help market Toledo to other towns
5. Advance Toledo as a place to live, do business, and enjoy
6. Help brand Toledo as one region, via a handout
7. Continue to improve community visibility

Effect the current group think of our government to better serve the community

1. Change the structure and diversity of government
2. Help run our government
3. Promote a regional government

The diversity of backgrounds of our members (engineering, managers, etc.)

- The invaluable knowledge and dispositions of self-starting business people
- Experience and successful people

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- Diversity of opinions and backgrounds
- Extensive resources in knowledge base
- Education and business mentors
- People skills
- Organizational development skills
- Opportunity for one-on-one involvement of members in projects
- Power in numbers
- Strength of membership
- We have access to a large group of volunteers
- Volunteer pool

Community leaders as members with influence, connection, and commitment

- Rotary attracts the voice of area leadership
- Lots of leaders with lots of ideas
- Leaders
- Leadership
- Leaders in the community who have vision and can turn the vision into action
- Community leaders
- Top community leaders
- Community leadership
- Community leaders
- Business leaders from all types of businesses

Influencers

- Access to media
- Political clout
- Rotary of Toledo is well known and well respected in the greater Toledo area and beyond
- Potential to get politics out to work together for Toledo's best

Business leaders with power, connections, and vision to make needed changes

- Business leaders with ties to other cities, states, and countries
- Members with connections
- Members and their networks
- Broad relationships in various sectors
- We are business leaders with business connections
- We have education connections: Pre-K through higher education
- We have connections locally with other Rotary clubs, and internationally
- Extensive resources: connections, contacts

Detailed data gathered from: **Leadership Forum in November 2012**

Strengths and Capabilities of Toledo Rotary: Capacities for Influence

Our membership is diverse and a multitude of professional and employment levels

1. A variety of individuals with professional skills
2. Diversity of business representation

Facilitation and Documentation provided by Patricia O'Connell, Ph.D.
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3. Diverse community strengths in industry, government, and non-profit
4. Diverse capabilities
5. Active business women
6. We are fairly diverse
7. A variety of expertise and experiences
8. Many business leaders
9. Diversity of members
10. Diverse membership representing many industries
11. Members with a vast array of skills and abilities, contacts and resources
12. Various industry expertise

People with expertise

1. Business acumen
2. Business knowledge
3. Historical knowledge
4. Depth of experience
5. Knowledge and wisdom
6. Experienced experts
7. The Rotary staff
8. Vast array of experience
9. Experience
10. Knowledge
11. Consultants

We have a huge mind trust

1. Wisdom of the ages
2. We have a trove of talent within us.
3. We keep informed about community happenings through our meeting speakers and programs
4. Membership covers a lot of community so we have a lot of knowledge to draw upon and test any proposed program
5. We have members with knowledge of what works and what doesn't; thus we can bypass some of the immediate failures of new plans
6. A tremendous number of smart Rotarians who are able to solve problems
7. Rotary has nearly all the attributes needed to tackle nearly all strategic community issues.

Size of the club

1. Our sheer size is an advantage
2. Strength in numbers
3. Our large size: 400 talented members
4. Sheer numbers

Leadership: Influence, Connection, and Commitment

1. Many community leaders in our club
2. Strong cross section of leadership competencies
3. Our members are Toledo's top leaders.
4. Leadership qualities in Rotary
5. Leaders in the community
6. Strong leadership
7. Leaders
8. Effective leaders with the ability to get things done

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9. We have the captains of their respective occupations at the table
10. A recognized community of leaders with depth of knowledge and influence
11. Ability to be heard
12. People will listen because of the influence in the room
13. All the major players are involved
14. Wide variety of strong, influential business people as members
15. Wide reaching influence
16. We have connections
17. Networking capabilities
18. Outreach because we have so many Rotarians in our community
19. Access to everyone through our leadership
20. Community connections
21. Business alliances

Expanded Influence

1. Drive awareness of the agencies and groups we fund, promoting their causes
2. Involvement with marketing/selling the Toledo region to those outside the community
3. More public relations for Rotary
4. Get our name out
5. Have continuing conversations on our meeting topics
6. Can we expand our scope beyond Toledo?

