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Strategic plan

Prepared by MW Bro. Isaac B. Brower-Berkhoven, Grand Master and RW Bro. Stephen Godfrey, Board of General Purposes Chairman

In August of 2004 the first elected members of the Grand Lodge Board of General Purposes (not including members of the Grand Executive) met with other members of the Board to determine the way that the Board would work. The members also began setting long term goals.

Preliminary reports of Grand Lodge committees would be received and discussed by the Board, but time for further exploration of what had been discussed in August was difficult to find. A recommendation was made that the Board hold a workshop for the express purpose of developing the ideas initiated at the first meeting in August 2004. Two workshops were held in Kamloops in the spring of 2005. From those meetings three distinct areas of discussion ensued:

- Management of the Board—how it would be run and how communication would take place;
- Rôles and Responsibilities of the Elected Regional Representatives;
- Ideas centering around long term goals.

Through 2005-2006 the Board completed the Management Plan and the Rôles and Responsibilities of the Elected Representatives, both items being approved in the spring of 2006. Also presented last year was a rough draft of a Strategic Plan.

This fall the Board again met in Kamloops for a third workshop to finalize this Strategic Plan.

The purpose of presenting the plan is for you, brethren, to help us confirm that the five goals stated are of importance to the general plan, that the strategies are manageable and



The five pillars approach to a strategic management plan

achievable and that our measuring suggestions will help in our evaluation of goals achieved. Please consider discussing this in your lodges before our Annual Communication this June.

We are interested in any ideas which you feel are missing in the developing strategic plan and which should be considered.

In June 2007, the plan will be placed before Grand Lodge. The Board is seeking your approval in principle to the

project.

Purpose

- To be a support system to the Grand Master and Grand Secretary in the general operations of Grand Lodge.
- To act as a voice of the Brethren
- To maintain continuity by building and monitoring an on-going action plan for Grand Lodge.

General objectives of the Board

- To make recommendations

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Strategies

GOALS

KEY OBJECTIVES

LEADERSHIP

Develop and maintain competent and committed leaders.

- a. Develop and implement an annual *Wardens' Leadership Seminar* by February 2008.
- b. Present an annual two-day seminar for incoming DDGMs commencing in 2007.
- c. Update and maintain the *Lodge Officers' Leadership Workshop* by May 2009. Continue to conduct at least one workshop annually in each region.
- d. Develop and implement competency profiles for all masonic leadership rôles by 2009.
- e. Support *Youth Leadership Programmes* for members of Job's Daughters and DeMolay on an annual basis commencing in 2007.
- f. Develop and adopt formal and consistent rôles and responsibilities for all Grand Lodge Officers and Committees by May 2009.

EDUCATION

Expand our knowledge of Freemasonry, society and the liberal arts and sciences.

- a. All lodges to regularly conduct *Education* as a formal item on their agenda.
- b. Every lodge and/or district to establish and maintain a masonic library by 2010.
- c. Grand Lodge Education Committee to continue to develop and maintain relevant education presentations for use by the lodges and districts.
- d. Each district or region to implement an *Annual Masonic Day* by 1 May 2008.
- e. Lodges to invite guest speakers on topics related to their communities, society and other areas relevant to our fraternity.

COMMUNICATION

Disperse all information and resources clearly, effectively and in a timely manner.

- a. Develop and implement formal protocols for the communication of all information and resources by 2008. Particular emphasis will be placed on application of current systems and technology. A *Lodge Secretaries Workshop* covering these protocols will be conducted by 2008.
- b. Develop and implement standardized office procedures for the Grand Lodge Office by 2008. Will include defined rôles, responsibilities and performance expectations for all Grand Lodge officers and employees.

MEMBERSHIP

Retain current members and attract new candidates.

