



# Five Pillar Plan

GRAND LODGE *of* ANCIENT, FREE *and* ACCEPTED MASONS  
*of* BRITISH COLUMBIA *and* YUKON

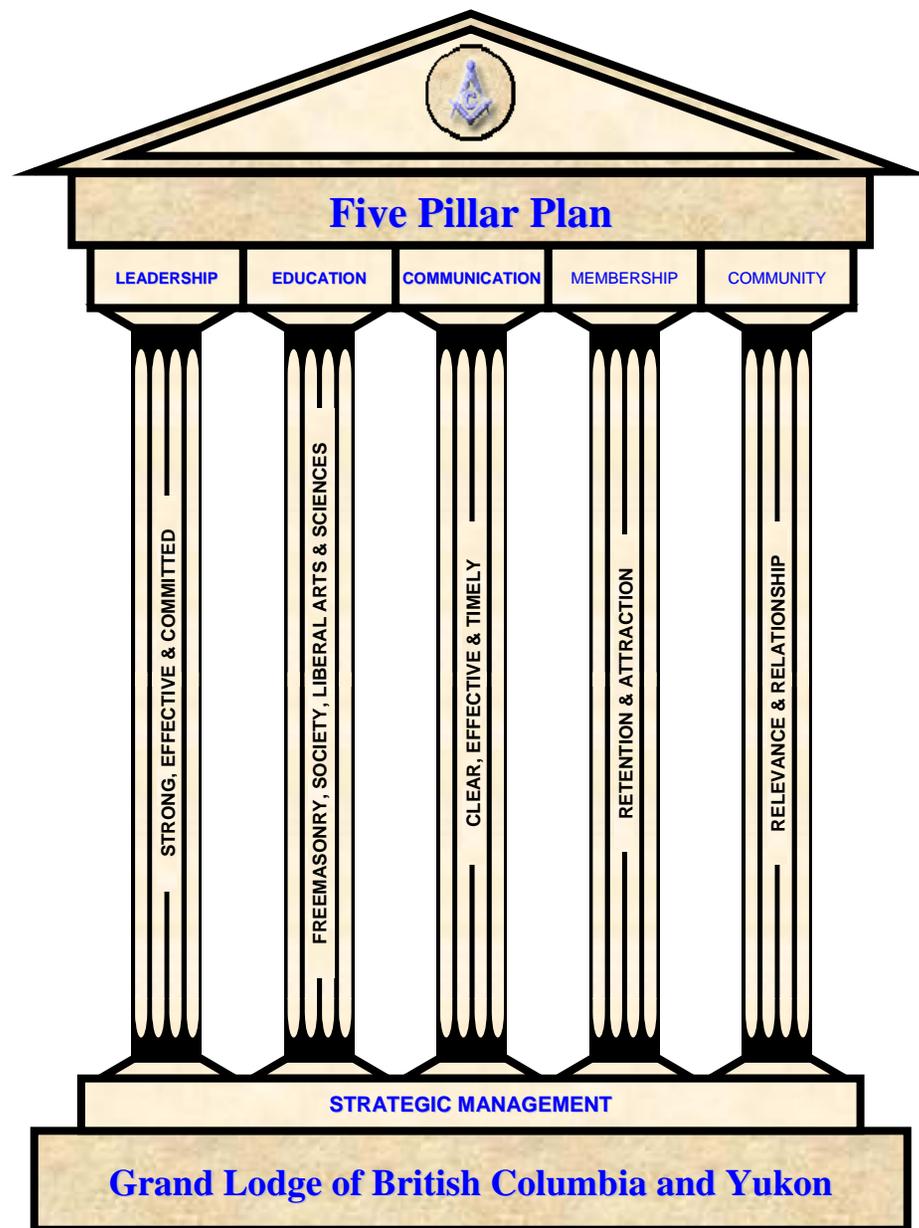
[freemasonry.bcy.ca/grandlodge/fivepillarplan.pdf](http://freemasonry.bcy.ca/grandlodge/fivepillarplan.pdf)

