

I-PLAN



Long Range & Strategic Planning Committee
Eastern Canada & The Caribbean District

The Need for Change

- ▶ The next 100 years will be very different than the last 100 years for Kiwanis;
- ▶ Organized service clubs, religions, . . . are showing signs of decline;
- ▶ Significant cultural, economic and social changes;
- ▶ In the absence of doing something different, the organization and our legacy will fade into history
- ▶the needs of our Children are increasing!

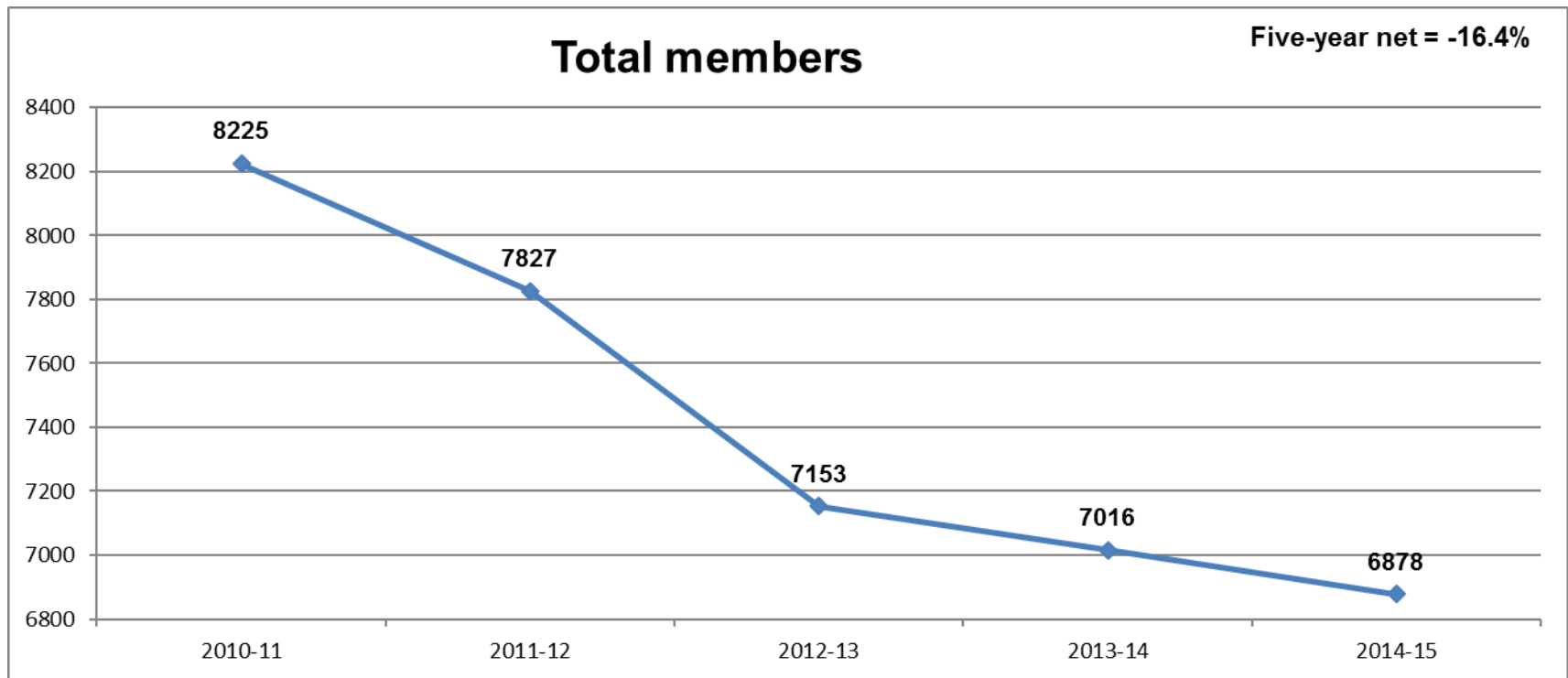


.....Will you accept and Die

The Kiwanis Club of Your-Town passed away quietly on April 1st, 2016 after a long battle with apathy. Chartered May 8th, 1957, the Kiwanis Club is survived by a Key Club, two CKI clubs and an Aktion Club. In its early years the Kiwanis Club worked tirelessly to make Your-Town a stronger community and family and friends will fondly remember the fun and fellowship. The club contracted contentment and inaction eventually leading to its death. Remembrance services will be held . . .



EC&C Trends



..... if we do nothing

Five Years from Now

- ▶ Fewer clubs
- ▶ Fewer Members
- ▶ Fewer SLPs
- ▶ Less \$\$
- ▶ Less Service
- ▶ Less visibility (external)
- ▶ Weaker communities

Ten Years from Now

- ▶ Exponential decline
- ▶ Really burnt-out members
- ▶ Less resources for youth in our community
- ▶ Really BAD – out of existence



Why Plan

- ▶ If you fail to plan,
you plan to fail

~Benjamin Franklin

- ▶ If you don't know
where you are
going, any road
will get you there

~ Lewis Carroll

- ▶ As for the future,
your task is not to
foresee it, but to
enable it."

~ Antoine de Saint

Exupery



Why Plan

- ▶ Helps set direction and priorities for our next 100 years
- ▶ Gets us all on the same page with one set of priorities for the entire organization
- ▶ Gives us a blueprint for Kiwanis action
- ▶ Helps create more successful communication and teamwork across our entire organization
- ▶ Helps us be more flexible and resilient in a fast-changing world
- ▶ Helps build a culture of planning/looking ahead/thinking strategically instead of reacting with operational and check-off type of culture



Kiwanis International

- ▶ **Motto:** Serving the Children of the World
- ▶ **Defining Statement:** Kiwanis is a global organization of volunteers dedicated to improving the world one child and one community at a time.
- ▶ **Vision:** Kiwanis will be a positive influence in communities worldwide...*So that one day all children will wake up in communities that believe in them, nurture them and provide the support they need to thrive.*
- ▶ **Vivid Description:**
 - Our **global network** includes a *dynamic family of clubs, individuals supporters, alumni donors, , NGO partners and corporate sponsors.*
 - Every **community** around the world has an opportunity to participate in or benefit from a Kiwanis experience.
 - Based upon a **legacy of service**, this **global network** is dedicated to **building community** and *improving lives* by providing opportunities for *service, fellowship, leadership, and philanthropy* according to *local needs, cultures, and member interests.*



What is the I-Plan

A Strategic Plan designed to ensure Kiwanis flourishes long into the future.

