



Mazol Temple Membership Growth Plan

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Background

At the beginning of 2015, Mazol Temple's membership was 523 nobles throughout the province of Newfoundland and Labrador. The temple was formed in 1982 with around 300 members, having previously been part of the Nova Scotia and PEI, Philae Temple.

At this point the temple has 10 clubs, spread throughout the province, each with their own units. There is also a Ladies of the Sabre group of shrine ladies associated with the St. John's Shrine club. All are active and participate in fundraising events for their clubs, units, the temple and our philanthropy; burned and crippled children who need our help.

The temple owns and operates three properties; 1) The Eastport RV Park, Eastport NL, 2) The Shrine Center on Topsail Road, St. John's NL, and 3) The Masonic Lodge and Shrine Club building in Clarenville NL.

Our temple experienced membership growth throughout the early years however in recent year's growth has been stagnant, primarily because of increasing visits by the Black Camel, suspensions, resignations, demits and the like. While we have not experienced the kind of membership losses other temples throughout the organization have, we have not been able to generate positive net membership growth in the last few years. Without intervention, we will be even more challenged to grow membership going forward as the average age of our membership continues to increase. This is further compounded by the fact that the Masonic Lodges, which are the sole source for shrine membership, are also experiencing membership growth challenges.

At the request of Tampa, our temple sent four representatives to the fall 2014 membership seminar, with the intent to bring an increased focus to bear on membership growth and retention going forward. This plan is our attempt to convert that initiative into action.

Membership stats

The following stats are from the Shriners Village online MDS Dashboard database. Columns one and two reflect Mazol's actual reported numbers for the past two years to the end of 2014. Column three and the graph below show our results over the past 5 years. In both instances our net numbers are negative.

Mazol MDS statistics

2014		2013		Last 5 years	
Beginning Count:	527	Beginning Count:	540	Beginning Count:	533
Ending Count:	523	Ending Count:	527	Ending Count:	523
Creations:	13	Creations:	11	Creations (avg):	16
Affiliations:	3	Affiliations:	0	Affiliations (avg):	1
Restorations:	0	Restorations:	1	Restorations (avg):	1
Demits:	5	Demits:	12	Demits (avg):	4
Suspensions:	7	Suspensions:	3	Suspensions (avg):	5
Expired:	8	Expired:	9	Expired (avg):	9
Resigned:	0	Resigned:	1	Resigned (avg):	1
Change:	-4	Change:	-13	Change:	-10
% Change:	-0.76 %	% Change:	-2.41 %	% Change:	-1.88 %
Status:	Bronze	Status:	None	Status:	N/A



5 Year Total Membership Numbers



Membership age report

This report, also from the MDS database, shows that between 65 and 70 percent of our nobles are age 65 and older.

Age	Number
21 and Under	0
22 to 34	6
35 to 44	16
45 to 54	58
55 to 64	87
65 and Over	357
No Age Available	9

Note: This information is only as accurate as the information in your temple database (Red Fez).

The preceding MDS stats report and 5 year total membership graph, show that over the past 5 years the black camel is not the only factor in our negative growth result. In fact the other factors such as demits, resignations, suspensions, etc. exceed expirations, on average, throughout the period. In summary, we are unable to do anything about the black camel, however with the right effort we should be able to positively influence the other categories listed.

Creations

The temple has done reasonably well with creating new nobles. For the past 5 years we have created an average of 16 new nobles each year. In fact 13 were created in the past year. That notwithstanding, there is potential to improve on that with a more focused approach to the lodges.

There are xxx Masonic lodges in the province with combined membership of xxxx. With the possible exception of the most senior members, all Master Masons (MM's) are potential shrine nobles. We need to develop a strategy to seek out interested lodge members and invite them to join the shrine. This can be done through presentations in open lodge, electronic and written communications to the membership and the like. In

addition the nobility may be able to help the lodges with their membership growth plans, and thereby help create a larger pool of MM's to draw our membership from.

The tools to help do this exist on the Shriners Village website, and good educational seminars sponsored by Imperial are available on an annual basis in Tampa.

The old "tried but true" approach of explaining what it is we do and the fun approach we take to doing it, to individual potential new nobles, was effective in getting us to where we are today. We need to continue doing this.

Somehow, much of the fun went out of our temple, particularly our largest club, the St. John's Shrine Club (SJSC), in the past few years. While we don't know to what extent; that has almost certainly been a negative contributing factor in attracting new nobles and likely factored into some of the losses. Fortunately that problem appears to be behind us and the signs are good now that the SJSC is rejuvenated and moving forward again with a full executive roster for 2015. With the extensive renovations to the shrine centre facility that were completed last year, more and better attended shrine functions and social events are taking place at the center. This should also bode well for our efforts to attract new members as word of the improvements spreads throughout the nobility.

