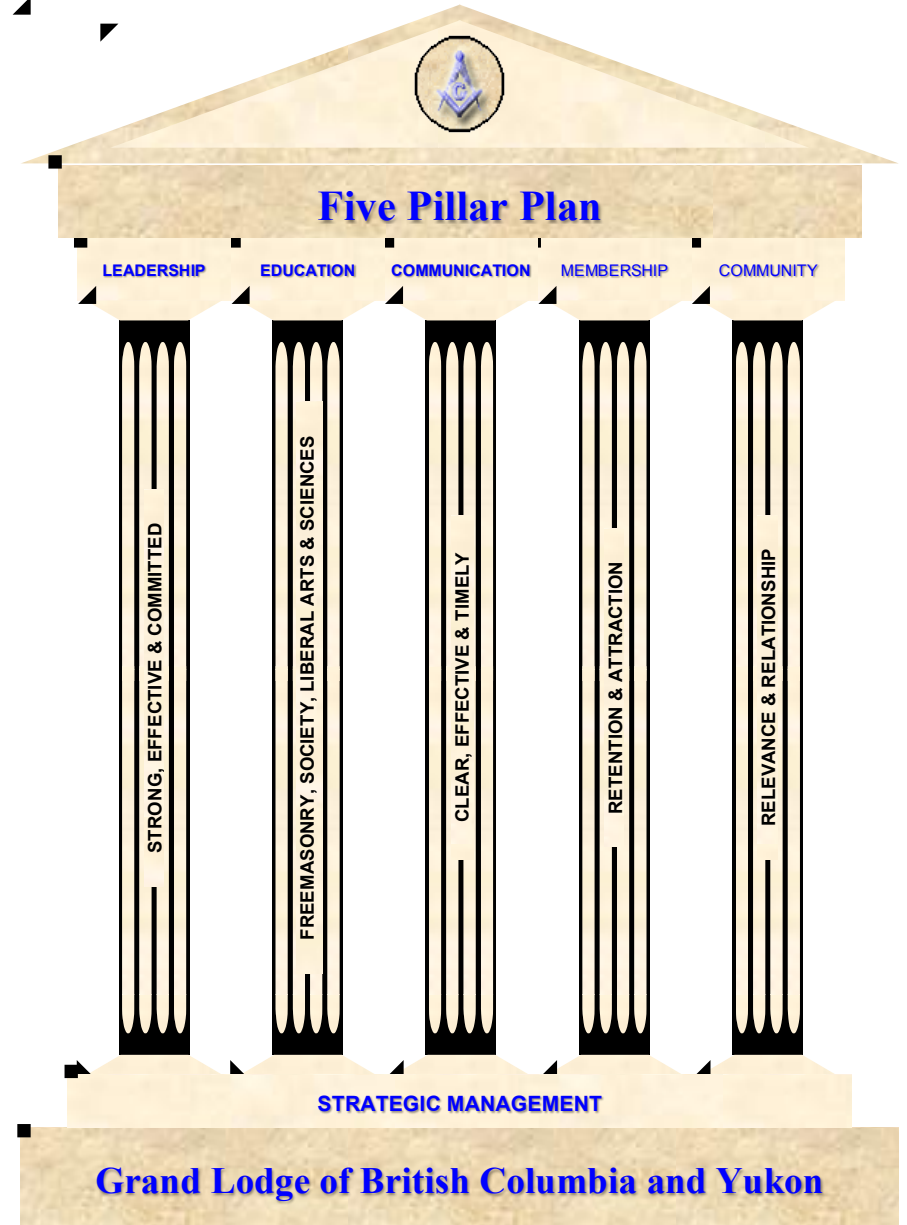


**Mission**

The Grand Lodge of BC & Yukon, as a parent organization of Freemasons, promotes and advances the Masonic Fraternity in this jurisdiction and serves as a support system to individual lodges by building a modern, dynamic organization with universal appeal and by creating a favourable climate for meaningful organizational change.