Advise public policymakers without becoming political

1. Rotary ideals cut across politics and other rivalries
2. A series of a-political issue roundtables
3. Partner with governmental agencies

Partnering Needs

1. Partner with with school districts and colleges/universities to address education issues
2. Strengthen the region as a leader in education, coordinating community resources efficiently, and transportation
3. Not interfacing with local groups: need partnerships
4. We are not fully communicating or marketing Rotary programs
5. Just as we need to pool resources, we need to pool clubs: polio was not defeated by one club
6. We don't use our own connections for Rotary

Do we have enough expertise to be able to move forward with a large initiative?

1. Limited staff
2. Dissipation of our committee resources: international programs, Youth services, etc.
3. Small staff

Other Internal Project Opportunities

1. Rotary summer internships
2. Psychological and social support for senior Rotarians
3. Promote social media through to the club to showcase activities from members
4. Partner with college organizations to add younger voices and attract young people to Rotary
5. Take care of our own with programs to visit, assist, help Rotarians who would appreciate visits, rides, etc.

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Detailed Input and Data Gathered for Strategic Initiative Five:

Increase participation in Rotary International and District 6600 initiatives.
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Summary from: Strategic Planning Retreat Discussion and Decision Making

Strategic Issues And Directions Discussion:

Toledo Rotary And District Involvement

- Determine how to understand and respect one another
- Pick 4 area R1 Programs for district connection
- Group study, youth study, foundation, MESA
- How to reach out to other clubs as the big brother club

Summary of Opportunities 2013-2020

Recognition and Reach

- Higher levels of recognition within the community
- Leverage our position in the community
- Can Toledo Rotary be instrumental in getting groups to collaborate or partner?

Summary of Threats 2013-2020

Lack of Rotary International Support

- Changes in policies or direction favoring small clubs
- Favoring international projects vs. local community projects
- RI current values individual contributions to international projects above foundation gifts.
- Toledo Rotary's perception and reputation by our district clubs (we need more engagement)

Lack of Rotary Education and Knowledge

- For younger members, lack of knowledge, communication, and transparency in the inner workings of the club, and club leadership
- Members' lack of understanding about who we are and what we do (e.g. a Board Bulletin and Foundation Bulletin could provide a simple summary and communications about Board meetings proceedings).
- More Rotary International education is needed at our Club

Detailed data gathered from:

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Member Input Sessions in November 2012

Combine efforts with other Rotary Clubs

- ◆ Promote regionalism: the diversity in our membership's residences already makes us a regional club
- ◆ Combine efforts with other clubs to create greater impact

Detailed data gathered from: Leadership Forum in November 2012

Opportunities for Rotary of Toledo:

Forum to engage district clubs to encourage regional cooperation

1. Coordination of all area Rotary Clubs for a common goal/ address a single community issue
2. Partner with other Rotary groups in the region to address intergovernmental issues
3. Get Greater Toledo Rotary Clubs to work together on one big project
4. Establish a greater Toledo Rotary goal: work with other clubs on a particular initiative
5. Regional development through Partnering with regional rotary clubs: we have a pristine topographic profile we need to develop.

Cultural and International Projects

1. Increase arts and entertainment
2. Promote cultural needs
3. International service committee
4. International innovation
5. Expand the foreign exchange program
6. A program with an international organization
7. Diversity
8. An annual national water event, like airplanes in Oshkosh
9. Toledo as a tourist draw
10. Sponsor events in Toledo
11. Hold functions involving communities

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Appendix to Strategic Planning Report: Summary of Strategic Planning Process 2012-2013

1. January, 2012: Community Conversations
2. Strategic Planning Committee Commissioned: May, 2012
3. Strategic Planning Consultant Retained: September, 2012
4. October-November, 2012: Professionally Facilitated Structured Inquiry Sessions:
 - a. Non Leadership Members Oct. 29 and Nov. 5
 - b. Leadership Assembly November 1, 2012
5. December, 2012: Professionally Facilitated Strategic Planning Retreat
 - a. Participants: Strategic Planning Committee; Foundation Board President; Executive Committee Members
6. January, 2012: Strategic Planning Report Reviewed
7. February, 2012: Strategic Planning Master Report Compiled, Amended, and Approved by Strategic Planning Committee

