

# MD 201 Membership Strategy 2013

## 1.1 BACKGROUND

Over the past 2 years, we have seen a significant decline in the membership in our Multiple District and as we all acknowledge and agree, this is very dis-appointing. We must now take appropriate longer-term action to reverse this trend and start to regain our lost position and grow from that.

Each year a DGE works with their DG Team, their GMT District Coordinator to agree a plan and actions to deliver a positive outcome for their District during the year.

At the moment and based on mid February 2013 data our current position is as below:

MD 201 District	Membership as at 30/6/2012	Current membership as at 10/2/2013	Variance from 30/6/2012	Planned District membership as at 30/6/2013	Variance to planned position as at Dec 2012	Planned Club Charter by 30/6/2013	Actual Chartered Clubs 12/2/2013	Clubs to Charter in next 6 months
C1	1,250	1,274	24	1,310	- 36	2		2
C2	1,522	1,490	- 32	1,587	- 97	1		1
N1	1,450	1,470	20	1,490	- 20	1		1
N2	1,669	1,642	- 27	1,829	- 187	2		2
N3	1,337	1,365	28	1,389	- 24	3	1	2
N4	1,267	1,204	- 63	1,306	- 102	1		1
N5	1,637	1,636	- 1	1,771	- 135	5	1	4
Q1	1,989	1,977	- 12	2,139	- 162	5		5
Q2	1,410	1,397	- 13	1,470	- 73	2		2
Q3	1,651	1,610	- 41	1,683	- 73	1		1
Q4	1,373	1,354	- 19	1,428	- 74	2		2
T1	1,230	1,191	- 39	1,297	- 106	2		2
V1-4	1,364	1,300	- 64	1,450	- 150	2		2
V2	1,632	1,634	2	1,717	- 83	2	1	1
V3	1,339	1,329	- 10	1,427	- 98	2		2
V5	1,414	1,404	- 10	1,466	- 62	2		2
V6	1,382	1,357	- 25	1,427	- 70	1		1
W1	992	969	- 23	1,025	- 56	3		3
W2	1,576	1,570	- 6	1,611	- 41	1		1
<b>TOTAL</b>	<b>27,484</b>	<b>27,173</b>	<b>- 311</b>	<b>28,822</b>	<b>- 1,649</b>	<b>40</b>	<b>3</b>	<b>37</b>

## 1.2 SCOPE OF THIS STRATEGY

This strategy is presented to the Council of MD201 for endorsement. The strategy recognises that it cannot bind Districts, Clubs or Lions Clubs International who are all partners in membership retention and growth.

Central to the Strategy is that, if adopted, each District Governor will use their best efforts to seek full endorsement from the Districts, to ensure that the strategy can be fully implemented.

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## 1.3 SHARED RESPONSIBILITY FOR MEMBERSHIP GROWTH

### THE MULTIPLE DISTRICT

The Multiple District cannot grow membership. The Multiple District is a Secretariat that can support membership growth goals through services, coordination and strategies.

This includes:

- Investigations and research
- Building profile through media, public relations and advertising.
- Creating partnerships with government and business to promote Lions
- Developing guidelines and strategies to assist clubs who are interested in growing membership, but lack the skills and methods.
- Negotiating National targets with the Districts as a Council.
- Monitoring and reporting on progress to members.

The Multiple District cannot grow membership but it can provide direction support and encouragement to the Districts and Clubs to be successful. This future MD strategy needs to be an “umbrella strategy” agreed by Council and managed by the MD GMT.

### THE DISTRICTS

Districts lead membership change and growth. Districts both govern and provide services to the clubs within the District.

The strategy for Districts needs to be divided into 5 key focus areas:

1. Establishment of New Clubs
2. Re-establishment of Clubs that have closed
3. Support to build membership up in Clubs with less than 10 members
4. Individual membership growth in existing Clubs
5. Retention – Club Care

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## 2.0 MULTIPLE DISTRICT STRATEGY

The Membership Goal for MD201, in the Organisational Plan adopted in 2012 is:

“A Lions membership demography that reflects Australia’s demography”

Much of the discussion within Lions revolves around the desire to increase numbers of members. The Multiple District strategy argues for targeting carefully potential areas for membership growth. It takes the view that simply looking for membership growth without discrimination is risky and has the potential to be counter-productive. Like any human resource question, membership growth strategies should take into account the requirements of the club, and the competence and experience of potential members.