- ▶ A 5 Year Plan
- ▶ Designed for each district and club to use as a guide to create their own plans and choose their own paths toward accomplishing our common Kiwanis goals. The plan focuses on four goal areas (or priorities) that will help clubs, districts and our overall organization thrive for years to come as a positive force for good in the world.
- ▶ Success is measured by continued growth and sustainability of Kiwanis as an organization







Four Important concepts

- **Kiwanis network of service**
- **Kiwanis community**
- **Signature project**
- **SLP as partners in service**



Four Priority Areas

-  **Inspiration**-Membership & Engagement
-  **Impact**-Meaningful Service
-  **Image**-Our Kiwanis Image
-  **Investment**- Financial Viability



Goals

▶ Inspiration

- Goal: To build, retain and support a growing Kiwanis membership network

▶ Impact

- Goal: To perform meaningful service, with service to children as our priority

▶ Inspiration

- Goal: To enhance the Kiwanis image worldwide

▶ Investment

- Goal: To ensure financial viability and responsible stewardship



SWOT

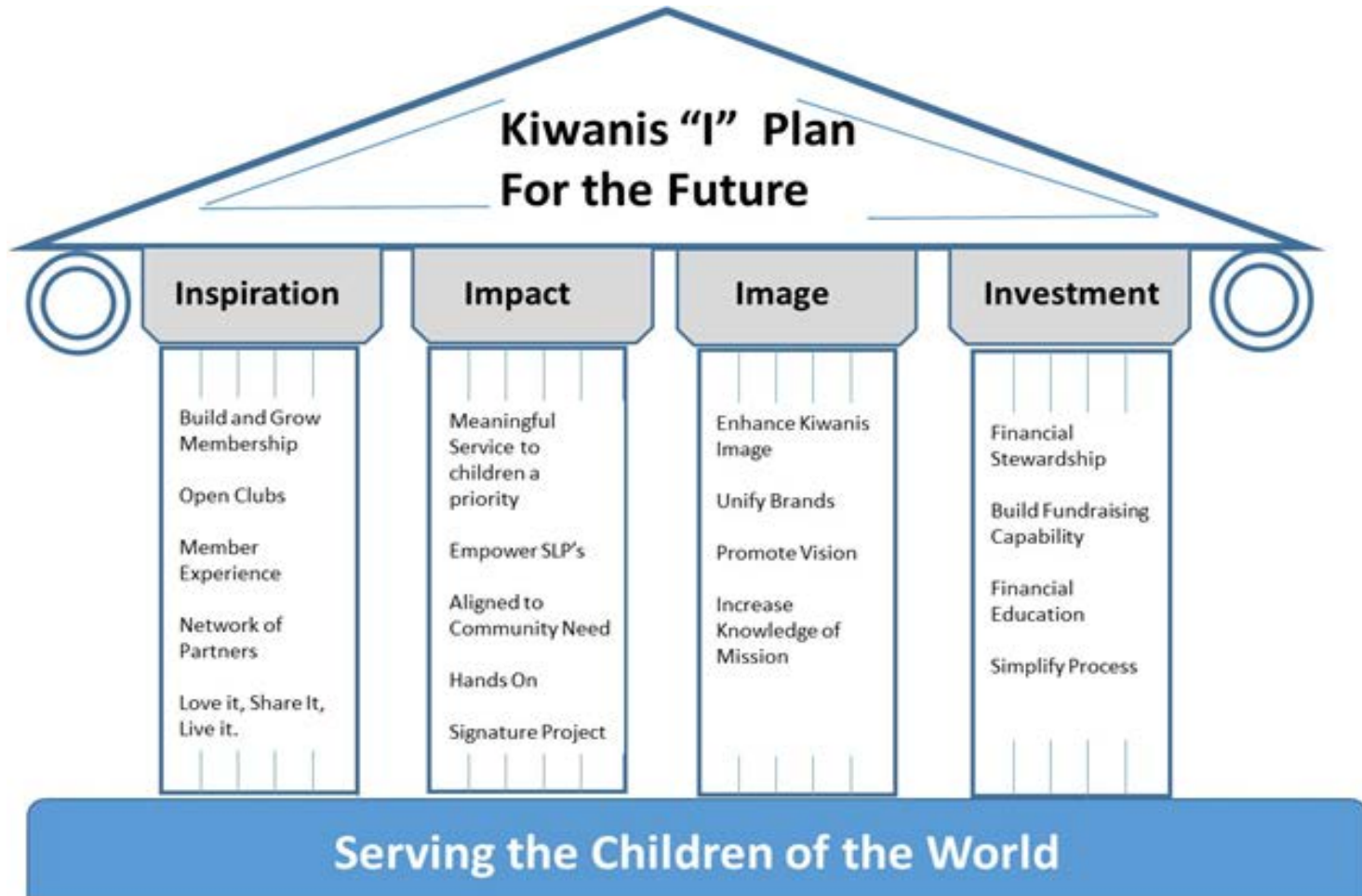
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • District Board Model (structure) - based on Governance with less than 1/3 turnover • Financial Stability and Governance (@ District level) • SLP focus Caribbean • Cultural Diversity • Foundations (Kiwanis Foundation of Canada, KFJ) • Dynamic LG's 	<ul style="list-style-type: none"> ✓ Club Strengthening and Membership Growth across ECC (special focus in Canada) ✓ Transitioning of SLP's to Kiwanis ✓ Image and Branding (promoting the positive Goodwill) ✓ eClubs and Young Professionals ✓ Building Fiscal governance and capabilities at Division and Club level ✓ Diversify Finances by growing non-revenue income
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Lack of Succession Planning • Interactions and communications between the District Board and the Divisions • CLE and General Leadership Training • Some weak LG's (focus on experience and training) • Aged base Clubs • Distance (esp. cost of travel) • Necessity to manage dual language requirements • Attracting Youth 	<ul style="list-style-type: none"> ➤ Increasing cost (devaluation) ➤ Retention ➤ Diversity – particularly distance ➤ Social infrastructure in Canada ➤ How SLP's are supported (financial, presence, etc...)





