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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.

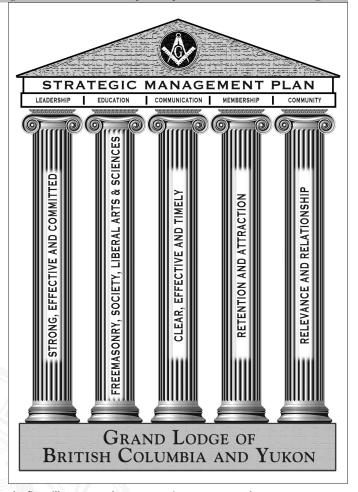
Preliminary reports of Grand Lodge committees would be received and discussed by the Board, but time for further exploration of what had been discussed in August was difficult to find. A recommendation was made that the Board hold a workshop for the express purpose of developing the ideas initiated at 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

a. To make recommendations **continued on page 3** 



#### VOLUME 70 / NUMBER 6

EDITED by Trevor W. McKeown for the Grand Secretary's Office and published by the Grand Lodge of British Columbia and Yukon Ancient Free and Accepted Masons. The VIEWS AND OPINIONS expressed in the Masonic Bulletin are those of the individual authors and writers, and do not necessarily reflect the opinions of this Grand Lodge. The editor reserves the right to edit submissions. CORRESPONDENCE: 1495 West Eighth Avenue, Vancouver, British Columbia V6H 1C9 Canada. WEB: http://freemasonry.bcy.ca TELEPHONE: +1-604-736-8941. FACSIMILE: +1-604-736-5097. EMAIL: editor@freemasonry.bcy.ca

#### **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 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

- b. To develop, implement and maintain a (five-year or more) plan that will: i. Consider the best masonic practices from around the world: ii. Be reviewed and updated annually, using the fourth or final Board meeting each masonic year for review; iii. Be presented to Grand Lodge each year, Grand Lodge to be accountable for accomplishing the action plans as directed by the Grand Master, and; iv. Be specific and actionable but general enough to allow the current Grand Master some latitude for his year.
- c. To strive for 100% attendance at all meetings.
- d. 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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# Online and ready for the twenty-first century

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Grand Lodge
website and see
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Send us your comments and opinions on the strategic plan.

Use the handy form on page 4.



#### Turn over a new leaf

Books, tapes and videos; Masonic education at its best. Open for your convenience second and fourth Friday evenings; 5:00 'til 10:00 pm.

> The Library at Grand Lodge

#### Comment

Your comments and suggestions are encouraged and most welcome.

Take a moment and jot down a few ideas, then send them in to our Grand Secretary's office.

Tell us your ideas:							
·							

#### Mail to:

**Grand Secretary** Grand Lodge of BC & Yukon 1495 W. 8th Ave. Vancouver, BC V6H 1C9

f: +1-604-736-5097

#### Lodge notes

from page three

each lodge, presented their arguments on the meaning of the winding staircase, after which those on the sidelines had an opportunity to offer opinions.

Pulled together by W Bro. Tim Thompson, a member of both lodges, the debate was the first of a home and away series. Landmark Lodge will host a return event some time in the new year.

The event was appreciated by all in attendance as a great way to spice up a lodge meeting, to promote visitation with purpose, and to make Freemasonry just that much more fun.

Members of both lodges agreed it would be a great idea to expand the debates to other lodges in District 28 and they have issued their challenge.

In a similar spirit of inter-lodge coöperation, in December, Doric Lodge No. 18 and Ashlar Lodge No. 3, both in Nanaimo, held a joint and Past Masters' meeting to raise Bros. Latham and Virtue of Doric Lodge, and Bro. Findlay of Ashlar Lodge with the assistance of VW Bros. Booth and Casselton of Concordia Lodge Lodge

No. 249, Millwood, Washington. Although held on a Saturday morning close to Christmas, the lodge room was full and everyone remembered to sign both porch books.

#### **Mysteries**

In English two distinct words are represented: mystery, the archaic term for a handicraft, as in the art and mystery of printing, is the same as the Fr. métier (trade, craft, profession), and is the M.E. *mistere*, from Med. Lat. misterium. ministerium, ministry. Mystery, meaning something hidden, inexplicable, or beyond human comprehension, is from Lat. *mysterium* (through French)



#### **GRAND MASTER'S ITINERARY FEBRUARY 2007**

1-3	Thu	Annual Communication		Grand Lodge Alaska		
6	Tue	District No. 28	Blue Mountain	182	Port C	oquitlam
7	Wed	Coffee with the Cr	raft		Port C	Coquitlam
7	Wed	District No. 21	Mt.Shepherd 15	59		Victoria
8	Thu	Coffee with the Cr	raft			Victoria
10	Sat	Scottish breakfast	Meridian Lodge	108	V	ancouver
13	Tue	District No. 14	Zion 77		V	ancouver
13	Tue	Coffee with the Cr	raft		V	ancouver
14	Wed	District No. 26	Burnaby 150			Burnaby
15	Wed	Coffee with the Cr	raft			Burnaby
17-19	S-M	North American C	onference of Gra	and N	lasters	Portland
24	Sat		Concordant Bo	dies		Burnaby

and Gr. mustes, from muen, to close the eyes or lips.

It is from this latter sense that the old miracle plays, mediaeval dramas in which the characters and story were drawn from sacred history, came to be called Mysteries, though they were frequently presented by members of a guild or mystery. Miracle plays (as they were called at the time) developed from liturgical pageantry, especially in the Corpus Christi processions, and were taken over by the laity. They were performed in the streets on a wheeled stage or on stages erected along a processional route, and non-Biblical subjects were also introduced. They flourished in England from the 13th to the 16th century.

Excerpted from Brewer's Phrase & Fable

#### Chaplain's corner

by VW Bro. Mark S. Dwor

On Saturday morning, 14 April 2007 our Grand Master will be visiting the Schara Tzedeck Synagogue, at Oak Street and 19th Avenue in Vancouver. We really cannot call it a "Church Parade", it is afterall a Synagogue. Some of you may have attended a similar event in 1995 at the Beth Israel Synagogue when MW Bro. Clark M. Gilmour was our Grand Master.

I will be posting a letter on the Grand Lodge website at freemasonry.bcy.ca/grandlodge/ grandchaplain.html to detail what actually happens in this orthodox Synagogue regular Sabbath Service. This Synagogue is the one I belong to and attend pretty well every Saturday morning. I will attempt to explain how the service works, what is expected of the participants and the books that will be used. The purpose of this letter will be to answer all of your potential questions, particularly the ones you won't even know to ask until you attend.

My goal is for you to feel you are not just a welcome visitor, but also to put you at ease that you are doing the right thing.

Finally, while seating is not particularly limited—we can accommodate up to 450 or so—I will be asking for some commitment in my letter as to attendance to help with the organizational and food requirements.