The core goal takes the view that the closer the club demography reflects its local community, the easier it is to sustain membership AND ensure the club has the capacity to deliver all of its projects. Like a business, the club needs:

- the experience and skill of long-standing members
- the networks and resources that working people and women can bring, and
- the motivation and energy contributed by young people.

This membership strategy also sets a goal for human resources improvements in the Multiple District leadership structure. It commits the Multiple District to encourage younger people and women (in particular) to apply for Multiple District positions to achieve a better demographic balance in the Leadership Team and Multiple District Committees.

It also commits the Multiple District Leadership Team to develop strategies to encourage younger people and women into Leadership roles to gain experience, and to ultimately seek the endorsement of Lions members to stand as District Governors.

Multiple District Corporate Goals for Membership

The Multiple District, over and above its service provision role, can provide leadership and guidance through the Multiple District Council.

The Multiple District Global Membership Team is established with the sole goal of protecting the Associations principle asset – its people. In brief, the sole goal of the GMT is to ensure existing members are cared for and retained, and ensure that suitably skilled and qualified individuals join our organisation in the future.

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## 2.1 THE ORGANISATIONAL PLAN GOALS

As indicated in this strategy, the Multiple District has established core goals and targets for membership growth in its Organisational Plan.

CORE GOAL

“A Lions membership demography that reflects Australia’s demography”

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## TARGETS

- Provide pathways into Lions for more women, younger people, and Australians from culturally diverse communities.
- Annual 5% increase in members who are from targeted constituencies: women; young adults; and Australians from culturally diverse community sectors
- Membership development targets increase the financial viability of the Multiple District. Dues do not decline
- Ensure that the Lions membership is meaningful for people with a range of experience
- Annual 5% increase in members who indicate they believe their skills are appropriately utilised in the pursuit of Lions' goals
- Committee costs are measured objectively and reported to Council prior to the budget process
- Ensure the sustainability of membership
- To reach the membership development goals in membership growth, club growth, and demographic change by 2017 as indicated below.
- Lions Membership exceeds 28,500 in Barry Palmers Year as International President, and reaches 35,000 in the 100th Anniversary of Lions in 2017.
- A Membership Strategy is reported to Council by January 2013

## RECOMMENDATIONS

- 2.1.1 The Multiple District Global Membership Team Coordinator continues to report to Council on performance against Membership targets in the Organisational Plan on a monthly basis
- 2.1.2 Membership targets in the Organisational Plan are amended to reflect top-level targets in the Membership Strategy.

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## 2.2 ROLE OF THE MD GLOBAL MEMBERSHIP TEAM

The MD GMT needs to work closely with each District to understand what they want to achieve and how they can assist them to ensure this is successful

It must ensure that the Membership Consultants are fully utilised in every way where new Clubs are to be established. Districts who have suitably qualified Lions with the experience to assist form a new club must always seek guidance and input from accredited consultants for all steps in the process.

With the expanded MD GMT will become more locally involved at the state level where they are located to assist the Districts there and their GMT teams with the delivery of their plans

The Multiple District GMT needs to consider what national initiatives it could undertake to support District growth plans but with a broader focus at that level.

### THE MULTIPLE DISTRICT GMT COORDINATOR

Any strategy of this type needs to be driven and owned. This clearly must be the responsibility of the Multiple District GMT Coordinator to deliver defined outcomes after the Council has endorsed and agreed what is to be the longer term "Vision".

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The focus of the MD GMT Committee needs to cover these areas:

- Existing Clubs ( generic membership growth
- Club Success/care/retention
- New Clubs ( are there enough consultants, right consultants/geographical area /well trained/progression)
- Women and family ( 50/50 pathways)
- Cyber
- Young People and transition ( Leo to Lion)
- Actioning of leads from MD and LCI
- Support to District GMT Coordinators and actioning of their reports

The GMT Area Leader is the link to Lions Clubs International and has a responsibility for the Membership issues in this area. The MD GMT Coordinator and the Area Leader GMT must work closely together, agreeing and sharing the deliverables needed to be successful in supporting the Districts.

The overall responsibility for Membership Growth in this area is the Constitutional Area Leader. This role has the challenge to improve our membership levels across the three Multiple Districts and in doing so gain consistency, best practice sharing to provide the optimum results for every MD and the organisation.