Inspiration

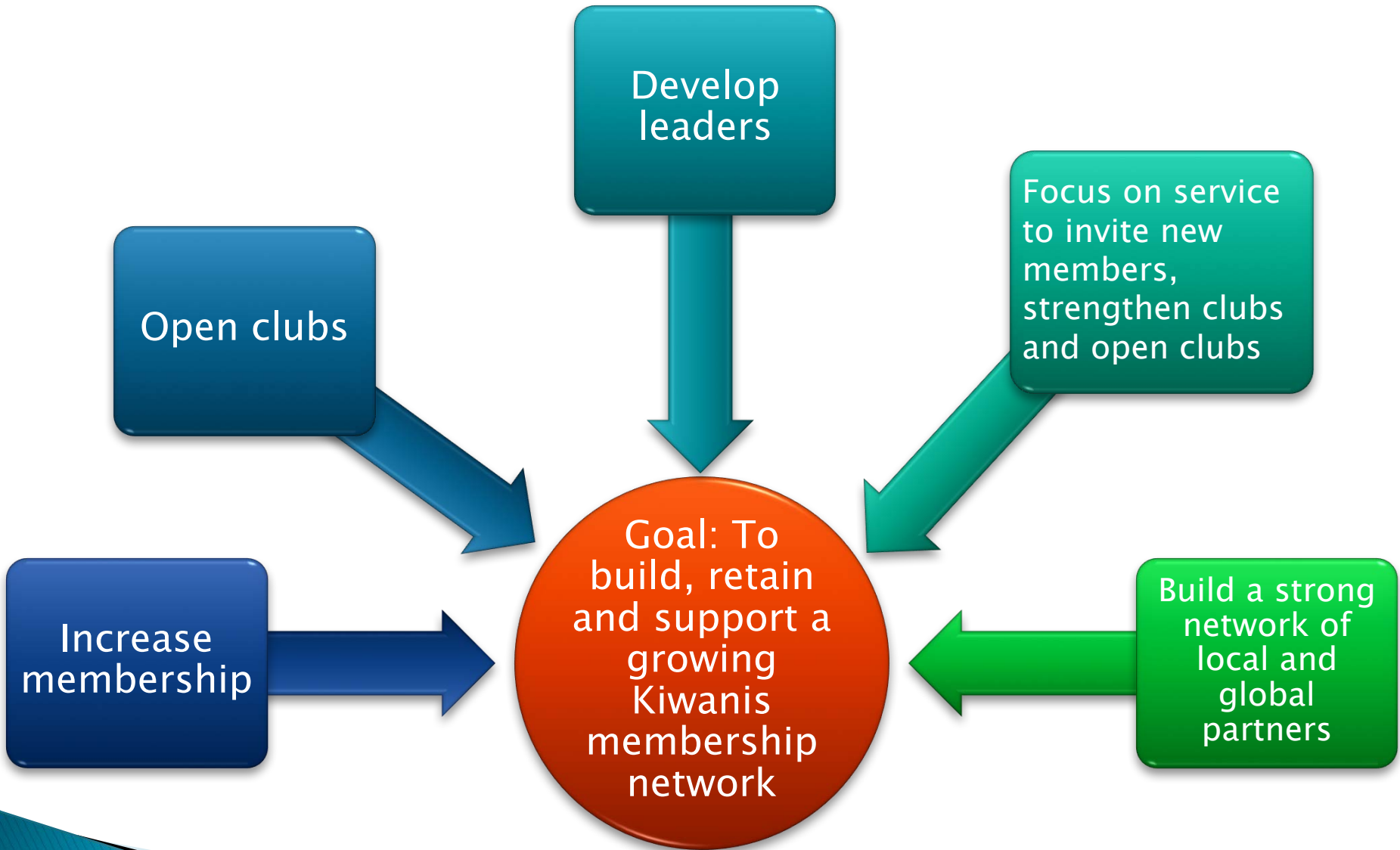
Inspiration



Inspiration



Inspiration: Goal and strategies



Inspiration

Goal – Membership and Engagement

- ▶ To build, retain and support a growing Kiwanis membership network

Kiwanis engages and inspires ... to make the world a better place for children to thrive. Belonging to Kiwanis means being part of a massive force for positive change.

Strategies

- ▶ Increase membership
- ▶ Open clubs
- ▶ Develop leaders
- ▶ Recruit with a service focus
- ▶ Increase value of member experience
- ▶ Build a strong network of partners



.. Inspiration

Area	Strategy	Tactics	Objectives / Goals
Impact			SMART
Inspiration			- specific
			- measurable
Image			- attainable
			- realistic
Investment			- time defined

Strategy	Sub Strategy	Objectives / Goals	Tactic
Inspiration			
Increase Membership	Improve District Capability and Skills	<ul style="list-style-type: none"> Assign add'l RVC's and ensure duties and responsibilities (RVC, LG, CC) are well known % Formula team complement fully staffed by Oct 2016 100% of Clubs have membership chair Increase Membership by 5% net by Oct 1 2017 and ongoing... 	<ul style="list-style-type: none"> Implement more effective Formula Team Structure Ensure Formula team identified Ensure each club has a membership chairperson, Provide clear expectations and training for Club Counselors Communicate availability of online training
	Improve member retention	<ul style="list-style-type: none"> Reduce membership loss by 20% Improve capability of Club Counselors to ensure more effective Club engagements 	<ul style="list-style-type: none"> Identify and focus on activities to drive membership retention Conduct Club Counselor Training Sessions (Caribbean North, Atlantic Canada) Assign Counselor/Mentor to each club



. . Inspiration

Strategy	Sub Strategy	Objectives / Goals	Tactic
	Improve member retention (con't)	<p>Increase % clubs with net +1 from xx% (#) to xx% (#)</p> <p>Improved member satisfaction survey scores</p>	<ul style="list-style-type: none"> Identify clubs that are stagnating (even if above charter strength) Celebrate success
	Bring clubs to charter strength	Reduce % of clubs under charter strength from 20 % to 10% by Oct 2017	<ul style="list-style-type: none"> Identify clubs under charter strength Lt Gov. / Club counsellor to approach <i>Promote use of Club Satellites</i>
Open Clubs	Focus on new Club Opening opportunities	<p>Open one club in each Region by Sept 30, 2017 (10)</p> <p>Identify 15 communities to target "new club" building</p>	<ul style="list-style-type: none"> Ensure each Division has Formula openers / counsellors – to hit complement Conduct new Club Opening Drive



. . Inspiration

Strategy	Sub Strategy	Objectives / Goals	Tactic
Inspiration			
Recruit with Service Focus			<ul style="list-style-type: none"> Promote transition Key Club > CKI > and ensure “connections” Recruit “project specific” service volunteers and turn into club members
Increase value of membership experience	Align Recognition with I-Plan drivers Communicate Service and Achievements	Align District recognition with I-Plan pillars Survey of membership . . .	<ul style="list-style-type: none"> Governor’s Goals, LG Award criteria and Distinguished Club criteria to align with EC&C I-Plan Objectives Share “Project moments and Kiwanis stories” moments more broadly (ASK WHY) Understand why members leave . . . Track new member orientations Reduce formality / bureaucracy of meetings/ family atmosphere Profile and promote members / club achievement
Build strong network of partners		% of members who participate in projects % of projects that involve partners	<ul style="list-style-type: none"> Division to promote partnerships with local JayCees, United Way, Boys & Girls Clubs, youth groups