**Vision**

To be recognized as a relevant and respected Fraternity, committed to attracting and retaining all men of high quality who strive for self improvement and the opportunity to make a positive difference in their community.



*\* Note: The 5-Pillar Plan is a living document and many of its elements will continue to evolve. Updates and revisions will occur as committees and individuals continue to work on their assigned areas of responsibility.*

**S T R A T E G I E S**

GOALS	KEY OBJECTIVES	TIMELINES	ACCOUNTABILITIES	MEASURES
<p><b>LEADERSHIP</b>                      Develop and maintain exceptional and inspiring leaders who are competent, creative, dynamic and committed.</p>	LE1. Present the “Lodge Officers’ and Ladies’ (Masonic Leadership) Conferences” every two years.	<ul style="list-style-type: none"> <li>▪ Spring 2014 location TBD</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved leadership performance as measured in a survey utilizing the “Masonic Leadership Profile”.</li> <li>▪ More Brethren seeking leadership roles.</li> <li>▪ Surveys for seminars and workshops (before and after) and pre- / post-evaluation of all training as to value and skill development success.</li> </ul>
	LE2. Hold an annual two-day seminar for incoming DDGM’s.	<ul style="list-style-type: none"> <li>▪ Spring Annually</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deputy Grand Master</li> </ul>	
	LE3. Update and maintain the ‘Lodge Officer’s Leadership Development Workshop’. Continue to conduct at least one workshop annually in each region in alternate years from the “Lodge Officers’ and Ladies’ Conferences”.	<ul style="list-style-type: none"> <li>▪ Spring 2014 location TBD (LE1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership Committee</li> </ul>	
		<ul style="list-style-type: none"> <li>▪ 2010 – 2011</li> <li>▪ 4 events / workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ District Education Officers</li> <li>▪ 27 Districts</li> <li>- is this adequate ???</li> </ul>	
	LE4. Develop a definition of the desirable characteristics / skills sets required for a leader in Freemasonry (Masonic Leadership Profile) to be used for guidance in selecting, training and developing Masonic leaders.	<ul style="list-style-type: none"> <li>▪ 2010 / 11</li> <li>▪ <b>OVERDUE</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership Committee</li> <li>▪ <b>OVERDUE</b></li> <li>▪ Progress report</li> </ul>	
LE5. Provide mentorship for Candidates and Lodge Officers through expanded use of the Mentorship Program. Develop simplified instructions and guidelines to assist mentors.	<ul style="list-style-type: none"> <li>▪ 2011 – Fall</li> <li>▪ <b>OVERDUE</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Education Committee</li> <li>▪ <b>OVERDUE</b></li> <li>▪ DEO reports GS (GL.Proceedings 2011 pg.56)</li> <li>▪ Progress report</li> </ul>		