The involvement of Clubs is essential to the success of new Club growth as the Multiple District recommends that support is needed from day 1.

## RECOMMENDATIONS

- 2.2.1 The Council Chairperson convenes a Multiple District Membership Strategy meeting by 15 June each year with the Council Chairman-Elect, MD GMT Coordinator, Area Leader GMT and CA Leader GMT to discuss actions to deliver the long-term membership strategy, and that costs for attendance of the Council Chairperson, Council Chairperson-elect and MD GMT Coordinator be incorporated in the MD GMT Budget.
- 2.2.2 The Multiple District GMT Coordinator with the GMT Area Coordinator arrange a meeting of District GMT Coordinators by 15 August to agree the framework that needs to be undertaken to build and implement a clear and successful strategy in their Districts.
- 2.2.3 The Multiple District expands the GMT MD Committee to 6 positions to support the delivery of the strategy, as described in the attached position descriptions.(TBA)
- 2.2.4 The Multiple District recommends that District GMT Coordinators to convene Zone/Regional Meetings to articulate the strategy for their District, the involvement of the Zone/Regional Chairman and how they will be successful in the Growth delivery.
- 2.2.5 A)The Multiple District recommends that District GMT Coordinators together with District teams implement the strategy agreed by the DG Team and resource requirements accordingly and reports on a quarterly basis to the MD GMT Coordinator to meet LCI reporting requirements.  
B) The Multiple District Global Membership Team Coordinator reports the findings of the meetings to Council and Area GMT Leader.
- 2.2.6 The Executive Officer reviews the membership targets in the Organisational Plan to reflect the Membership Strategy.

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- 2.2.7 The Multiple District Global Membership Team Coordinator reports the findings of the June and August meetings in this strategy to the first meeting of Council.

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## 2.3 MULTIPLE DISTRICT MEMBERSHIP ACTIONS

### A. ACKNOWLEDGING AND SUPPORTING LEADING LIONS

Lions members are diverse in experience, background and interests, and this diversity should be encouraged to ensure that Lions has the capacity to achieve its comprehensive humanitarian program.

Lions with particular skills and experience can support membership growth and retention, by using those skills.

#### EXPERIENCED MEMBERS AS MENTORS AND GUIDES

Selected older and experienced members, although often engaged in the operational level of club, district and multiple district, should be encouraged and supported as mentors and guides for newer members. These identified mentors must have completed the LCI Mentoring program. Club culture often restricts newer members from taking critical operational and leadership positions – yet this is why people join. Lions should carefully address this issue and move newer members quickly into operational and leadership roles, supported and guided by experienced members.

#### NEWER MEMBERS AS INNOVATORS

Modern organisations do not survive without the steady input of new ideas, innovation and challenge. Lion's culture often conflicts with the desire of new members to change and improve the organisation. This strategy recognises that resistance to change can be one of the negative cultural aspects of a "Club-based organisation". Clubs provide comfort and security for existing members; however these factors can discourage others from joining.

Innovation and change to Lions Clubs is important to the growth of our organisation, however innovation can be difficult to measure. Encouraging innovation that is productive and consistent with the ethics and goals of Lions will be considered in a future strategy.

## RECOMMENDATIONS

- 2.3.1 The Multiple District develops a new pin to acknowledge the position of "Lion Mentor"

### B. CARING FOR EXISTING MEMBERS

The most effective way to grow our membership is to support members to stay with Lions. We know we lose approximately 2,500 members each year. Lions will support its members by:

- Encouraging clubs to appoint a Member Care Officer in every club. The role of the Member Care Officer is to report to the Board each quarter on aspects of club life that are affecting retention.
- Establishing the position of Lion Mentor, appointing a senior, experienced, positive and enthusiastic Lion who has completed the LCI Mentoring program to support new members, particularly during the 2-5 year membership anniversary when losses are high.

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## RECOMMENDATION

- 2.3.2 The Multiple District GMT Coordinator encourages Lions Clubs to appoint a Member Care Officer, and provides a model duty statement for the role.
- 2.3.3 The Multiple District GMT Coordinator encourages Lions Clubs to appoint a Lion Mentor role and provides a model duty statement for the role.

### C. RE-ALIGNING THE CULTURE OF THE CLUB.

Lions members join the Association to help people, make friendships and have fun. Many club meetings are focussed on strict adherence to rules, ritual and protocol. Some clubs spend more time and energy on meetings and ritual than community service work. This is not fun and it is not attractive to newer members.