Recommendation for Establishment of Strategic Planning Committee

1. **For the strategic planning committee to become a standing committee of the Club. The committee's purpose will be to serve as a resource for the development, continuation, and completion of the Club's strategic plans and strategic planning processes.**
2. **The committee will meet quarterly to monitor progress of the strategic plan**
3. **The committee will provide a quarterly report to the Board on implementation of the strategic plan.**
4. **The committee chair will be the Club's First Vice President. The committee vice-chair will be the Club's Second Vice President.**
5. **The committee membership will include representation from the Foundation officers and Club's Foundation Service committees.**

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Appendix to Strategic Planning Report:

Detailed Input Gathered to Identify Strategic Community Projects

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Summary from:

Community Conversations in 2011-2012

Issues Needing Effort and Solutions

1. Break down regional government silos
2. Improve quality of schools and education
3. Provide job opportunities, especially for young people
4. Consolidation of Service Organizations
5. Union/management relations
6. Promote cultural needs
7. Address Great Lakes needs

Detailed data gathered from:

Member Input Sessions in November 2012

Improve the quality of life in our community

1. Improving public health through exercise, nutrition, healthy living
2. Children's nutrition
3. Improve the health of the community: focus on obesity
4. A project that might improve quality of life for area residents
5. *Neighborhood crime/drug reduction efforts*
6. Assist the homeless with food
7. Eradicate hunger
8. Insure the children of the county have access to 3 meals a day
9. Reduce the number of people using food shelters
10. Support more variety of non-profits

Environment, Parks, and Downtown Development

1. Continue to focus on water and water pollution
2. Improve our water systems
3. Conservation in concert with Metroparks/new metropark
4. Connections with Metroparks and new Middle Ground Metropark
5. Park enhancement; create a narrative for Fallen Timbers Park, with Clint Mauk's history on a video
6. Enhance areas of downtown Toledo
7. Focus on projects in the inner city residential area, and all the possible aspects
8. Community development planning ideas

Arts

Develop a plan for a levy for the arts

Education initiatives to help improve the quality of education in our community

1. Education opportunities over and beyond the "basics" for Toledo-area students
2. Social and education programs: Choose specific programs
3. Youth education
4. Education projects
5. Increase literacy
6. *Assist children in poverty with their difficulties and academic success*
7. Focus on the most needy, at-risk children for education, parenting, and child abuse projects

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8. Focus on education with challenged youth, ages 5-8
9. Youth development, with emphasis on education and extended day

Partners in Education

1. Renew and improve our support for Partners in Education
2. High school graduation rate initiatives
3. Lead transformation of education for K-12
4. *Involvement with students in higher education*
5. Youth citizenship initiatives

Provide mentors

- Assist with improving education and vocational education to create the work force

Improve workforce development

- ◆ Jeep cannot identify 1100 young people capable of filling jobs requiring 6th grade skills
- ◆ Create visibility for available workforce development and educational opportunities and available careers
- ◆ Workforce development

Strategic Community Issues Most Aligned With Rotary Of Toledo's Interests And Strengths

Education and Development of Young People

1. Education/Youth Skills
2. Education
3. Youth Education Initiatives
4. Youth education because good schools are part of image building and branding
5. Educational opportunities
6. Education
7. Improve educational opportunities
8. Youth development and education
9. Education initiatives
10. Education
11. Education
12. Improve the quality of education

Youth focus

1. Education and youth development
2. Educational skills development and student development
3. Youth programs that create better citizens, leaders, and workers
4. Support YMCA/JCC, Boys and Girls Club, and Toledo Public Schools
5. Youth Programs in all areas of our metro area

Education focused on Conservation Issues through Math, Science

1. Expand Partners in Education project
2. Partners in Education is great but could be broadened and improved

More direct involvement with Toledo Public Schools

1. Work with TPS, Partners In Education, and other area schools to improve education
2. Can we bring our business perspective to helping shape/guide public education
3. Leadership in Educational Reform, from a business perspective
4. Recruit qualified candidates for the School Board
5. Address educational issues
6. Use member talents to improve education

Strengths of Toledo Rotary Club

1. Focus on economic development to help expand businesses throughout the community
2. Support local business
3. Help create more jobs

