

## **GLNB 5 Year Plan**

(February 27, 2010)

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### **Preamble**

The following submission is the result of many visits to lodges throughout the jurisdiction and the input from lodges and individual masons. I have attended lodge meetings in all districts in the jurisdiction as well as District Council Meetings in three districts (my own included). I have spoken with very many masons after meetings during refreshment and have received written input from 11 lodges. I believe that this submission represents the general consensus of Masons in New Brunswick.

It should be pointed out that the input from lodges and individuals addressed various aspects of a strategic plan. For that reason, I will briefly outline the format of a plan that seems to have received general agreement.

It is also important to acknowledge the considerable input and advice received from the members of the committee who volunteered their participation at various points throughout the process and whose input, especially in the developmental stages, was vital to this product.

### **Format for Strategic Plan**

- 1. Mission and/or Vision Statement*
- 2. Goals/Objectives*
- 3. Strategies*
- 4. Tactics*
- 5. Timelines/Accountabilities*

### **This submission**

The mission of the GLNB has been previously established and it was not the objective of this project neither to review it in depth nor to recreate it.

The overall goals and objectives will be identified, as specifically as possible and are recommended for inclusion in this 5-year plan.

Some overall strategies are recommended that deal with the goals/objectives.

If accepted, this document must provide the underlying foundation for the development of this fraternity for the next 5 years. It should be reviewed and reported on annually the Grand Master, his designates and to Grand Lodge. Blue Lodges should be held accountable for the development

of tactics that will support the Goals/Objectives of the GLNB. Also Blue Lodges should report through their DDGM, their progress to achieving their targets.

Working together with all lodges contributing to all strategies, the goals may indeed prove to be modest. The 5-year plan, on its annual review may be extended for another year which would make it a living document that is always a 5-year plan that will not require major adjustment (maybe a major review every 5 years.).

The Timelines and Accountabilities are built into the Tactics. The Tactics will be developed at the Grand Lodge, District and Lodge levels to deal with issues within each of their purviews. The Grand Lodge Tactics are intended to facilitate the tactics of the districts and lodges and, likewise, the District Tactics are intended to facilitate the tactics of the lodges. Suggestions will be offered at the conclusion of this document. It will be the challenge (and opportunity) for lodges to be specific as to how their tactics will address the needs of their lodge and, subsequently, the Grand Lodge of New Brunswick. For example, the target growth of 10% translated to some lodges will be ridiculously low. In that case, set the target higher so that you likewise contribute even more to the overall growth. Even for small rural lodges a 10% growth is a reasonable target with effort and commitment. For example, a lodge starts with 50 members. A 10% growth represents 5 additional members over 5 years. Factoring in deaths, it will likely mean more but there is a way to address the issues of demits, suspensions and new members that will work in that locale. We will offer some suggestions. The suggestion list is certainly not intended to be restrictive nor exhaustive. Nor is it a suggestion that these ideas are the “best” or most effective ideas.

It is also a recommendation that an ongoing accountability be assigned at the Grand Lodge level to oversee the ongoing development of the Strategic Plan and report back to the Grand Master and Grand Lodge with respect to development and achievement. Possibly, establishing and achieving targets related to the GLNB 5 year plan could be factors in the Grand Master’s Award program.

## **GLNB 5 Yr Plan**

*To improve life by improving the men who live it while never losing sight of the need to preserve the past, serve the present and prepare for the future.*

### **Vision Statement of the Grand Lodge of New Brunswick**

*To create a strong and viable Fraternity made up of men who practice the principles of Freemasonry, who have a strong desire for self-improvement, thus making a positive difference in the quality of life in New Brunswick.*

### **Mission Statement**

*To provide a strong and visible leadership to the Masons of New Brunswick, by developing and initiating programs which will enhance leadership, knowledge, member satisfaction, communication and cohesion among the constituent Lodges of the Grand Lodge. We will strive to maintain our status as the Fraternity of choice for men in New Brunswick. We will continue to actively promote and preserve Brotherly Love, relief, truth, morality and friendship among our membership.*

### **Goals/Targets**

1. To increase membership in GLNB by 10% by 2015.
2. To increase attendance at blue lodges by an average of 25% by 2015.
3. To develop regular programs for inclusion at Lodge Communications that focus on the proper use of Masonic ritual and protocol, Masonic education and Masonic training.

### **Strategies**

Strategies will be the overall systems put into place that will address the Goals/Targets. Strategies will not be specific in terms of the actions/tactics that need to be put into place.

1. Each lodge will establish and implement a structure to address the issue of attracting new members.
2. Grand Lodge will establish and implement communication and promotional programs that will support the lodges in attracting new members.
3. Lodges will establish programs to increase attendance at regular communications.
4. Lodges will design regular meetings that will make effective use of time and include, as a primary component, education and training.

5. Grand Lodge will develop a monitoring and accountability system for the implementation and evaluation of this plan.

### **Actions/Tactics (The “Tool Kit”)**

The following are suggestions for consideration. The list is not intended to be exhaustive. These are ideas that many lodges are considering and/or implementing. Lodges will develop tactics based on their individual needs and abilities. It is important that each lodge develop tactical plans that include timelines and accountabilities. The overall topic of Tactical/Action Plan Development may, in fact, be a good part of a program in a regular communication. However, the development of the plan in its specifics should not occur at regular communications. It is suggested that committees/groups of individuals be given responsibility for the development and recommendation of tactical/action plans and that plans be completed and ready for implementation in 2011.