<b>EDUCATION</b> <b>Expand our knowledge of Freemasonry, society and the liberal arts and sciences through thought provoking, entertaining and relevant enlightenment.</b>	ED1. Encourage and assist Lodges to conduct regular high quality education / enlightenment at meetings and to have libraries and resource centers by:			<ul style="list-style-type: none"> <li>▪ DDGM's to report annually on status within the Lodges and their District.</li> <li>▪ Alternatively communicated through Secretaries' returns and / or report(s) form the District Education Officers.</li> <li>▪ Report of the Grand Lodge Committee on Education</li> </ul>
	ED1.1. District Education Officers to demonstrate the variety of ways to present enlightenment (preference is for interactive education preferably including multi-media delivery).	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• <b>Progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ DDGM's and District Education Officers</li> </ul>	
	ED1.1.1. Develop defined expectations for DEO's.	<ul style="list-style-type: none"> <li>▪ June 2011 (@GL) <b>re-addressing 2012 - 2013</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Education Committee</li> </ul>	
	ED1.1.2. Provide public speaking and presentation skills workshop for DEO's (and other Grand Lodge and Lodge Officers).	<ul style="list-style-type: none"> <li>▪ April annually (to DDGM's)</li> <li>▪ June 2012 (@GL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ DGM and SGW</li> <li>▪ Education and Leadership Committees</li> </ul>	
	ED1.2. Supporting regional gatherings for "Masonic Days."	<ul style="list-style-type: none"> <li>▪ On going</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Master</li> </ul>	
	ED1.3. Having the Grand Lodge Committee on Education assist by:		<ul style="list-style-type: none"> <li>▪ Education Committee</li> </ul>	
	ED1.1.3. Providing lists of beneficial resources for Lodge libraries and resource centers.	<ul style="list-style-type: none"> <li>▪ DEO – On going <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ DEO compiling speakers list <b>Re-addressing 2012 - 2013</b></li> </ul>	
	ED1.1.4. Collecting and distributing resources.	<ul style="list-style-type: none"> <li>▪ DEO – On going <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Require process defined &amp; results tabulated</li> </ul>	
	ED1.1.5. Providing links through Grand Lodge website.	<ul style="list-style-type: none"> <li>▪ 2012 – Spring <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ DEO / Committee (DDGM's)</li> <li>▪ Define regular &amp; periodic reports (quarterly / 6 months) (GL.Proceedings 2011 pg.57)</li> </ul>	
	ED1.1.6. Soliciting and distributing papers and presentations of enlightenment researched, written and presented by Masons and others.	<ul style="list-style-type: none"> <li>▪ TBA <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Collected papers posted to members site / GL web page</li> </ul>	
ED1.1.7. Developing a "Speakers Bureau" and providing Lodges with ideas for Masonic and non-Masonic speakers from their community and from within and beyond the jurisdiction.	<ul style="list-style-type: none"> <li>▪ TBA <b>progress report</b></li> </ul>			

<p><b>COMMUNICATION</b>  <b>Ensure good two-way communication and disperse all information and resources clearly, effectively and in a timely manner.</b></p>	<p>CN1. Address the application of current systems and technology for communication:</p>		<ul style="list-style-type: none"> <li>▪ DGM-elect, SGW-elect, Grand Secretary and Research Committee – new initiative (June 2011)</li> <li>▪ Created – Masonic calendar, email addresses,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Systems and protocols developed and successfully implemented.</li> <li>▪ Survey of Lodge Secretaries and DDGM's Annual Reports confirm progress.</li> <li>▪ Greater ease and efficiency of communication (survey to determine perception of Brethren).</li> </ul>
	<p>CN1.1. Review the processes and methods of communication between GL and the Lodges of this Jurisdiction, and recommend and implement enhancements and changes where these can be made using available technologies.</p>	<ul style="list-style-type: none"> <li>▪ <b>Fall 2011 progress report</b></li> </ul>		
	<p>CN1.2. Identify and implement opportunities to increase communication between the Lodges of this Jurisdiction and their members using electronic communications technologies.</p>	<ul style="list-style-type: none"> <li>▪ <b>Fall 2011 progress report</b></li> </ul>		
	<p>CN2. Develop and implement protocols for the communication of all information.</p>	<ul style="list-style-type: none"> <li>▪ <b>Fall 2011</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Part of CN1</li> <li>▪ Twitter</li> </ul>	
	<p>CN3. Conduct regional Lodge Secretaries' Workshops to provide training and address the implementation of new systems and protocols.</p>	<ul style="list-style-type: none"> <li>▪ <b>TBA</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Secretary</li> <li>▪ <b>Progress report</b></li> </ul>	
	<p>CN5. Communicate positives achievements at Grand Lodge and Lodge levels.</p>	<ul style="list-style-type: none"> <li>▪ <b>On going</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Secretary</li> <li>▪ Book in office</li> </ul>	
	<p>CN6. Establish District Masters' and Wardens' Meetings.</p>	<ul style="list-style-type: none"> <li>▪ <b>2009 / 10 progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ DDGM's</li> <li>▪ Number of District in compliance ____</li> </ul>	
	<p>CN7. Review the purpose and frequency of publication of the Grand Lodge Bulletin and consider alternatives (e.g. glossy magazine, e-zine, etc.).</p>	<ul style="list-style-type: none"> <li>▪ <b>TBA progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Brethren to be designated</li> <li>▪ Progress report</li> <li>▪ <b>OPEN ITEM</b></li> </ul>	
<p>CN8. Develop a "clearing house" of district events (electronic calendar) for the entire jurisdiction.</p>	<ul style="list-style-type: none"> <li>▪ <b>Fall 2011 progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Part of CN1</li> <li>▪ Created – Masonic calendar</li> <li>▪ Input by DDGM &amp; District's</li> </ul>		