.. Inspiration

Area	Sub Strategy	Objectives / Goals	Tactic
Inspiration			
Develop Leaders	Formalize District Planning Cycle	<ul style="list-style-type: none"> • One Divisional council meeting per year • One Leadership Development workshop / year per Division • Ensure all “club openers / counsellors complete training by Oct 2016 • All Divisions have identified Trainer by May 2017 	<ul style="list-style-type: none"> • Re/establish Divisional council (growth, education, communication – team approach) • Deliver Divisional Leadership Development workshops • All District Leaders / Chairs to participate / input to EC&C plan • Ensure Club Prez, & Lt. Gov. complete training • Provide a combination of on-line and instructor lead training
	Develop District Succession Plan	<ul style="list-style-type: none"> • Increase from xx to yy by Oct 2017 	<ul style="list-style-type: none"> • Increase # of members participating in EC&C and KI Conventions • Lt Gov. to identify potential candidate succession by Q2 of Admin year



Building Clubs

Resist / Restrain

- ▶ Competition for peoples time
- ▶ Culture – reluctance to invite other groups / minorities
- ▶ Old boys – reluctance to change
- ▶ Club centric thinking vs broader “Kiwanis” thinking
- ▶ Not a sales culture – training for the “ask”
- ▶ Brand confusion – what do we do, vs other service clubs
- ▶ Fees – cost
- ▶ Getting local club leader training

Promote / Support

- ▶ Use one : one approach vs. tag team
- ▶ Conversation with other service clubs for joint projects
- ▶ \$\$ Concern – use subsidies for 1st year
- ▶ Sell the why / value / impact
- ▶ Expectations – meetings vs service (3,2,1)
- ▶ Give choices of “projects” to touch individual “heart” – motivates.
- ▶ Flexible District / Divisional training
- ▶ Make valuable – return on investment, worthwhile



Developing Division Succession

Resist / Restrain



- ▶ *Not being approachable*
- ▶ *Lackluster Lt. G.*
- ▶ *Lack of Lt. G visibility*
- ▶ *Declining interest, Lack of time*
- ▶ *Lack of information about job / role*
- ▶ *Interest in Service, not “politics” or administration*
- ▶ *Lack of Training*
- ▶ *Bad “examples” or history*



Promote / Support

- ▶ *Becoming accepting – treating all as future leader*
- ▶ *Reasonable succession – best before date.*
- ▶ *More visibility of Lt. Gov. Hold Div Counsel meetings*
- ▶ *Clear expectations of role of Lt. Gov.*
- ▶ *Promote change (of the guard)*
- ▶ *Plan education of “successor”*
- ▶ *Personal accountability*
- ▶ *Build “team” and sharing of responsibility*
- ▶ *Open attitude to help club, support projects work*

Inspiration

Build, retain and support a growing Kiwanis membership network
 – *Increase Membership through training, education and structure*

Strategies		Metrics
Continue to lead with the Formula		Formula remains the standard bearer for Club and membership growth
Grow membership through recruiting new, impactful members who are engaged in service		Increase membership by 1,000 new members and decrease deletes, through retention, by 20%
Purge membership lists by July 31		31-Jul-17
Increase membership by Identifying % increases and targets assigned to Clubs – LG and Formula team to agree growth objective per Club		Set Club targets with LG's and Club Counselors by August 31, 2016
Revamp CLE training for Club Officers with focus on growth		1-May-16
Develop leadership teams focused on implementation of the I-Plan		Ensure the Formula team is able to iterate why <i>the I-Plan is important to ensuring strong and rounded Clubs</i>

**Incorporates the
Membership Growth
and Education Pillars
of EC&C**





Impact

Impact



Impact: Goal and strategies



Impact

Goal – Meaningful Service

- ▶ To perform meaningful service, with service to children as our priority

Kiwanis is best expressed through meaningful service. When we work with other organizations to address important needs for children, we change lives, build stronger communities and even improve our own lives.

Strategies

- ▶ Empower and support growth in Service Leadership
- ▶ Align relevant service with community needs
- ▶ Encourage development of a signature project in each club
- ▶ Encourage Hands on service projects



Signature Projects

- ▶ **Recurring** —at a minimum, the project should take place annually
- ▶ **Brand-enhancing** —the project should be designed to elevate the brand identity of Kiwanis in the local community with opportunities for public relations activities such as Kiwanis naming rights, media inclusion, etc.
- ▶ **Results in high impact** —the project should have a demonstrable positive impact on the community; this impact should be measurable in monies raised, children served, flags hung, playgrounds built, etc.
- ▶ **Membership focused** —the project should support opportunities to strengthen membership and develop new partnerships.



Club Sponsoring SLP's

Resist / Restrain



- ▶ *Manpower – lack of time,*
- ▶ *Cost of sponsorship (1 – 2K)*
- ▶ *Lack of understanding of importance,*
- ▶ *Lack of understand of What SLP's are*
- ▶ *Schools don't understand benefit / program*
- ▶ *Single point of failure – only one Kiwanian*



Promote / Support

- ▶ *Ensure that New member orientation include focus on SLP's as important part of Kiwanis family*
- ▶ *Approach parents of “club members”*
- ▶ *KCF – one time financial incentive for new SLP*
- ▶ *Joint projects with K family – get involved . .*
- ▶ *Communications package to school boards (either centrally or via club)*



From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Signature Projects	To develop a sound succession plan and follow through	<ul style="list-style-type: none"> Establish a focus group inclusive of the PD, PE, VP, and Signature Project Chair.
	<ul style="list-style-type: none"> –High Impact –Heavy on visibility –Annual event 	To identify five (5) key community needs	<ul style="list-style-type: none"> Conduct a community needs assessment
	<ul style="list-style-type: none"> –specific date and time –defines your club 	To achieve effective guidance and ownership	<ul style="list-style-type: none"> Report the findings to the Board
		To get club members to establish ownership of the intended project and to determine manpower and finances for the project	<ul style="list-style-type: none"> Present the findings to the general body to establish a 2/3 majority membership vote on which project the club would like to focus on.
		To determine the club needs in terms of funding and support. Also to seek out partnership if necessary	<ul style="list-style-type: none"> Signature Project Chair must present a step by step implementation plan inclusive of a budget, impact and results



From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Signature Projects (cont'd)	Project must be identifiable with your club, promote visibility, serve children and hands on requiring more than 2 service hrs. per member	<ul style="list-style-type: none"> Execute the project
		To access whether the project was meaningful and how many individuals were impacted	<ul style="list-style-type: none"> Conduct a project evaluation within two weeks of the completion of the project. (Must include initial focus group)
		To ensure continuous collaboration and further support	<ul style="list-style-type: none"> If partnership was involved findings should also be presented to partners
		To ensure that the projects continues to grow and impact the community	<ul style="list-style-type: none"> Make any necessary recommendations to ensure its longevity and continuous growth