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4. Improve opportunities for new business owners and start ups
5. Encourage local manufacturing
6. Economic development projects
7. Help and mentorship for new businesses
8. Economic development
9. *Workforce development*
10. Initiatives to keep talent local
11. Membership for youth interested in business
12. Partner with young professionals' groups, such as EPIC or 20 Under 40 to develop a plan for a community service project
13. Build work force skills, preparing people for jobs

Environmental and health projects

1. Clean water initiatives abroad
2. Tackle health issues such as diabetes and obesity

Projects for disadvantaged individuals

1. Food for the poor
2. Help for handicapped individuals
3. Help organizations aiding people in poverty; help people lift out of the cycle of poverty

Focus on families, not just the kids: their parents too

- ◆ Assistance to Veterans

Crime reduction

- ◆ Increase compassion for the disabled

Increase community involvement both inside and outside Rotary Club

1. Encourage workers and local businesses to participate in efforts to improve quality of life (e.g. many rally for Susan B. Komen because it is a good cause)
2. Increase and promote volunteerism

Image building projects

1. Marketing and branding
2. Promote Toledo
3. Market the strengths of Northwest Ohio
4. Influence change in structure of government
5. Draw together as a club and voice concerns strongly to local and state government

Regional development: keep people here

1. Retain and develop business
2. Business and economic development
3. Economic development
4. Programs for entrepreneurs
5. A "Support Local" initiative

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Detailed data gathered from: Leadership Forum in November 2012

SUMMARY INPUT TO STRATEGIC PLAN: Options for Community Projects

(from leaders' sub-group discussions):

- ✦ Partnerships: government, Business, Schools, Nonprofit
- ✦ Reach out to the community to find needs
- ✦ Forum engaging regional Rotaries for cooperation

- ✦ Downtown Revitalization/Redevelopment

- ✦ Education Issues: Educate the community
- ✦ Create regional High School for specific manufacturing skills training
- ✦ Projects for educating kids: health, social skills, college or skills track

- ✦ Youth mentorship program
- ✦ Program using Rotarians to mentor young entrepreneurs
- ✦ Youth education and job opportunities: e.g. internships with Rotarians

- ✦ RI Polio program: transform to diabetes prevention as a model for other clubs

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Detailed data gathered from: Leadership Forum in November 2012

Select one theme such as wellness. Integrate it into our charitable and club efforts

1. Major disease prevention initiative like polio....e.g. diabetes mellitus prevention
2. Help develop healthy lifestyle opportunities
3. Promote and develop physical and mental/emotional wellness
4. Address medical needs for teen pregnancies
5. How to better network with existing wellness service providers
6. Partner with ProMedica and Mercy to reduce health risks (obesity, diabetes)
7. Partner with other non-profit organizations to drive community health and overall wellness initiatives
8. Possible causes and focus: diabetes, alzheimers, heart health
9. Address diabetes and obesity
10. Lower health care costs and duplication of health institution services

Prompt Toledo toward a lower crime rate

1. Gun control
2. Teen crime
3. Youth gangs work
4. Work to end racism in the community
5. Support public safety efforts (re: gang related problems)
6. Have a good effect on local gangs
7. Youth violence
8. Rehabilitation of prisoners in the Toledo area
9. Crime prevention

Prompt Toledo community to get more involved with "have-nots" such as the poor, homeless, and obese

1. Reduce violence
2. Assist the homeless
3. Help the homeless
4. Address poverty
5. Mental health
6. Health care for Seniors: nutrition, health issues, solitude
7. Social services for the elderly, with psychological support
8. Ability Center
9. Assistance for citizens addicted to drugs and alcohol: programs and housing
10. Homelessness
11. Safe neighborhoods
12. Break the cycle of poverty by involving Rotarians in leadership and mentoring
13. Adopt families
14. Feed the homeless
15. Humanitarian outreach center

Parks

- Bike paths through the city: connect the University Trail to downtown

Downtown development

1. Outdoor concert area
2. River taxi to casino
3. Downtown revitalization
4. Assist in the integration of the riverfront on both sides of the Maumee
5. Downtown revitalization
6. Clean up the lower section of town
7. Bus route or train to link attractions