The ritual and procedure of Lions Club can exceed the requirements of the Association and the legal and administrative requirements of the State in which the club operates.

The Multiple District does not do well at promoting positive club culture, positive member experiences and the fun of community service. We are 'problem-focussed' rather than 'vision-focussed'.

The Lion Magazine and website provides an opportunity to commence the process of cultural change.

## RECOMMENDATION

- 2.3.4 The Multiple District Global Membership Team prepares and publishes at least two bi-monthly articles, in the magazine or on the website, promoting positive membership stories

### D. INCREASING THE NUMBER OF WOMEN

Women have always been part of Lions but have only recently been admitted as full members of the organisation. This strategy acknowledges the valuable, historical contribution of women to the organisation supporting their Lion partner and as Lioness. This Membership Strategy, though focusses on increasing the participation of women as full members of clubs.

Increasing participation by women improves the skill base and networks of Lions Clubs and also dispels the negative image of Lions as a boys club.

#### 50/50 PATHWAY PROGRAM

The goal of the 50-50 pathway program is to:

- Encourage the increase of membership of women, family groups and young people.
- Raise awareness in the community that women can join Lions.
- Understand but challenge the existing culture and provide opportunity and support for change
- Create a new culture

## RECOMMENDATION

- 2.3.5 The Multiple District 50-50 Pathway Committee will actively promote the development of 50-50 Pathway program's at District and Club level.



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- 2.3.6 The Multiple District 50-50 Pathway Committee will promote the contribution of women to Lions in Australia through quarterly feature articles/materials in the magazine and on the Multiple District Website.
- 2.3.7 The Multiple District will actively encourage applications from suitably qualified women for positions on the Multiple District Management Group and Multiple District Committees.

## E. LIONESSE-LION PROGRAM

Lioness – The Lioness project exists because Lions left it very late to admit women as full members. Lioness represents the traditional pathway for women into the organisation. Although women are now full members of the organisation, Lioness have a strong identity and culture that militates against many of these skilled and committed volunteers in taking full membership of the organisation. The Multiple District should only support and invest in Lioness, if it can support and invest in a pathway to full membership for Lioness.

## RECOMMENDATION

- 2.3.8 The Multiple District Lioness Committee adopts Lioness to Lion strategies as a key National initiative and report on its progress at each Council meeting.

## INCREASING NUMBERS OF YOUNGER PEOPLE

Attracting younger people to Lions provides a guarantee for future community service capacity.

In Lions, “younger” means under the age of 60, and it is critical for membership goals to consider particular targets for particular age groups, and resources to support these intakes.

## F. LEO-LION PROGRAM

Leos – Leos represent the future of our organisation but only if the Multiple District is able to manage a clear pathway for Leo participation, towards full Lions membership. It is not enough to grow Leo participation, since we potentially only create skilled and motivated volunteers for other organisations. Therefore, Lions the Multiple District should only invest in Leos if it can invest in, and support a pathway to full membership.

## RECOMMENDATION

- 2.3.9 The Multiple District Leo Committee adopts Leo to Lion strategies as a key National initiative and report on its progress at each Council meeting.

## G. INCREASING NUMBERS OF WORKING PEOPLE

Working people represent the tradition heartland of Lions. Working people bring networks and resources but lack a resource available to retired people – time. In order to attract working people to Lions there needs to be a cultural change a club level. Working people need clubs to be respectful of the competing demands on their time, and enable flexibility of participation. Clubs, however, need working people to acknowledge that we are a community service organisation, and all members are obliged to make a contribution of time.



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## RECOMMENDATION

- 2.3.10 The Multiple District prepares and promotes a guideline by April 2014 titled "Opening your club to working people" for clubs explaining the particular issues facing attracting and retaining working people.

### H. CAPITALISING ON THE BABY BOOM

The 'Baby Boomers' refers to the children born after World War II, between 1946 and 1964. It includes a large group of individuals between the ages of 50 and 60 years of age. Although the group is diverse, it is characterised by economically secure, healthy and educated individuals. While Lions has a desire to attract younger individuals, it should not overlook Baby Boomer recruitment, who on retirement have the time to give to community service that this not available to young and working Lions.