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Hands on Project – Requiring more than two (2) service hrs. per member	<p>To determine which projects are meeting the needs of the community and are member satisfying</p> <p>To determine if club funds are being used effectively</p>	<ul style="list-style-type: none"> Access all current projects
	–	<p>To seek out new hands on project ideas. Explore opportunities for new service initiatives</p>	<ul style="list-style-type: none"> Conduct a community needs assessment
		<p>To encourage more community involvement rather than all donations. Clubs should focus on at least 1-2 hands on project per month.</p> <p>Increases service hours</p>	<ul style="list-style-type: none"> Identify at least 12-24 projects that service a minimum of ten children and requires more than two service hours per member
		<p>To assess the impact of the project and measure its effectiveness</p>	<ul style="list-style-type: none"> Conduct a project evaluation within two weeks of the completion of the project.

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Service Leadership	To determine how effective clubs are with working with current clubs.	<ul style="list-style-type: none"> Re-evaluate your clubs commitment to your current SLP's
	<ul style="list-style-type: none"> Grow SLP family Promote leadership 	To establish what clubs can do to bring about the best from SLP members	<ul style="list-style-type: none"> Survey SLP's to determine what they need or expect from their sponsored clubs
		To provide inclusion, training and encouragement for leaders and a sense of commitment from clubs	<ul style="list-style-type: none"> Make SLP Leaders apart of month board reporting .
		Once per quarter have a joint project reinforcing the clubs commitment. Provide networking opportunity for SLP's	<ul style="list-style-type: none"> Share service projects
		Increases SLP'S commitment and participation to Kiwanis	<ul style="list-style-type: none"> Offer attractive incentive to existing members

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Service Leadership cont'd	To evaluate whether or not there is a demand in the school for such programs and also to seek the support of the administration of the school.	<ul style="list-style-type: none"> Access educational institutions
		To promote the development of students and to encourage them to take on more leadership positions with the respective clubs.	<ul style="list-style-type: none"> Continuous training
		Establish one SLP Club per administration	<ul style="list-style-type: none"> Establish new clubs
		It will promote Kiwanis presences within the schools, encourage growth in existing schools and open doors to new opportunities for more clubs	<ul style="list-style-type: none"> Promote SLP programs; BUG, Terrific Kids in schools where there is a SLP presence and where there is none

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Service Leadership cont'd	<p>To determine if the clubs are meeting the needs of students and to also to ensure continuity of the next level of SLP</p> <p>Act as a guide where SLP presence can be established.</p>	<ul style="list-style-type: none">Follow the transition of SLP's from K-Kids to Circle K

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Promote Joint Projects	To show unity within the Kiwanis family Promote the focus on service rather than competition among clubs. One joint project per quarter Take advantage of limited resource available in clubs budgets	<ul style="list-style-type: none">• Clubs to engaging in joint projects
		Quarterly Division Council meetings should include a joint service component	<ul style="list-style-type: none">• Develop through the LG a quarterly joint project

From I-Plan to Action

Area	Strategy	Objectives / Goals	Tactics
IMPACT	Partnership	financial assistance for projects and community support	<ul style="list-style-type: none">• Benefits of engaging in partnership
		To promote Kiwanis to a wider scope of individuals.	
		Foster Kiwanis growth	
		To make it satisfying for both Kiwanians and partners which will encourage further partnership	
		To expand Kiwanis service hours and for promotion of Kiwanis	<ul style="list-style-type: none">• Invite corporate sponsors to not only donate but participate in the projects• Partner with other service organization and charities
		They have already surveyed the population and can offer immediate data relevant to the needs of the community	<ul style="list-style-type: none">• Partner with governmental organizations

Impact – Meaningful Service

*Perform meaningful service, with service to children as our priority
–Increase focus on delivering hands-on service and strengthen
Administrative capacity for SLP*

Strategies			Metrics
Signature project by Nation			Identify a SMART "signature" project by Nation, by September 30, 2017
Each Club to identify a Signature project			List of Clubs and their identified "signature" project to be completed by September 30, 2017
Ensure competency and effectiveness of SLP DA's. (Includes redefining and reinforcing role and responsibility of SLP Administrators)			District to agree with DA's 3–5 key goals for each SLP District by April 1, 2016 DA's to provide Plans, associated to achieving those goals for 2016–2018 by May 31, 2016 what is Districts role (LG, Clubs....)

**Incorporates the
Education Pillar of
EC&C**





Image

Image



Image: Goal and strategies



Image

Goal – Our Kiwanis Image

- ▶ To enhance the Kiwanis image

Kiwanians are the most effective advertisement. We represent our brand and share our message with the world. It is important for our many Kiwanis voices to sing from the same songbook for our message and brand

Strategies

- ▶ Increase Name recognition
- ▶ Increase knowledge in our mission
- ▶ Unify all Kiwanis brands
- ▶ Promote the Kiwanis vision and vivid description
- ▶ Promote signature projects



ABC's of Electronic Media

Accessible

- ▶ Easy to use and navigate
- ▶ Simple, not Cluttered
- ▶ Compatible colours & fonts
- ▶ Mobile device friendly
- ▶ Multiple media, cross postings
- ▶ . . .

Branded

- ▶ Current logos used
- ▶ Links to other Kiwanis media
- ▶ Tells the larger Kiwanis story
- ▶ Additional branding present
- ▶ . . .

Content

- ▶ Current – recent posting
- ▶ Visual (pics & videos)
- ▶ Broad content types (service, social, fundraising, Kiwanis mission)
- ▶ More than own club
- ▶ Tells Kiwanis story . . .