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8. Pedestrian attractions downtown
9. Urban development: residential and business
10. More projects to promote the development of downtown Toledo
11. Create a public gathering place along the riverfront with activities
12. Better public transit
13. More water activities
14. Downtown development

Education and educational support

1. Teaching children
2. Help raise the bar on childhood education
3. All education-minded members actively working with schools to improve outcomes both elementary and high school
4. Public school education initiatives
5. Education and public school systems
6. Dedicate energy to enhance public education K-12
7. Education, Schools
8. Partner with United Way to increase grad rates in Toledo
9. Get more involved in the educational process for underprivileged youth
10. Early childhood literacy
11. Partner with some organization to keep youths safe after hours
12. Creating and expanding after school programs for youth
13. After school programs
14. Schools as community hubs
15. Improve education and parenting responsibility
16. Partners in Education
17. Longstanding commitment to the Partners in Education organization

Pre-school education in reading and social skills

1. Early childhood education
2. Raise math/science/technology education levels
3. Partner with public K-12 education system to improve school standards, outreach, and goals
4. Take on an issue and create a solution (e.g. Glendale Fieldbach)
5. Push for better school performance; do audits

Lead TPS to significant change

1. Be a driving force in improving education in the city of Toledo: a think tank that cooperates with TPS
2. Affiliate more deeply with TPS; provide mentoring, reading assistance, tutoring
3. Assist with education: enhancement and leadership
4. Focus education institutions to educate for job opportunities, at both high school and college levels
5. Annual leadership awards programs for business, education, and elected officials
6. Scholarship program
7. Education of young adults, especially minorities

Other educational projects

1. Focus on financial and political education for high school students
2. Bring some degree of coordination to the disparate student mentoring activities
3. A formal youth mentoring program
4. Assist education via youth connections
5. Mentor underprivileged school children
6. Personnel support to schools (tutors, mentors)
7. Empower and train young people and students to be leaders
8. Promote music education for all
9. Job creation: identify needed skills and direct education toward those jobs

Strengths and Capabilities of Toledo Rotary:

Economic and business development

1. Start a "buy local" campaign, with commitment from Rotarians to fulfill

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2. Support job creation and growth
3. Find a big industry that Toledo's location can benefit
4. Job opportunities
5. Become an economic "driver"
6. Assist entrepreneurial start-ups, similar to SCORE
7. Economic growth and employment opportunities
8. Utilize brainpower of the club to create opportunities for employment
9. Partner on a large scale with business and education to create jobs
10. Small business mentoring and growth initiatives
11. Small business access to capital
12. Long term Toledo business development grant to encourage Toledo business development
13. A Networking Center and hub for young business people
14. Help 18-29 year-olds identify skills needed for jobs
15. Help 18-29 year-olds work as interns and help employ them
16. Help 18-29 year olds with interviewing skills
17. Provide job opportunities to younger professionals by our member companies
18. How can we support career path opportunities in the community: seems like a good fit with all our business relationships
19. Work with leaders who are Rotarians to keep out educated college kids local: Reverse the "brain drain"
20. Job skills training and coaching

Community image building

1. Cohesive marketing strategy
2. Cohesive marketing
3. Fully embrace a Toledo re-branding initiative to maximize community attractiveness and attraction
4. Involvement with marketing/selling the Toledo region to those outside the community

Coalition Building

1. Rotary needs to work with other organizations
2. Rotary beliefs need to be more visible than Toledo businesses.
3. Hold forums for discussion of community problems
4. Work on a regional project to benefit the community at large

Creating the place where coalitions are made

1. Economic development collaboration
2. A think tank concept to utilize the intelligence and talent of members
3. Develop strategic partnerships; don't re-invent the wheel
4. Establish and maintain a "breeder reactor" of creativity whose goal is to continuously improve the Northwest Ohio community
5. Annual meeting with attendees from each group/segment of the community
6. Members' networking
7. Help form relationships instead of rivalries

8. Improve labor/management relations
9. Interface with local health systems and MCO
10. Hold seminars with top execs

11. Address structure of regional government
12. Consult or advise local government entities about coordination and efficiency
13. Promote regional political cooperation
14. Hold a regional summit on intergovernmental initiatives with follow-up activities
15. Hold an economic summit across government areas and follow up on actions
16. Ohio Society of CPA's did a study of state agencies, coming up with a list for good governance