Some tactics will fit into more than one category. This is intended as a “Tool Kit” from which lodges may select the most appropriate in their situation.

#### **A. Membership Tactics**

- a. Promotional programs in local papers, newsletters, etc. This can be done at the Grand Lodge, District and Lodge level.
- b. Informational sessions designed to inform the public on the nature of Freemasonry.
- c. Active support and involvement in Demolay and Rainbow groups. We know that many Demolay members and family members become Masons.
- d. Active involvement in community activities and community support. Lodges can become involved as lodges and be noticeable in that involvement. Camp Goodtime, Haitian relief, etc.
- e. What Can I Say? What Should I Say? Grand Lodge can provide leadership in the development and distribution of information concerning what should and could be said in talking to a person about becoming involved in Freemasonry.
- f. Distribution of Mostly Masonry beyond the bounds of the fraternity. Identify key target groups for distribution.
- g. Develop formal processes to be implemented prior to the issuance of a demit or the suspension of a member.
- h. Become involved in local Lifestyle shows.
- i. “Friend to Friend” nights.
- j. Opening the lodge building for public tours and information sessions.

- k. GLNB become active and regular contributors to provincial media. Local lodges become likewise involved in local media.
- l. Improve internet access by establishing lodge webpages with links and information re contacts on the GLNB site.
- m. Ensuring that information about local lodges, meeting dates and times, contact persons, etc. is prominent in municipal information packages, telephone directories, etc.
- n. Establish Masonic book lending programs to which interested persons may have access.
- o. Ensuring that Masonic information and contact information is available at fund raisers.
- p. Post information on outside of lodge door that identifies contact persons, meeting times, etc.

#### B. Attendance

- a. Establish a Master Mason's Rookie Award (Districts 2 & 7 are experimenting with this.)
- b. Establish a visitation and contact plan that ensures that every lodge member is contacted regularly concerning lodge activities, etc.
- c. Design effective meetings that consider the attendance of visitors and the needs/interests of members.
- d. Design and implement improved lodge bulletins that are invitational and that reflect the nature and content of the lodge meetings.
- e. Develop and implement websites that are prominent and accessible. The Websites should be maintained and current and inform visitors as to contact information, meeting information and sources of Masonic information. The websites should also clearly identify the role of the local lodge, GLNB and Freemasonry in community.
- f. Training and information with respect to the roles of officers.
- g. A well governed lodge is an enjoyable lodge. Masters need to understand and implement meeting procedures that maintain a pleasant, informative and enjoyable atmosphere.
- h. Effective use of Mostly Masonry for the distribution of Masonic information, lodge information and education.

- i. Implementation of the mentor program.
- j. Poll members to determine interests, concerns, etc.
- k. Ensure that rehearsals and practices are regularly held even for routine matters so that all attendees can be satisfied that ritual will be well conducted.
- l. Consider various forms for handling of minutes either by summary, pre-distribution, minute writing training so that the reading/confirming of minutes can be handled in the minimal amount of time.
- m. Conduct recognition ceremonies for long service, etc. at times and places where families and friends can participate.
- n. Attempt to address accessibility issues.
- o. Establish and implement telephone committees to inform members of upcoming events, meetings and changes.
- p. Establish programs that recognize and honour the families of departed brethren.
- q. Implement re-training programs such as the “Rusty Nail” ritual for the re-integration of members who are not comfortable with their knowledge of Masonic ritual.
- r. Establish regular lodge dinners for members.
- s. Redesign post-meeting refreshment so that it is more organized (sit down) and greetings, announcements, etc may be a part.
- t. Implement a transportation system that arranges for brethren to be transported to and from lodge if required.

### C. Program

- a. Become acquainted with and use Grand Lodge Training and Education resources.
- b. Establish an annual plan for lodge program.
- c. Actively recruit involvement from members in the planning and implementation of program. Pay special attention to new members but don't forget the more seasoned and experienced members.
- d. Arrange for Guest Speakers on topics of current interest.
- e. Establish District Degree Teams.
- f. Ensure that adequate and appropriate rehearsals and practices take place.

- g. Ensure that ritual work is conducted well and with appropriate support.
- h. Use the Officers' Manual as a resource for training programs.
- i. Assign a lodge responsibility either through committee or individuals for the development and implementation of a program. Clearly, the Master must be an integral part of this process.
- j. Ensure that the lodge program is well and timely advertised throughout the membership of the lodge and district.
- k. Schedule degree work so that it is not the only activity that occurs in a lodge. The judicious use of emergent meetings is recommended when lodges have many new members.
- l. Use the Travelling Gavel as a program opportunity.
- m. Table Lodge.

## Summary

This plan can be effective in achieving the established goals. However, that will only happen with the active participation and commitment of local districts, lodges and individual masons. While GLNB can and must provide the support for these things to happen through the development and improvement of resources, it is only at the local lodge and district levels that most of the initiatives can occur. For this plan to be effective, the GLNB must be insistent on the participation of individual lodges. The accountabilities that are established must be clear and unambiguous.

This plan is the result of considerable input from individual masons and lodges throughout the province. It should not be permitted to become just one more approved document with no active reinforcement and expectation. This document cannot be seen as restrictive but as liberating. Lodges must feel the freedom to address the 3 Goals/Targets and the Strategies in a manner that is most effective for them. I believe that each lodge should establish challenging targets together with indicators and “measurables” on an annual basis and that GLNB should have annual targets associated with the goals/targets. It may be that we will fall short of some of the annual targets but if our commitment is firm, we will develop tactics to adapt and achieve the overall goals/targets.