Getting Clubs to Share our Story

Resist / Restrain



- ▶ *Local focus, but limited local capability*
- ▶ *Historical reluctance – humility (CAism)*
- ▶ *Short term focus on projects – over quickly*
- ▶ *Not “technical savvy” – electronic media*
- ▶ *Attitude – don’t need to do*



Promote / Support

- ▶ *Local focus, local impact*
- ▶ *Clubs or Division need a spokesman (PR Savvy)*
- ▶ *Specific contacts with media – need to cultivate relationship*
- ▶ *Multiple messages / multiple channels.*
- ▶ *Education of Divisional resources . . .*



...IMAGE Our Kiwanis Image



Strategy

Unify all Kiwanis Brands

Sub Strategy

Increase District store sales

Objective/Goal

By October 2016 all clubs to use the current Kiwanis Logo

Tactics

Promote brand guidelines, logos

Review district compliance for brand logos

Promote K-Family not individual club branding



...IMAGE Our Kiwanis Image



Strategy

Increase
name
recognition

Sub Strategy

Improve use of
social media

Objective/Goal

By January 2017
70% of clubs in
each Division to
have website and
Facebook updated
monthly

Produce media
package by April
1, 2017

Tactics

Encourage all
clubs to have
website and
Facebook.
Regularly updated

Publish District
social media
guidelines



...IMAGE Our Kiwanis Image



Strategy

Increase
name
recognition

Sub Strategy

Increase
use/coverage
by external
media

Objective/Goal

Produce
media
package by
March 2017

Tactics

Promote service and fun
image

Develop custom District
press release kit template,
educate clubs monitor

Appoint and train District
P.R. coordinators

Encourage clubs to have
P.R. / communications
role

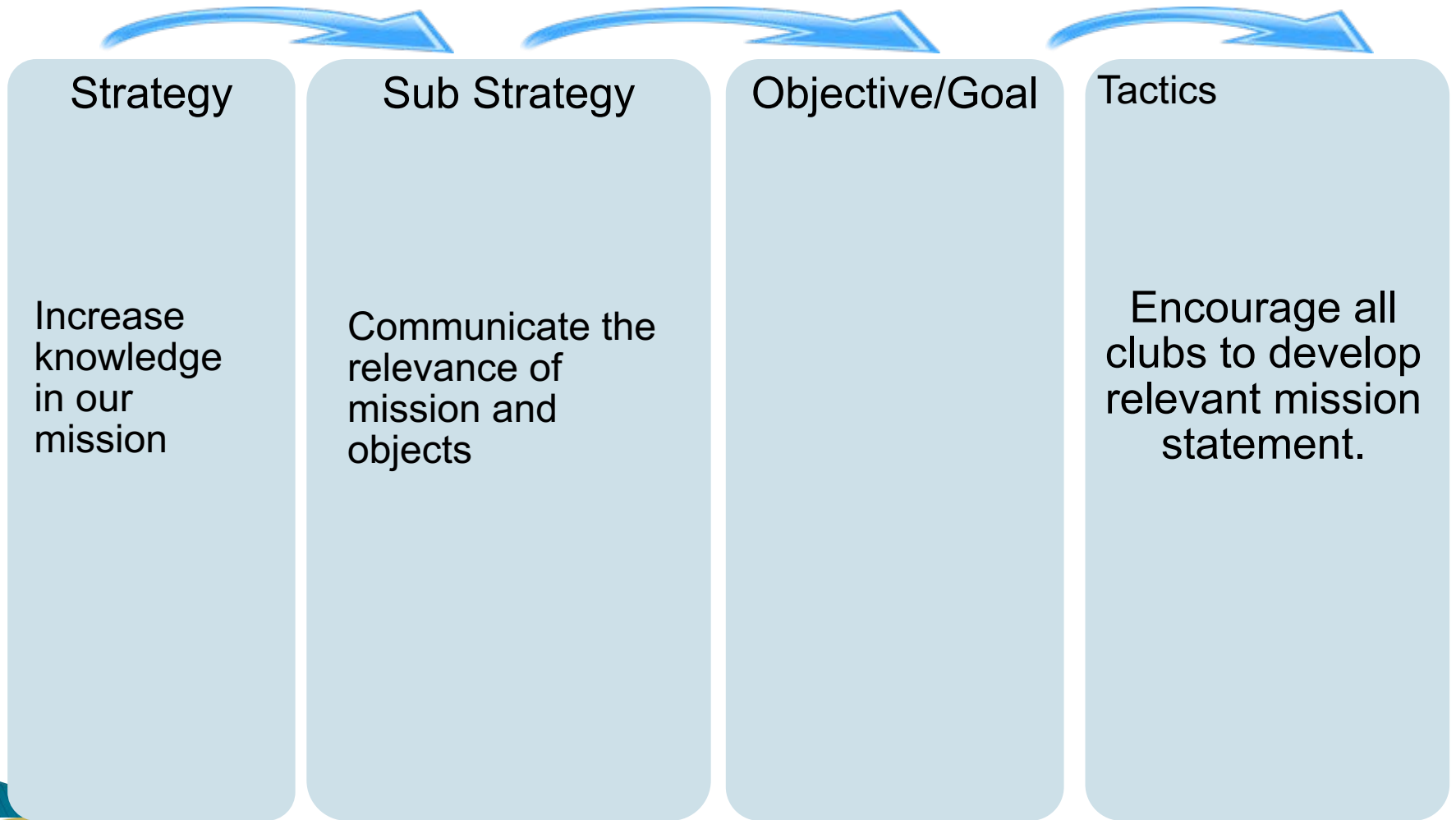
Communicate the
availability of "ready to
use" material from KI



...IMAGE Our Kiwanis Image



...IMAGE Our Kiwanis Image



... Image

Strategy	Sub Strategy	Tactics	Objective / Goal
Increase name recognition	Improve use of Social Media	<ul style="list-style-type: none"> • Encourage each club to have Website and Facebook – regularly updated • Publish EC&C Social Media Guidelines 	By 75% of clubs in each Division have Website / Facebook, updated monthly
	Increase use / coverage by External Media	<ul style="list-style-type: none"> • Promote Service and Fun image • Develop custom EC&C press release kit template, educate clubs, monitor • Appoint and Train EC&C PR coordinator(s) • Encourage clubs to have PR / Communications roles • Communicate availability of “ready to run” materials from KI 	Produce media package by Oct
Increase Knowledge in our mission	Communicate relevance of mission and objects	<ul style="list-style-type: none"> • Encourage clubs to develop relevant mission statements 	



... Image

Area	Strategy	Tactics	Objectives / Goals
Image			
	Unify all Kiwanis Brands	<ul style="list-style-type: none"> Communicate brand guidelines, logos Convert all logos / use current version (currently only 5 / 24 from web) Promote K – Family – not individual clubs branding Review district compliance for brand logos 	By Oct 2016, all clubs will use the current Kiwanis logo
	Promote Kiwanis vision		
	Promote Signature projects	<ul style="list-style-type: none"> Develop and distribute EC&C media release template for use by clubs Encourage Divisions to develop media contact list (council role) Develop Profile of Signature projects to communicate impact 	October



. . Image

Area	Strategy	Tactics	Objectives / Goals
		<ul style="list-style-type: none"> Add additional ideas for District 	
	Share “Kiwaniis information” with other service clubs in community	Local council of service clubs – sharing . . .	
	Promote Kiwanis SIGNAGE / BANNER for use at project sites or high traffic areas	Ensure SLP’s are branded, have signage.	
	Promote sharing of signage between clubs – Focus on big K. vs Club specific	<p>Invite other clubs in area to participate in project.. Set example!</p> <p>Share rewards of fundraising</p> <p>Reward “inter-projects” not just interclub social</p>	
	Testimonials	Solicit stories from ... partners .. For publication. .	