- a. All lodges to develop, implement and maintain a *Strategic Management Plan*. Plans will give specific consideration to enhancing Leadership, Education, Communication, Membership, Community Relationship and Finances.
- b. Conduct a formal survey of the brethren every five years commencing in 2007/08. Particular emphasis will be placed on the perceptions of new freemasons with less than five years in the Craft.
- c. Maintain and promote the *Mentorship Programme* for use by all new freemasons.

COMMUNITY

Develop a meaningful relationship with our communities.

- a. Establish a Public Communication Officer for the jurisdiction by 2008. A key rôle for this position will be to develop and distribute resources to support all lodges.
- b. Lodge Buildings Committee to review the state of our lodge buildings and provide support advice as appropriate. Finance Committee to provide an explanation of funding options available to lodges.
- c. As an element of their Strategic Management Plan, lodges will participate in appropriate community events and activities.
- d. Extend access to *Youth Leadership Programmes* by providing bursaries to youth from our communities regardless of masonic affiliation.
- e. Lodges to invite community participation in appropriate lodge activities and/or events.

MEASURES

- Increasing leadership competence as defined through application of the competency profiles.
- DDGMs' Annual Reports to track success.
- Survey of Lodge Secretaries and DDGMs' Annual Reports confirm progress.
- Average ongoing increase in membership of 2%.
- Survey indicates the membership is increasingly 'Active' and 'Satisfied'.
- All lodges to fulfill minimum standards of *Lodge Excellence Programme* by 2012.
- Feedback from community, brethren, new members and positive impact on membership.

Strategic plan from page one

- to the Grand Master, keeping in mind that the final decision-making authority and accountability will always remain the province of the Grand Master.
- To develop, implement and maintain a (five-year or more) plan that will:
 - Consider the best masonic practices from around the world;
 - Be reviewed and updated annually, using the fourth or final Board meeting each masonic year for review;
 - Be presented to Grand Lodge each year, Grand Lodge to be accountable for accomplishing the action plans as directed by the Grand Master, and;
 - Be specific and actionable but general enough to allow the current Grand Master some latitude for his year.
 - To strive for 100% attendance at all meetings.
 - To act as a well-functioning model of a Board of General Purposes for constituent lodges to emulate.

Rôles and responsibilities of the Regional Representatives

- Each representative will:
- Be a voting member of the Board.
 - Attend all meetings of the Grand Lodge Board of General Purposes as far as possible or submit a written report of his activities. He will also be encouraged to find a brother who will attend on his behalf, and who will have full voting rights at the meeting.
 - Carry forward regional concerns to the Grand Lodge Board of General Purposes.
 - In consultation with the DDGMs, submit a written report to the Grand Secretary and DDGM two weeks prior to each Board meeting.

- After each Board meeting, make a brief written report of the meeting to the DDGMs and lodge secretaries of the region (and where necessary to the Worshipful Masters).
- Maintain communication with DDGMs concerning events within the Region and of Grand Lodge.
- Wherever and whenever possible, the Regional Representative will make a verbal report in lodges in his region or request that the DDGM do so on the his behalf.
- Make presentations within the Region between meetings of the Board, as regularly as is necessary for communication to the membership, of the Board's work or of seeking particular information as requested by the chairman.
- Record any assignments which the Regional Representative will be required to report back on to the Board at its next meeting as instructed by the chairman.
- Obtain feedback from membership in the region on anything which is not under the specific direction and responsibilities of the DDGM, or which the DDGM requests the Regional Representative to present.
- Use all appropriate modes of communication to speed the transfer of and increase accessibility to information. ■

Lodge notes

In an effort to promote inter-lodge visitation and education in one fell swoop, the members of **Landmark Lodge No. 128** and **Vimy Lodge No. 97** debated the religious and masonic aspects of the winding staircase this November past.

Six debaters, three from

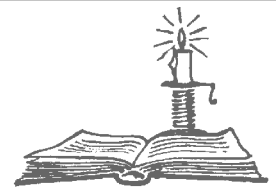
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comments and
opinions on the
strategic plan.

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