**FIVE PILLAR PLAN – Version 6.3 (2012.May.21)**

<b>MEMBERSHIP</b> <b>Retain current members and attract new candidates.</b>	ME2. Upgrade and maintain the “Lodge Excellence and Award Program” including links to resources related to program elements.	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research Committee and Regional Representatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Average on-going increase in membership of 2%.</li> <li>▪ Survey indicates the Membership is increasingly ‘Active’ and ‘Satisfied’.</li> <li>▪ All Lodges fulfill minimum standards of ‘Lodge Excellence Program’ by 2012.</li> <li>▪ DEO / DDGM – provide information</li> </ul>
	ME3. Develop a “Lodge Planning” booklet for Lodges	<ul style="list-style-type: none"> <li>▪ 2011 / 12 progress report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leadership Committee (GL.Proceedings 2011 pg.65)</li> <li>▪ <b>OPEN ITEM</b></li> </ul>	
	ME7. Develop plan to review and implement, if appropriate, items highlighted in the 2010 Electronic Survey of Master Masons	<ul style="list-style-type: none"> <li>▪ 2012 – Spring progress report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Education Committee</li> <li>▪ <b>OPEN ITEM</b></li> </ul>	

<b>COMMUNITY</b> <b>Develop a meaningful relationship with our communities.</b>	CY1. Provide needed resources, guidance and support to Lodges.	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Relations Comm. (GL.Proceedings 2011 pg.56)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from community, Brethren, new members and positive impact on membership.</li> </ul>
	CY2. Provide resources and guidance to ensure that Lodge Buildings reflect the image required to promote a favourable impression of Freemasonry.	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Committee of Lodge Buildings</li> </ul>	
	CY3. Grand Lodge to encourage and support participation in appropriate <b>community event</b> and <b>initiatives</b> .	<ul style="list-style-type: none"> <li>▪ TBA progress report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Secretary -</li> <li>▪ Regalia</li> <li>▪ Exhibitors</li> <li>▪ Website</li> <li>▪ Reference guide</li> <li>▪ Data base</li> </ul>	
	CY4. Develop a DVD (long, short and on-line formats) providing information regarding Freemasonry	<ul style="list-style-type: none"> <li>▪ 2011 June progress report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ad-Hoc committee</li> <li>▪ Grand Master Address</li> </ul>	
	CY5. Charitable donations to recognized societies within our jurisdiction.	<ul style="list-style-type: none"> <li>▪ By April 30<sup>th</sup> annually</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Master</li> </ul>	