Image – Our Kiwanis Image

To enhance the Kiwanis Image Worldwide

Strategies		Metrics
Visibility and Education Committee to		
1. Encourage Clubs to revisit all their Kiwanis brand signage – internal and external (banners, road signs, we meet here signs, etc...)		By August 1, 2016
2. Advise Clubs on Brand Guidelines		
Increase name and brand recognition		
Rename Visibility Committee to Image Committee		
Promotion of top Impact (Signature) projects in the Newsletter		
Appoint District PR Chair		By July 31, 2016
Appoint new Newsletter Editor		By July 31, 2016
Encourage use of PSA's		
Video messages – taped and on website		
Create PR and Media kit for District		
Social Media – LinkedIn, Twitter, Instagram, WhatsApp friendly content,		
SLP brands to be associated with Kiwanis – "Key Club, a member of the Kiwanis Family"		

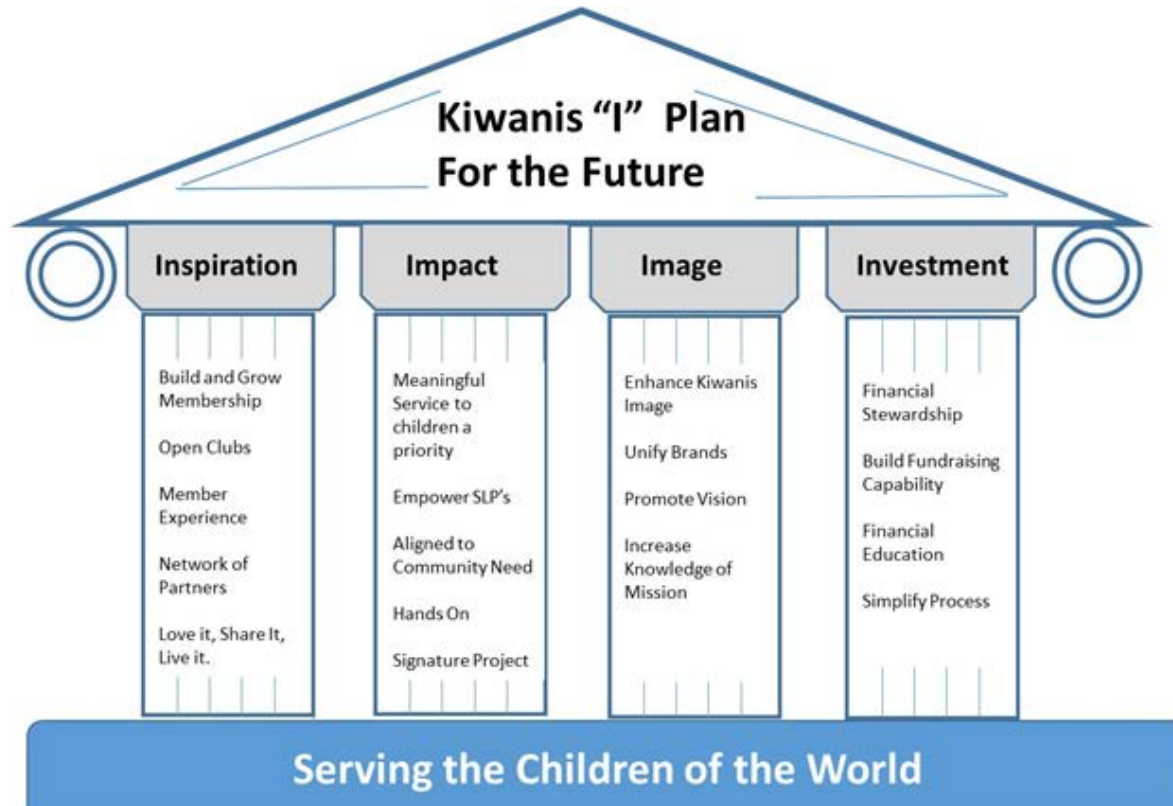


**Incorporates the
Visibility and
Education Pillars of
EC&C**



Investment

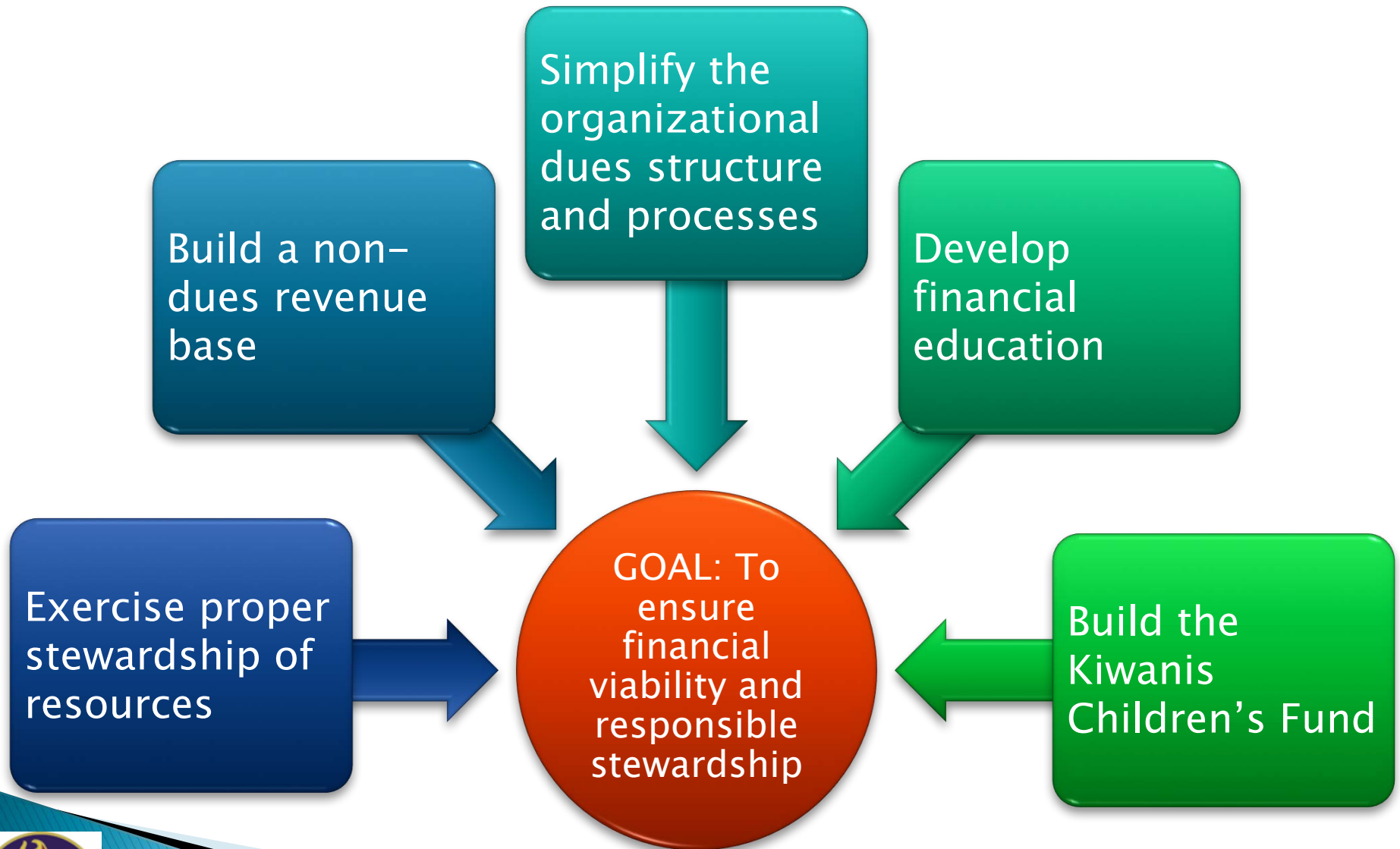
Investment



Investment



Investment: Goal and strategies



Investment

Goal – Financial Viability

- ▶ To ensure financial viability and responsible stewardship

We build the structures and processes to steward, TIME, TALENT, and TREASURE to build capacity to do even more for the children of the world

Strategies

- ▶ Exercise proper financial stewardship
- ▶ Enhance Organization Capabilities
- ▶ Build non due revenue base
- ▶ Develop financial education
- ▶ Build Kiwanis Children's fund



Build Non-Dues Revenues

Resist / Restrain



- ▶ District can not receive charitable donations (Canadian Foundation)
- ▶ Attitude – sponsorships compromises objectivity
- ▶ Club vs District Fundraising options



Promote / Support

- ▶ Many clubs have CRA foundations
- ▶ Aging membership base – potential planned giving or legacy gifts
- ▶ Policy now in place to permit Sponsorships at conventions



... Investment

Area	Strategy	Tactics	Objectives / Goals
Impact			SMART
Inspiration			- specific
Image			- measurable
Investment			- attainable
			- realistic
			- time defined

Area	Strategy	Objectives / Goals	Tactics
Investment	Build Organization Capability to plan and execute		<ul style="list-style-type: none"> Develop annual planning cycle for District with 2 – 3 year time horizon District, Division, Committee Chairs participate Focus to develop future leadership and capabilities Eventually extend to club level – 2017
	Develop Financial Education	Budget for 2016/2017 developed in simplified format	<ul style="list-style-type: none"> Simplify and Group accounting categories so easier to understand Develop metrics (%) understand trends and areas of focus Continue to educate on funds available from KI, respective Foundations, and/or donor Agencies Develop Training or Recruit for Accounting skills



. . . Investment

Area	Strategy	Objectives / Goals	Tactics
Investment			
	Develop Financial Education (con't)		Recirculate and educate Clubs via the three District Modules by Sep 1, 2016 <ol style="list-style-type: none"> 1. Club Treasurer Roles and responsibilities 2. Financial Management 3. Club Audit