17. Combining the agencies in Toledo that promote bringing new business to Toledo
18. A "Grow Toledo" collaboration with focus on area benefits and incentives

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Partner with other area clubs on our project

1. Team with other area Rotary clubs for a Northwest Ohio community impact
2. Partnerships with other organizations
3. Advance regional growth by RGP in discussions with possible new business prospects interested in the area
4. "Future of Toledo" activities

Establish a collaboration effort with local charities to reduce redundancies

1. Eliminate duplication of use of community resources in terms of all the organizations, charitable and others Foster a program to assist charities provide better results by eliminating duplication
2. Coordinate redundant community services
3. Assist coordination of social services to assure efficiency and effectiveness

Strategic Community Issues Most Aligned With Rotary Of Toledo's Interests And Strengths

Education programs

1. Support/assist with K-12 Education
2. K-12 Education
3. Education and literacy
4. Partner with Read for Literacy
5. Youth education
6. Promote education
7. Early childhood education
8. Youth education
9. Identify the variety of projects available to develop education with children, improve healthy behavior, and social skills
10. Youth mentoring
11. School age youth mentorship
12. Family and self responsibility
13. Pick a program in education with social implications
14. Educational support programs linking K-12
15. We have members already committed and involved with education. We need to avoid dummifying down as a future for education
16. Education
17. Partners in Education
18. Mentoring poor children
19. Children's programs
20. Mentorship program
21. Scholarship program for underprivileged
22. Give more grants on education
23. Affect change in the K-12 Education crisis; provide specifics
24. Collaborate to increase graduation rates,
25. Schools as hubs (TPS)
26. Vocational program and vocational mentoring
27. Create a regional high school that specializes in training the skills for today's manufacturing
28. Coordinate/assist with vocational and job training
29. Free online college for Toledo youth

Environmental and health projects

1. Develop an education program to address nutrition, health, & wellness initiatives
2. A major disease prevention program like diabetes
3. Select a theme like wellness, and integrate it into both our charitable and club efforts
4. Promote and develop physical and mental/emotional wellness
5. Establish a long term wellness goal/objective

Projects for disadvantaged individuals

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1. Help for underprivileged youth
2. Helping people who can't help themselves
3. Toledo's poverty
4. Work with police, judges, education for underprivileged children
5. Resources and grants for programs to assist drug and alcohol abuse
6. Helping underprivileged children see a believable life path
7. The Ability Center
8. Provide a major program of community assistance to address social and economic problems
9. Projects that help people help themselves: Habitat, other sustainable projects
10. Homeless issues
11. Support for families

Rotarians are smart and educated: they can serve as mentors

1. Rotary is a group of compassionate problem solvers
2. Make Rotary a think-tank
3. Our club can create models that other clubs can use
4. Most members are compassionate problem solvers
5. Partner with businesses, schools, and non-profits
6. Community partnerships
7. Engage members through outreach efforts
8. Community development
9. Market and publicize regional assets

Review Toledo charities and combine when services are duplicated

1. Get info from UWGT, TCF, and SF to know what is already going on
2. Identify the most effective non-profits
3. Review United Way's data on community needs
4. Coordinate redundant community services
5. Promote our benefitting agencies

Advise public policymakers without becoming political

1. Rotary ideals cut across politics and other rivalries
2. A series of a-political issue roundtables
3. Partner with governmental agencies

Partner with school districts and colleges/universities to address education issues

- ❖ Strengthen the region as a leader in education, coordinating community resources efficiently, and transportation

Reverse the brain drain

1. Mentoring
2. Workforce development training
3. Promote community and regional growth
4. Development grant for Toledo business to create job
5. Create green jobs by investing technology in our neighborhoods (solar/wind)
6. Business and employment: we have much expertise from our business members to work on these
7. Business development and support with career paths and internship programs
8. Assist with the alleged brain drain
9. Mentor young entrepreneurs
10. We need to gain the involvement and brainpower of younger members of our community
11. Program to attract business to start and move local