**FIVE PILLAR PLAN – Version 6.3 (2012.May.21)**

<b>STRATEGIC MANAGEMENT</b> <b>Providing a sound foundation for our Five Pillars.</b>	SM1. Conduct an Organizational Analysis of our Grand jurisdiction which will include:		<ul style="list-style-type: none"> <li>▪ Ad hoc Committee on Organizational Analysis (GL.Proceedings 2011 pg.108)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from Brethren (survey) confirming the more efficient and effective operation of their Grand Lodge.</li> </ul>
	SM1.4. Size and number of Districts	<ul style="list-style-type: none"> <li>▪ May 31, 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy Grand Master</li> </ul>	
	SM1.5. Terms of office for the Grand Master, Deputy Grand Master, Senior and Junior Grand Wardens	<ul style="list-style-type: none"> <li>▪ May 31, 2012</li> </ul>		
	SM1.6. Services expected and provided to the brethren and Lodges by Grand Lodge.	<ul style="list-style-type: none"> <li>▪ TBA <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ _____</li> </ul>	
	SM1.7. Develop and maintain a database of “Best Practices”	<ul style="list-style-type: none"> <li>▪ TBA <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ _____</li> </ul>	
	SM2. Define and communicate the role of the Regional Representatives	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Grand Master</li> </ul>	
	SM3. Manage and maintain the “Five Pillar Plan”	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Grand Warden</li> </ul>	
	SM4. Develop and maintain a viable financial plan that is based on the programs and priorities of Grand Lodge.	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Treasurer and Finance Committee</li> </ul>	
	SM5. Develop and implement standardized office procedures for the Grand Lodge Office.	<ul style="list-style-type: none"> <li>▪ In progress <b>progress report</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Grand Secretary</li> <li>▪ Progress report</li> </ul>	

**Table of Accountabilities and Key Objectives:**

<b>Accountabilities</b>	<b>Key Objectives</b>									
Grand Master	ED1.2			CY5			SM2			
Grand Secretary	CN1.1	CN1.2	CN2	CN3	CN5	CN7	CN8	CY3	SM5	
Deputy Grand Master	LE2			ED1.1.2			CN7			
Senior Grand Warden	ED1.1.2			SM3						
Grand Treasurer	SM4									
District Deputy Grand Masters	ED1.1			CN6			(CN8)			
District Education Officers	ED1.1		LE3 pt.1	LE3 pt.2		ED1.1.3	ED1.1.4		ED1.1.5	
Regional Representatives	CN7			ME2			ME7			
Finance Committee	SM4									
Leadership Committee	LE1		LE3 pt.1		LE3 pt.2		LE4		ME3	
Education Committee	LE5	ED1.1	ED1.1.1 - 2	ED1.2	ED1.1.3	ED1.1.4	ED1.1.5	ED1.1.6 - 7	ME7	
Research Committee	CN1.1		CN1.2		CN8			ME2		
Ad hoc Committee on Organizational Analysis	SM1.3 – 5			SM1.6 - 7						
Ad hoc Committee (Development of DVD)	CY4									
DGM-elect, SGW-elect, Grand Secretary	CN1.1			CN1.2			CN8			
Community Relations Committee	CY1									
Buildings Committee	CY2									
Brethren to be designated	CN7									

**Completed or removed KEY OBJECTIVES**

CATEGORY	KEY OBJECTIVE	
<b>LEADERSHIP</b>	LE1. Present the "Lodge Officers' and Ladies' (Masonic Leadership) Conferences" every two years.	EVERY 2 <sup>nd</sup> YEAR - 2012 Penticton - (13-15 April 2011)
	LE2. Hold an annual two-day seminar for incoming DDGM's.	ANNUALLY - April 2012
<b>EDUCATION</b>	ED2. Meet the Masonic educational needs of the Brethren by developing a Masonic Diploma Program	
<b>COMMUNICATION</b>	CN4. Review our "Grand Representatives" Program to ensure it is productive and make certain it is communicated, promoted and understood.	
<b>MEMBERSHIP</b>	ME1. Develop and implement a system which provides for a high level of candidate preparation and retention (e.g. the "6-step Program".	
	ME4. Develop resources to assist Brethren in providing information regarding Freemasonry.	
	ME5. Design and implement an electronic survey of Master Masons placing emphasis on new Brethren who have been in the Craft for less than five (5) years.	
	ME6. Investigate, develop and implement mechanisms to enhance the retention, restoration and recruitment of Brethren. This should include collaboration with our concordant bodies of men and women.	
<b>STRATEGIC MANAGEMENT</b>	SM1.1. Organizational chart for elected and appointed Grand Lodge Officers	
	SM 1.2. Job Descriptions for Grand Line Officers (GM, DGM, SGW, G. Treasurer., G. Secretary	
	SM 1.3. Reporting procedures from Committees to Grand Line Officers	