**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  |
|--|---|---|---|---|
| <b>LEADERSHIP</b><br>Develop and maintain exceptional and inspiring leaders who are competent, creative, dynamic and committed.  | LE1. Present the "Lodge Officers' and Ladies' (Masonic Leadership) Conferences" every two years.  | <ul style="list-style-type: none"> <li>▪ April 16, 17, 18 2010</li> <li>▪ Next - 2012</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>▪ 2010 / 11</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Leadership Committee</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> </ul>   | <ul style="list-style-type: none"> <li>▪ Leadership Committee</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>▪ TBA</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Education Committee</li> </ul>                         |   |
| <b>EDUCATION</b><br>Expand our knowledge of Freemasonry, society and the liberal arts and sciences through thought provoking, entertaining and relevant enlightenment. | 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>▪ 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)</li> </ul>                                       | <ul style="list-style-type: none"> <li>▪ Leadership 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 2011 (@GL)</li> </ul> | <ul style="list-style-type: none"> <li>▪ DGM and SGW</li> <li>▪ Leadership Committee</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>▪ TBA</li> </ul>   |   |   |
|  | ED1.1.4. Collecting and distributing resources.   | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>   |   |   |
|  | ED1.1.5. Providing links through Grand Lodge website.   | <ul style="list-style-type: none"> <li>▪ TBA</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</li> </ul>   |   |   |

**FIVE PILLAR PLAN - October 2009 revision – Version 5 (May 31, 2010)\***

| <b>GOALS</b>   | <b>KEY OBJECTIVES</b>   | <b>TIMELINES</b>   | <b>ACCOUNTABILITIES</b>   | <b>MEASURES</b>  |
|--|---|--|---|--|
|  | 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</li> </ul>                            |   |  |
|  | ED2. Meet the Masonic educational needs of the Brethren by developing a Masonic Diploma Program.  | <ul style="list-style-type: none"> <li>▪ Development schedule required.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Ashlar College of Freemasonry</li> </ul>   |  |
| <b>COMMUNICATION</b><br><b>Ensure good two-way communication and disperse all information and resources clearly, effectively and in a timely manner.</b> | CN1. Address the application of current systems and technology for communication:   |  | <ul style="list-style-type: none"> <li>▪ Ad hoc Grand Lodge Committee on “Electronic Communication – Enhancing Our Working Tools” to work with in close consultation with the Grand Secretary</li> <li>▪ Grand Secretary to implement.</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> |
|  | 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. | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            |   |  |
|  | CN1.2. Identify and implement opportunities to increase communication between the Lodges of this Jurisdiction and their members using electronic communications technologies.                                       | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            |   |  |
|  | CN2. Develop and implement protocols for the communication of all information.  | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Grand Secretary</li> </ul>   |  |
|  | CN3. Conduct regional Lodge Secretaries’ Workshops to provide training and address the implementation of new systems and protocols.   | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Grand Secretary</li> </ul>   |  |
|  | CN4. Review our “Grand Representatives” Program to ensure it is productive and make certain it is communicated, promoted and understood.  | <ul style="list-style-type: none"> <li>▪ Report by May 5, 2010</li> </ul>          | <ul style="list-style-type: none"> <li>▪ Fraternal Relations Committee</li> </ul>   |  |
|  | CN5. Communicate positives achievements at Grand Lodge and Lodge levels.  | <ul style="list-style-type: none"> <li>▪ On going</li> </ul>                       | <ul style="list-style-type: none"> <li>▪ Grand Secretary</li> </ul>   |  |
|  | CN6. Establish District Masters’ and Wardens’ Meetings.   | <ul style="list-style-type: none"> <li>▪ 2009 / 10</li> </ul>                      | <ul style="list-style-type: none"> <li>▪ DDGM’s</li> </ul>  |  |
|  | CN7. Review the purpose and frequency of publication of the Grand Lodge Bulletin and consider alternatives (e.g. glossy magazine, e-zine, etc.).  | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Regional Representatives:<br/>- Collins, Bisson, Westmacott, Phillips</li> </ul>   |  |
|  | CN8. Develop a “clearing house” of district events (electronic calendar) for the entire jurisdiction.   | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Grand Secretary</li> </ul>   |  |
| <b>MEMBERSHIP</b><br><b>Retain current members and attract new candidates.</b>   | ME1. Develop and implement a system which provides for a high level of candidate preparation and retention (e.g. the “6-Step Program”).   | <ul style="list-style-type: none"> <li>▪ 2010 / 11</li> </ul>                      | <ul style="list-style-type: none"> <li>▪ W. Bro. Myles Makortoff</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</li> </ul>   |
|  | ME2. Upgrade and maintain the “Lodge Excellence Program” including links to resources related to program elements.  | <ul style="list-style-type: none"> <li>▪ TBA</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Research Committee and Regional Representatives</li> </ul>   |  |
|  | ME3. Develop a “Lodge Planning” booklet for Lodges  | <ul style="list-style-type: none"> <li>▪ 2011 / 12</li> </ul>                      | <ul style="list-style-type: none"> <li>▪ Leadership Committee</li> </ul>  |  |