The actions section of this plan will also address specific recommendations targeted toward boosting membership creations (recruitment).

Suspensions

The suspension policy states that a temple may not carry a member on the books who is more than 2 years in arrears. At that point the member must be suspended or the temple must remit dues on his behalf.

Mazol has been following this policy as shown in the membership stats report. In the past year 7 members were suspended for non-payment of dues. This is more than double the 2013 number and 2 higher than the 5 year average.

Issues of the recent past with the SJSC and changes resulting from the divans actions to address those issues may have contributed to the sharp rise in suspensions in 2014. If so, the fact that the club is returning to a more "business as usual" operation, should go some way toward solving the problem.

In any event, this area will need particular attention to ensure last year's sharp increase doesn't become a trend.

Resigned

Resignations have not been a problem for Mazol Temple to date.

Demits

Any noble can request a demit if he wishes to step back from the organization for a period. Seventeen nobles were granted demits over the past two years. This is an alarming statistic considering that only three requested and were granted demits over the previous three years. None have returned, which probably means that without that option those would have been resignations or suspensions.

It is known that at least some of the demits came about as a result of dissent surrounding changes that occurred leading up to and following the SJSC annual meeting in November, 2013 when the club was unable to elect an executive.

What is certain at this point, is that getting those nobles back will be part of the challenge going forward, for the membership growth team.

Restorations

Based on the above stats, we lost 45 nobles to demits and suspensions over the past 5 years but have recorded only 5 restorations over the same period. That would suggest there is opportunity to pursue getting some of those nobles back. Some of the temples in the US have experienced good success in mining these two categories.

Suspensions are almost always due to non-payment of dues which can be for any of a number of reasons. For example it could be due to inability to pay, lack of interest, dissatisfaction, etc. Demits can also be for some of the same reasons or for sickness, job

changes, transfers or moves to another jurisdiction or area where there is no shrine presence, etc.

A membership committee with a focus on restorations could delve into the reasons for leaving, on an individual noble basis, and attempt to address some of those reasons as part of its work, possibly leading to; 1) fewer suspensions and demits going forward, and; 2) bringing back some of the nobles that have left.

Summary

We are currently in the third year of a three year plan that was introduced in 2012 when Ill Sir Doug Beattie was Assistant Rabban. This year we will carry on with the final year of that plan and position the temple to move forward with the new plan beginning in 2016. This will provide a window of time for the divan to organize a team(s) of nobles, and budget financial resources necessary for implementation. Attached to this plan are the following two documents intended to provide guidance to the committee.

- 1) **Committee Terms of Reference**
- 2) **Roadmap to Membership Success** (provided by Imperial)

Imperial has made membership growth their top priority. They have also made it clear that **membership growth is a team effort** and have developed a series of tools and programs designed to help temples with their membership growth plans. Details are available on the Shriners Village website at www.shrinersvillage.com

Mazol is a strong vibrant temple with many hardworking and dedicated nobles. We are the envy of some of our counterparts in areas such as fundraising. For example, we have raised over half a million dollars towards construction of the new Montreal hospital. Our Temple PTF fund is strong. Our clubs are strong and financially sound. We have an excellent and well run patient care system. Our nobles always step up to the plate when called upon. We are recognized in the community as a caring public service volunteer organization that do good work for burned and crippled children. Those are all attributes of a good organization that we can draw upon to attract new nobles.

By aggressively pursuing **Recruitment** and again aggressively mining the **Demits** and **Suspensions** for potential **Restorations**, we should be able to not only bring our temple membership growth back into positive territory, but continue to grow year over year going forward. Other temples have done it...we can to.

Actions / Recommendations

The following recommendations are proposed to be implemented beginning with the 2016 budget year:

- 1) Mazol Divan to set up a membership growth committee reporting to the Potentate with a Chair and Directors responsible for the following areas:

Recruitment

Mentoring / Retention

Restorations

The committee chair will be appointed by the potentate however the chair in collaboration with the potentate will chose and invite directors and other members to join the committee from the temple membership based on Terms of Reference provided by the Divan. Ideally each club will be represented on the committee. To have standing, the committee must be approved by the divan by a majority vote at a regular meeting of the Divan. The Committee Chair will provide a quarterly progress report at the next regular meeting of the Divan following each quarter. The Chair will also submit a written report annually 3 weeks prior to the Temple January annual general meeting.

- 2) The Divan will budget funds in the Temple annual operating budget for the committee to conduct its work.
- 3) The Committee will set up a 3 year membership growth program complete with measurable annual goals and targets for each area.