## RECOMMENDATION

- 2.3.11 The Multiple District MD GMT Coordinator prepares a concise strategy by January 2014 on how to attract baby boomers to Lions, for presentation to the January 2014 meeting of Council.

### I. MARCH MEMBERSHIP MONTH

Council commenced a March Membership month this year, as a way of focussing Multiple District, Districts and Clubs on fast-tracking growth, and increasing the profile of Lions.

This strategy supports embedding March Membership month as a core program of the Multiple District until the 100<sup>th</sup> anniversary of Lions in 2017.

## RECOMMENDATION

- 2.3.12 The Multiple District Global Membership Team Coordinator, with the Global Team Area Coordinator, conducts March Membership month as previously endorsed by Council, and the Multiple District allocates grants of \$500 to each District on request, subject to the District matching the funds.

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## 3.0 DISTRICT STRATEGIES

Although the Multiple District cannot direct a District, this strategy recommends that each District endorse the Multiple District Strategy. The Multiple District Strategy will be hollow and ineffective without the active engagement of all Lions Districts.

Each District already has a membership plan agreed between the District Governor elect, and Lions Clubs International.

### A. DISTRICT PLANNING

- Each District already has a local strategy and the current DGEs are working to finalise their plan for next year with their DG Team and the GMT team.
- It is important to build a longer-term vision and re-establish the 3 year plan process, where all members of the DG Team look at what they want to achieve over that longer term.
- To do this now will give each member of the DG Team a chance to look forward and establish a "Vision" for their District which can be a very powerful tool for a District to work to.
- Establishing a clear direction is extremely important and it needs to have a consistent approach.
- Each District should expand the current DGE plan being completed at the moment by looking at what are the total number of opportunities that may exist in the District to establish a "new club".
  - Look at where clubs have been before and why they closed to see if there was an opportunity to re-establish that Club that could have a longer term opportunity
  - Consider what the District can do to assist clubs with membership of less than 10 to build them up to be more productive and supportive in their community.
  - What challenges can a District create to encourage existing Clubs to build. Is there an incentive, a recognition or just a challenge of (+)1 or (+)2 for the year ahead etc.
- Actions around Retention are very individual as each Districts needs to look behind what problems exist or why they lose members and establish some actions to support turning that around in a positive way. The strategy is a very hard one to measure and therefore the action and implementation of that is the measurable item.
- The effort that is undertaken by Districts should reflect where we want to be with the demographic challenges, gender balance and any specific targeted member growth area.

### RECOMMENDATION

- 3.1.1 District Governors take the Multiple District Membership strategy to the first meeting of the District Cabinet and seek its endorsement, and the District Governor report the outcome to the first meeting of Council each year
- 3.1.2 Each District develop a three-year membership plan setting, as a minimum  
Numerical targets  
Individual strategies for retention, recruitment of younger people, recruitment of women.  
Mapping of opportunities for new club development
- 3.1.3 The Multiple District recommends that the District 3-year membership plan be completed and operational before the new Lions year.

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## 4.0 FINANCIAL PLAN

The Membership Strategy must be funded by Council, however the intention is that costs do not exceed the existing membership costs.

Rather, it is the intention that the existing Membership Budget be diverted to funding the Membership Strategy. The underlying principle is that all of the Multiple Districts efforts on Membership be focussed on delivering this strategy.

Program	Attendees	2013	2014	2015	2016	2017
June Membership Meeting	CC,CC-E, GMT MD,GMT AREA,GMT CONST.	\$3,500	\$3,675	\$3,859	\$4,052	\$4,254
August MD/District Meeting	As above +District GMT	\$14,000	\$14,700	\$15,435	\$16,207	\$17,017
March Membership Month		\$5,000	\$6,000	\$7,000	\$8,000	\$9,000
50/50 Program support*		\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Committee exp.		\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
Meeting Costs	MD GMT Team	\$4,200	\$4,410	\$4,631	\$4,862	\$5,105
Coordinator expenses		\$1,000	\$1,050	\$1,103	\$1,158	\$1,216
TOTAL		\$34,700	\$36,135	\$38,642	\$41,224	\$43,885