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|--|--|---|---|---|---|
|  | ME4. Develop resources to assist Brethren in providing information regarding Freemasonry.  | <ul style="list-style-type: none"> <li>TBA</li> </ul>   | <ul style="list-style-type: none"> <li>Regional Representatives:                             <ul style="list-style-type: none"> <li>- Collins, Bisson, Westmacott, Fleming, Phillips</li> </ul> </li> </ul> | Program' by 2012.   |   |
|  | 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.  | <ul style="list-style-type: none"> <li>Present results at 2010 Grand Lodge Communication</li> </ul> | <ul style="list-style-type: none"> <li>Ad hoc Committee re: Electronic Survey</li> </ul>  |   |   |
|  | 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. | <ul style="list-style-type: none"> <li>Underway (? Specifics and associated timelines)</li> </ul>   | <ul style="list-style-type: none"> <li>Membership Committee</li> </ul>  |   |   |
| <b>COMMUNITY</b><br><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>TBA</li> </ul>   | <ul style="list-style-type: none"> <li>Community Relations Comm.</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>TBA</li> </ul>   | <ul style="list-style-type: none"> <li>Building Committee</li> </ul>  |   |   |
|  | CY3. Grand Lodge to encourage and support participation in appropriate community event and initiatives.  | <ul style="list-style-type: none"> <li>TBA</li> </ul>   | <ul style="list-style-type: none"> <li>Grand Secretary</li> </ul>   |   |   |
|  | CY4. Develop a DVD (long, short and on-line formats) providing information regarding Freemasonry.  | <ul style="list-style-type: none"> <li>Preview @ GL 2010 - complete by Sept.</li> </ul>             | <ul style="list-style-type: none"> <li>Ad hoc Committee (Cross responsible)</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>  |   |   |
| <b>STRATEGIC MANAGEMENT</b><br><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</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> |   |
|  | SM1.1. Organizational Chart for elected and appointed Grand Lodge Officers   | <ul style="list-style-type: none"> <li>Dec. 31, 2010</li> </ul>                                     |   |   |   |
|  | SM1.2. Job descriptions for Grand Line Officers (GM, DGM, J & SGW, G Treas., G Secretary)  | <ul style="list-style-type: none"> <li>Dec. 31, 2010</li> </ul>                                     |   |   |   |
|  | SM1.3. Reporting procedures from Committees to Grand Line Officers   | <ul style="list-style-type: none"> <li>Dec. 31, 2010</li> </ul>                                     |   |   |   |
|  | SM1.4. Size and number of Districts  | <ul style="list-style-type: none"> <li>May 31, 2012</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</li> </ul>   |   |   |   |
|  | SM1.7. Develop and maintain a database of "Best Practices"   | <ul style="list-style-type: none"> <li>TBA</li> </ul>   |   |   |   |
|  | SM2. Define and communicate the role of the Regional Representatives   | <ul style="list-style-type: none"> <li>On going</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>On going</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>Senior Grand Warden</li> </ul> |

| GOALS | KEY OBJECTIVES   | TIMELINES   | ACCOUNTABILITIES  | MEASURES |
|-------|--|---|---|----------|
|       | 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</li> </ul> | <ul style="list-style-type: none"> <li>▪ Grand Secretary</li> </ul>                       |          |

**Table of Accountabilities and Key Objectives:**

| Accountabilities                             | Key Objectives                             |
|--|--|
| Grand Master                                 | ED1.2, CY5, SM2                            |
| Grand Secretary                              | CN1.1, CN1.2, CN2, CN3, CN5, CN8, CY3, SM5 |
| Deputy Grand Master                          | LE2, ED1.1.2, CY4 (Cross)                  |
| Senior Grand Warden                          | ED1.1.2, SM3                               |
| Grand Treasurer                              | SM4  |
| District Deputy Grand Masters                | ED1.1, CN6                                 |
| District Education Officers                  | ED1.1                                      |
| Regional Representatives                     | CN7, ME2, ME4                              |
| Finance Committee                            | SM4  |
| Leadership Committee                         | LE1, LE3, LE4, ED1.1.1, ED1.1.2, ME3       |
| Education Committee                          | LE5, ED1.3 (ED1.1.3 – ED1.1.7)             |
| Ashlar College of Freemasonry                | ED2  |
| Research Committee                           | ME2  |
| Ad hoc Committee on Organizational Analysis  | SM1 (SM1.1 – SM1.7)                        |
| Ad hoc Committee on Electronic Communication | CN1.1, CN1.2                               |
| Ad hoc Committee on Electronic Survey        | ME5  |
| Community Relations Committee                | CY1  |
| Buildings Committee                          | CY2  |
| Fraternal Relations Committee                | CN4  |
| Membership Committee                         | ME6  |
| W. Bro. Myles Makortoff                      | ME1  |