	Build a non-dues revenue base	Club membership survey re: use of volunteers Identify Funding Agencies	<ul style="list-style-type: none"> • Continued fundraising at convention (silent auction, etc.) • Legacy gift opportunity for “senior” Kiwanians . . . • Build module on how Clubs can create/develop non-dues revenue streams. Using examples.
		Develop joint partners and sponsors, pool our resources	<ul style="list-style-type: none"> • Increase Convention sponsorships • Promote partnerships at club level • Develop EC&C wide partnerships (or per country)



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Area	Strategy	Objectives / Goals	Tactics
	Exercise proper financial stewardship	<ul style="list-style-type: none"> • Improve Financial Oversight in all Clubs • Revisit District Dues Structure 	<ul style="list-style-type: none"> • Independent oversight (not Treasurer) • Invest a portion of “reserve” account into higher return investments • Appoint special Committee to make recommendation to Board and submit Bylaw amendment
	Support Kiwanis Initiatives	<ul style="list-style-type: none"> • Increase Overall Donations to Foundations • Grow SLP fund / donation 	<p>Establish a minimum amount per Club</p> <p>Target of \$1,000 per year from xx clubs</p> <p># Donations from Clubs that don't sponsor a Key Club</p>



Investment – Financial Viability

To ensure Financial Viability and responsible Stewardship

Strategies		Metrics
Change existing District Committee to being renamed to Investment and Financial Viability		Rename by October 2016
Transfer skills (incl. governance and stewardship) and improve capabilities through Financial Education		Recirculate and educate Clubs via the three District Modules by Sep 1, 2016
		1. Club Treasurer Roles and responsibilities
		2. Financial Management
		3. Club Audit
Revisit District Dues structure to consider economic limitations of GDP challenged Nations		September 16, 2016
Encourage development of non-dues revenue initiatives		
– District (partnering with BNS/CIBC etc...)		
– Explore access to Kiwanis Children's fund through reciprocal arrangements between KIF and the respective Foundations in District		10% of District revenue to come from non-dues initiatives by 2017
Build module on how Clubs can create/develop non-dues revenue streams. Using examples.		By October 1, 2017
Continue to monitor and modify the SLP District Financing and controls		Ongoing...

**Incorporates the
Finance and
Education Pillars of
EC&C**



I-PLAN



The EC&C Plan



Inspiration

- Committed to success of THE FORMULA
- Grow Membership (set growth targets by Division and Club)
- Succession Planning – revamp Leadership Training and development



Impact

- Each Club to have a Signature Project
- Focused attention on responsibilities and deliverables of SLP Administrators



Image

- Revisit Brand signage
- Appointment of PR Chairs and new Bulletin Editor
- Focus on Social Media



Investment

- Revisit District Dues Structure
- Focus on non-dues revenue streams
- Transfer skills (esp. governance and stewardship) to improve Club Ops.



From I-Plan to Action

Area	Strategy	Tactics	Objectives / Goals
			S.M.A.R.T
			– specific
			– measureable
			– attainable
			– realistic
			– time defined

From “corner office strategy to front line action”

