Vision

• We will be a Premier Service Club in the Ottawa area recognized for our leadership in the interests of children and youth.
• We will be known as a diverse group of people who are professional, leaders and champions in all ways.
• We will be active with initiatives that address community needs.
• Our Club will be engaging, exciting, rewarding and enjoyable for all its members.

Mission

• A leading Ottawa-based Service Club that addresses the needs of the community to improve the quality of life.

Guiding Principles (Objects of Kiwanis International)

• To give primacy to the human and spiritual rather than to the material values of life.
• To encourage the daily living of the Golden Rule in all human relationships.
• To promote the adoption and the application of higher social, business, and professional standards.
• To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.
• To provide, through Kiwanis Clubs, a practical means to form enduring friendships, to render altruistic service, and to build better communities.
• To co-operate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism and good will.

Issues/Trends for Operations

• A decreasing pool of volunteers and volunteer hours available, so volunteer retention becomes very important.
• Decreasing numbers of active members and high turnover of new members.
• Pre-paid luncheons resulting in senior and leave of absences.
• Overworked office staff.
• Board spends too much time on administrivia.
• Staff time allocated to Club functions not covered by dues.
• Lack of public and internal knowledge of the Club's good work.
• The election nomination process has been called hidden.

Issues/Trends for Community Service

• Service often done individually.
• Service projects are not well known within the Club, or by the public.
• High school students required to put in 40 hours of service.

Issues/Trends in Fund Raising

• More competition from other groups, especially at the high end.
• Most of the money raised by Kiwanis is given to outside organizations.
• Inability to establish consistent fund raisers.
• High success rate at raising money from government, NGOs, etc. by 'Never Shake a Baby' and 'Precious Minds'.

Philosophies for Operations

• Membership should have many rewards.
• Club specific admin costs are covered by membership dues, while fund raising admin costs are covered by fund raisers.

Philosophies for Community Service

• High impact to effort ratio for on-going projects.
• Interlink Kiwanians' areas of interest for better overall results (i.e. Sponsored Youth and Seniors).

Philosophies for Fund Raising

• High return to effort ratio.
• Fund raising is a systematic, multi year activity.
• Most funds raised should be directed to Kiwanis internal community service projects.
• When funding external projects, make them specific and brandable.
• Strategic alignment of potential funders with identified community needs.

Strategic Directions for Operations

• An active, representative diverse membership.
• Active support and integration of new members.
• An active branding of Kiwanis and its good works.
• Family participation.

Strategic Directions for Community Service

• Develop a formal consultation process with external partners in the areas of focus for the Club.
• Emphasize projects that have a start and an end.
• Member involvement in community service activities as a group to encourage fellowship.
• The high impact projects are designed to be adopted by other Kiwanis Clubs.

Strategic Directions for Fund Raising

• Develop an integrated approach to fund raising with one committee responsible for coordination of all fund raising activities.
• Seek funding from government, foundations, direct sponsors for specific internal Kiwanis branded community projects.
• Systematically contact donors with a multi-year, multi-event approach.

Strategic Goals for Operations

• A positive, active membership that will increase by 10% annually for five years.
• By 2008, 25% of new members will be visible minorities.
• By 2008, 40% of new members will be female.

Strategic Goals for Community Service

• 3 on-going high impact community service projects every year to support the interests of children and youth.
• All active members contribute 24hrs or more in Kiwanis' community service annually in 2004.
• By 2008, to increase the volunteer hours offered by the K family provided by external partners to 10% of the total hours.

Strategic Goals for Fund Raising

• By 2008, to increase corporate sponsorship to $250k annually (a 100% increase from 2003).
• By 2008, to increase revenues from foundations, government and NGOs to a total of $500k.
• By 2005, total admin costs will be less than 10% of fund raising revenue.
## Overall Tactics
- Re-organize the Club into three streams (Operations, Fund Raising, Community Service) with a Council established for each stream.
- The Councils would be made up of a VP or President Elect (as chair), Board members, committee chairs and members at large.
- The Board and each Council would meet once per month.

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<tr>
<th>Tactics for Operations</th>
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<th>Tactics for Fund Raising</th>
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<tr>
<td>Create an Operations Council to co-ordinate actions for the operations committees.</td>
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<td>Create a Fund Raising Council to co-ordinate the actions for the fund raising committees.</td>
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<td>The Council and committees should develop a formal consultation process with the community to identify and qualify community needs.</td>
<td>Create a Sponsorship Development Committee which will be responsible for approaching Governments, private sector donors and foundations with long term, integrated plans.</td>
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<td>Create a “40 hour” subcommittee to focus on the need of high school students for community service.</td>
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Possible Tactics for Committees

Admin/Office
- Circulation of minutes of the Board to all members of the Club. All minutes posted for all to access.

InterClub, Sports, Social
- Membership
  - Create a membership requirement (attend 12 different committee meetings, 1 Board meeting, 2 fund raising events, 2 community service events, 1 InterClub, 1/2 day in the office), luncheon signatures/field/membership year from 50 different members [including all the Board], to ensure a breadth of understanding.
  - Create a mentoring process for new members.
  - Create a category for associate members who are from partner organizations, do not charge dues. Recruit new members from this area. Provide them with a plaque for their office.
  - Require each member to serve on two committees, and at least one Fund Raising or Community Service committee.

Music and Entertainment
- roll into programme as a subcommittee?

Programme
- Cut the committee in half or the number of members.

Public Relations
- An improved annual report that could be provided to potential members, the public, speakers, etc.
- Develop a higher profile for community service projects
- Update the roster and web site to acknowledge sponsors and partners.
- Attendance at the Council meetings for Fund Raising and Community Service.

Strategic Planning
- An annual evaluation report to the Board and Club in the form of a full meeting.
- Attendance at the Council meetings for Fund Raising and Community Service.

Ways and Means
- An updated set of criteria for project evaluation.
- Attendance at the Council meetings for Fund Raising and Community Service.