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## SUMMARY OF RESOLUTIONS

1. The Council Chairperson convenes a Multiple District Membership Strategy meeting by 15 June each year with the Council Chairman-Elect, MD GMT Coordinator, Area Leader GMT and CA Leader GMT to discuss actions to deliver the long-term membership strategy, and that costs for attendance of the Council Chairperson, Council Chairperson-elect and MD GMT Coordinator be incorporated in the MD GMT Budget.
2. The Multiple District GMT Coordinator with the GMT Area Coordinator arrange a meeting of District GMT Coordinators by 15 August to agree the framework that needs to be undertaken to build and implement a clear and successful strategy in their Districts.
3. The Multiple District expands the GMT MD Committee to 6 positions to support the delivery of the strategy, as described in the attached position descriptions.(TBA)
4. The Multiple District recommends that District GMT Coordinators to convene Zone/Regional Meetings to articulate the strategy for their District, the involvement of the Zone/Regional Chairman and how they will be successful in the Growth delivery.
5. The Multiple District recommends that District GMT Coordinators together with District teams implement the strategy agreed by the DG Team and resource requirements accordingly and reports on a quarterly basis to the MD GMT Coordinator to meet LCI reporting requirements.  
b) The Multiple District Global Membership Team Coordinator reports the findings of the meetings to Council and Area GMT Leader.
6. The Executive Officer reviews the membership targets in the Organisational Plan to reflect the Membership Strategy.
7. The Multiple District recommends that District GMT Coordinators together with District teams implement the strategy agreed by the DG Team and resource requirements accordingly.
8. The Multiple District Global Membership Team Coordinator reports the findings of the June and August meetings in this strategy to the first meeting of Council.
9. The Multiple District develops a new pin to acknowledge the position of "Lion Mentor"
10. The Multiple District GMT Coordinator encourages Lions Clubs to appoint a Member Care Officer, and provides a model duty statement for the role.
11. The Multiple District GMT Coordinator encourages Lions Clubs to appoint a Lion Mentor role and provides a model duty statement for the role.
12. The Multiple District Global Membership Team prepares and publishes at least two bi-monthly articles, in the magazine or on the website, promoting positive membership stories.
13. The Multiple District 50-50 Pathway Committee will actively promote the development of 50-50 Pathway program's at District and Club level.
14. The Multiple District 50-50 Pathway Committee will promote the contribution of women to Lions in Australia through quarterly feature articles/materials in the magazine and on the Multiple District Website.

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15. The Multiple District will actively encourage applications from suitably qualified women for positions on the Multiple District Management Group and Multiple District Committees.
16. The Multiple District Lioness Committee adopts Lioness to Lion strategies as a key National initiative and report on its progress at each Council meeting.
17. The Multiple District Leo Committee adopts Leo to Lion strategies as a key National initiative and report on its progress at each Council meeting.
18. The Multiple District prepares and promotes a guideline by April 2014 titled "Opening your club to working people" for clubs explaining the particular issues facing attracting and retaining working people.
19. The Multiple District GMT Coordinator prepares a concise strategy by January 2014 on how to attract baby-boomers to Lions, for presentation to the January 2014 meeting of Council.
20. The Multiple District Global Membership Team Coordinator, with the Global Team Area Coordinator, conducts March Membership month as previously endorsed by Council, and the Multiple District allocates grants of \$500 to each District on request, subject to the District matching the funds.
21. District Governors take the Multiple District Membership strategy to the first meeting of the District Cabinet and seek its endorsement, and the District Governor report the outcome to the first meeting of Council each year.
22. Each District develop a three-year membership plan setting, as a minimum:
  - a) Numerical targets
  - b) Individual strategies for retention, recruitment of younger people, recruitment of women.
  - c) Mapping of opportunities for new club development
23. The Multiple District recommends that the District 3-year membership plan be completed and operational before the new Lions year.
24. Council endorses the Financial Plan incorporated in this strategy and provides \$34,700 in the 2013/14 budget to cover the first year.

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## 5.0 AUTHORISATION

*The signatories below endorse this strategy and agree to take steps to implement it at Multiple District, District and Club Level*

Council Chairperson \_\_\_\_\_

District Governor \_\_\_\_\_

MD Global Membership Team Coordinator \_\_\_\_\_

Constitutional Area Global Membership Team Coordinator \_\_\_\_\_

# MD 201 Membership Strategy 2013

Revision No.	1.0	Relates to:	Governance
Revision Date	19 June 2013	Applies to	
Author	Rob Oerlemans	Authorised by	Rob Oerlemans

## TABLE OF REVISIONS

Rev #		Description of Change
1.0	June 2013	New document