

Governor Gary and the Board,

Over the past 10 years, the experience in EC & C mirrors that of Kiwanis International (KI). In that period of time, we have lost 2000 members. In real terms, this represents a revenue loss of greater than \$70,000 per year. At the same time, our costs have remained unchanged. District office operations cost approximately \$100,000 per year. In an attempt to address this, we have moved to a “virtual” office. The transition from Clyde Avenue office in Ottawa to the virtual office in Brantford appears to have been seamless.

However if we are to survive and thrive as a District, further cost rationalization must occur. The Committee, after continuous discussion and careful consideration, has determined that District governance needs to be examined.

It has become obvious to the Committee that a Board of 35 people can no longer efficiently, effectively and financially manage the business of the District with 3 Board meetings per year while also trying to focus on membership, club growth and service at the Division level. Other Districts around the Kiwanis world have struggled with this conundrum and come to the same conclusions.

Further the time commitment and financial obligations of LGs and the District leadership have become a real detriment in the recruitment of qualified candidates for these positions and in succession planning at the club, division and District level. We must seriously consider that across the District, at the Division level, Kiwanians are contributing in excess of \$130,000 to support LG’s in addition to their club, District and KI dues.

Over the past several years, it has become quite apparent that EC & C’s practice of LG training and education at the District Convention in August is wrong. It is recognized that the short period of time between Convention and October 1 is insufficient to allow LG’s to have the much needed time to plan their year. Further in the majority of our Divisions, LG’s are training their club officers before they have been educated/trained themselves.

Membership fees and travel costs have been a concern in the Caribbean for some time. As well in the Caribbean, members are paying up to \$50 US to support their LG’s expenses. These concerns about the cost of being a Kiwanian were partially alleviated when KI introduced the “tiered-dues” structure. There is no guarantee that this structure will continue. Concerns about dues and travel expenses have spread to Eastern Canada with more and more Kiwanians questioning the “value received” for their District dues.

Face-to-face Board meetings are costing approximately \$75,000 per year. This does not take into account the cost to Kiwanis clubs and Lt. Governors. The mid-winter meetings in the Caribbean are viewed by many of our members as a junket at their expense. They see 7 days in the sun, 2 – 3 days of meetings with little to show in the way of tangible results. In some cases, the prospect of a subsidized mid-winter meeting in the Caribbean has been used as a recruitment incentive for LGE’s.

We need a major change in governance and structure to more effectively and efficiently address our growth and financial challenges. To this end the Long Range Committee proposes the following recommendations:

1. The District be subdivided into 8 regions, as follows:
 - Region A: Divisions 3 – 9
 - Region B: Divisions 1 ,2 10 – 13
 - Region C: Divisions 14, 16, 17
 - Region D: Divisions 18, 20 and 21
 - Region E: English/Dutch Caribbean
 - Region F: Divisions 23E and W
 - Region G: Divisions 24 and 25
 - Region H: Francophone Caribbean
2. The District Board will consist of 1 representative (trustee) from each of the regions together with the executive officers.
3. The term of office of the trustees will be 3 years. However we would recommend at the outset that 2 – 1 year terms, 3 – 2 year terms and 3 – 3 year terms be established to ensure continuity. Except for the 1 – year and 2 – year terms, a Trustee may serve only 1 term.
4. The trustee will be elected at a mid-year meeting of club/division delegates. The trustee must have served as a Lt. Governor.
5. The Trustees will be answerable to the Governor and will be responsible for District governance, finance and policy, meeting through the use of electronic communication.
6. There will be no requirement for a District Mid-winter meeting.
7. The LG's will be elected according to the current practice by the clubs of the Division.
8. The LG's will be considered officers of the District. They will be answerable to the Governor, responsible for service, growth and education at the division and club levels and will work together with the Trustee to develop a mid-year meeting to be held within the region for the purpose of conducting the region's business, education and fellowship.
9. The Governor will be reimbursed for travel and expenses for one visit to each region, ideally to occur at the time of the mid-term meeting. Division and club visitation will not be an allowable expense to the District.
10. The District Convention be held before the KI convention. At such time, LGE training can take place and a District Council meeting attended by Trustees and LG's can discuss the affairs of the District.
11. The Board of Trustees' meetings be held primarily electronically however this does not preclude face-to-face meetings as deemed necessary or as the situation presents itself.
12. It is hoped that these recommended changes can be enacted and implemented in time for the 2011-2012 administrative year.

The Committee believes that these proposals and recommended changes will streamline the governance of the District and will result in significant cost savings which would enable the District to develop a tiered-dues structure and put into place a responsible budget that will alleviate the necessity of a dues increase for the foreseeable future.

Respectfully submitted,

John R. Button M.D.
Chairman, Long Range Planning Committee