Recruitment

Under Recruitment the Chair and Potentate will assign a committee member as Director Recruitment who will be responsible to:

- 1) Establish a direct working relationship with the Grand Lodge of Newfoundland and Labrador. Ask for their support by providing access to their membership

- database, particularly their lodge membership contact info for members achieving MM status within the past 10 years.
- 2) Establish a direct working relationship with the District Grand Lodge of Newfoundland and Labrador, Grand Lodge of Scotland. Ask for their support by providing access to their membership database, particularly their lodge membership contact info for members achieving MM status within the past 10 years.
 - 3) Contact each potential new noble personally and familiarize him with the shrine mission, highlight the family / fun aspect, and our philanthropy, provide him with a membership application and invite him to become a member.
 - 4) Accept his application on behalf of the temple and ensure that it gets to the temple recorder for processing.
 - 5) Ensure a mentor is assigned to answer any questions and to help integrate the new noble into the fraternity.

Mentoring / Retention

The committee chair and Potentate will assign a Mentoring / Retention Director from within the committee, to develop and implement a mentoring and retention program for the Temple.

Initial introduction into the Shrine can be an intimidating experience for someone not accustomed to the inner workings of the organization. It will take some time for new nobles to become fully familiar with all aspects of the operations of their Club and the Temple. For that reason and to ensure each new recruit has the best opportunity to become a fully integrated and participating noble, mentoring is an important, integral part of the membership growth and retention strategy.

As soon as a noble is inducted he must be made to feel welcome and be provided with the opportunity to participate in the activities of his Club and the Temple. It is equally important that his spouse is welcomed and included in each step of the new noble integration process. The likelihood a noble will stay can be greatly influenced by attention to detail in this regard.

The mentoring and retention director will work with each club to ensure the club assigns a noble / nobles to mentor new members throughout at least their first year of membership.

The club mentor(s) will be responsible to coach new nobles on matters such as club / temple events, timing, location, dress, etc.

Restorations

The committee Chair and Potentate will assign a Restorations Director from within the committee, to develop and implement a Restorations strategy for the Temple.

Based on the statistics presented in the Background section of this plan and further discussed under Restorations there may be a substantial opportunity to go after past members of Mazol who have left the Temple.

The Restorations Director will be responsible to organize a team to contact each noble to discuss their reasons for leaving, inform them of the Temples desire to have them back and gauge their interest in returning. Advise them of changes / improvements, since they left and bring them up to date on what the Club / Temple is doing with respect to social activities, fundraising, patient care, new hospital construction and the like.





Mazol Temple Membership Growth Plan

Attachments

- 1) Committee - Terms of Reference**
- 2) Roadmap to Membership Success**

Membership Committee - Terms of Reference

Date Approved:

1. Purpose

- 1.1. To create positive membership growth for Mazol Temple
- 1.2. The committee shall develop specific strategy and methods it intends to employ to connect with Master Masons (MM's) it plans to bring into, or back into, the temple membership as nobles, the questions to be asked of each candidate and the method(s) to be used to engage each person and gather information.
- 1.3. To make use of the tools and materials available on the Shriners Village website.
- 1.4. The Committee will review the membership plan annually and present a draft of any revisions or recommendations to the divan for approval at any regular meeting of the divan.
- 1.5. To review the work of Imperial on the development of overall membership directives and guidelines and where the Committee deems appropriate, provide summary comments and recommendations for the divan's consideration.

2. Authority

- 2.1. The committee has no authority to change divan policies.
- 2.2. The committee has no authority to spend or commit Mazol's financial resources, except as approved by the divan, but can request funds for specific initiatives as may be proposed by the committee.
- 2.3. With the concurrence of the divan, the Committee may avail of staff resources.
- 2.4. To have standing the committee must be approved by a majority vote at a regular meeting of the Divan.

3. Composition

3.1. The Chair of the committee shall be appointed by the Potentate.

3.2. The Committee must include a minimum of one divan member, a chair and a minimum of four nobles from the general membership, at least three of which will be from clubs other than the SJSC and Compass Shrine Club. Ideally each club will be represented and can nominate one member to serve on the committee.

4. Term of Office

4.1. The Chair term will be for a period of three years however must be reconfirmed by the incoming potentate annually.

4.2. Committee members shall be appointed for a 3 year term however must be reconfirmed annually by the chair and divan.

5. Reporting

5.1. The Committee shall monitor progress in implementing the membership plan and provide an updated report quarterly at a divan meeting.

5.2. Reporting to the divan shall be accomplished by verbal and/or written reports by the Chair on a quarterly basis. At least one (1) written annual report shall be submitted to the divan three weeks prior to the annual general meeting.

