

26 February 2013



Dear Members of L'Arche Canada,

As you are aware, the L'Arche Canada Mandate and Selection Committee has been working over the past three months to develop a "Mandate and Strategic Directions" document that will enable L'Arche Canada to implement its mission based on the Mandate of L'Arche International. Having achieved much under the current Mandate, we are now fully engaged in the process of reviewing our priorities for our journey beyond the upcoming General Assembly.

When we began this process we sent you a copy of a "Strategic Framework" document and we received a wide range of responses from across Canada, representing Communities and Boards from all four regions. We also received feedback from members of the National Team. In general, the feedback received was supportive of the priorities outlined in the Strategic Framework; yet at the same time, there was also a call for a document which would be less ambitious and technical, and which would express the priorities more simply. With that in mind, we have developed a Mandate that we believe will serve well as the primary guiding document for L'Arche Canada's mission in the coming years. The Strategic Framework will remain as an important reference document to aid in the implementation of our new national Mandate.

Our final draft of the Mandate was presented to the Board of L'Arche Canada at its meeting in Montreal on February 8<sup>th</sup>-9<sup>th</sup>. After making a few adjustments, they voted to accept the Mandate (here attached) for presentation to the National Assembly at its gathering in Vancouver this coming May.

Having finished our work on the new Mandate, ***it is now time for us to engage communities in the Selection Process, and so we are once again approaching you for your contribution.***

As part of the process to date there have been conversations with Hollee and Joe who have carried responsibilities together as National Leaders for the past four years. According to the Constitution of L'Arche Canada, both of them are eligible for a further term as leaders.

Following is what they have each told us:

- Joe has indicated that he is not available to serve another term and will complete his current term at the National Assembly.
- Hollee has indicated that she is open to accepting another term as National Leader, and has provided us with a short reflection outlining her proposed direction for L'Arche in Canada today, and confirming her readiness to be called to a further term of Leadership if she is invited to do so.



With all of that in mind, we now propose the following key questions for you:

1. Do you affirm Hollee to continue as National Leader of L'Arche Canada?
2. Who are the others you see who may be called to leadership of L'Arche Canada at this time, and why?

Feedback to these questions may be submitted by email either to:

John O'Donnell ([john.odonnell@larche.ca](mailto:john.odonnell@larche.ca)) or

Marc Larouche ([marc\\_larouche@globetrotter.net](mailto:marc_larouche@globetrotter.net))

Or you may choose to submit your feedback online at  
<http://fluidsurveys.com/s/en/larchecanada/selection>

**The feedback submission deadline is Monday, March 25, 2013.**

Once we have received nominations we will work on the selection of two names to be presented to the Board of L'Arche Canada for their approval before the candidates are presented to the National Assembly.

As you enter the Nomination phase of the process it is important to remember that those who are nominated need your prayerful support in their time of personal discernment. The Mandate and Selection Committee also needs you to pray for them as they do the work of discerning, speaking with, and selecting the candidates for National Leadership for the next four years.

With thanks for your partnership in this important process,

Eileen Glass  
Chair L'Arche Canada Mandate & Selection Committee

Attachments:

1. Mandate & Strategic Directions 2013-2017
2. Hollee Card Reflection

Reflection from Hollee Card  
Submitted at the request of the  
L'Arche Canada Mandate & Selection Committee,  
for distribution to those who are currently engaged in the  
L'Arche Canada Selection Process.  
- January 27, 2013 -

As I reflect on what we have accomplished together over the last four years, I give thanks to each one of you and to God for an ongoing faithfulness to our identity and Mission as L'Arche. I see communities stepping out in new ways to live our mission; communities that are struggling with funding are diligently engaged with their governments to correct this. L'Arche Canada is also poised to take new steps in areas such as engaging with Canadian society; our 50th anniversary is an opportune occasion for celebrating who we are and for inviting Canadians into our mission.

I believe that the identified priorities are the right ones for L'Arche Canada today. Servant Leadership is underway; outreach requires further development. Mission and Growth is the most complex of these three. As Jean Vanier acted simply because he was moved to respond to a cry; we, too, have to study the reality of people with intellectual disabilities in Canada and understand their real needs and those of their families. We, then, will have to ask ourselves how this cry calls us to respond and in what specific ways. We need to give time for the feasibility study.

I love L'Arche; I care deeply about the communities. I simply wish to be of service, in the role of National Leader, to supporting, building and sharing our mission. I hope that is your desire too! We can create our common future together as we respond to the challenges and opportunities before us.

**MANDATE  
& STRATEGIC DIRECTIONS  
2013-2017**



This Mandate flows directly from the L'Arche International Mandate adopted in Atlanta in June 2012. The following three priorities reflect the international priorities of L'Arche in our Canadian context:

- **Leadership**
- **Mission & Growth**
- **Outreach**

These priorities call us to work, to pray, and to build together, recognizing that each person—community members, national, regional, and local leaders, board members, volunteers, donors and friends—has a contribution to make as we commit ourselves to a particular course of action for the next four years.

**Leadership** is the single most important issue that will affect the continued **growth and stability** of L'Arche in the future. So as we move from the era of the founder to the “post-founder era” in our history, we need to ensure that we have a robust, inclusive and proactive leadership strategy. For this reason, L'Arche Canada's **Servant Leadership Program** is woven into the fabric of our new Mandate and will touch many elements of our lives in the coming years.



Communication is central to all areas. With this Mandate we also



Claude Mclean, L'Arche Beloeil

- commit to continue developing a strong partnership between L'Arche Canada, the Regions and local communities with a continued focus on dynamic, respectful and accessible communication; and
- acknowledge that L'Arche Canada and the Quebec region are being called to enter more fully into a significant dialogue on the place of the latter in the structures of L'Arche.

By pursuing our common priorities, we will become stronger “partners in the mission”, **reaching out** ever more confidently to society with our message of hope in the days to come.

2014 will mark the 50<sup>th</sup> Anniversary of L'Arche in the world—an opportunity to plan special events and to engage in new initiatives that will shine a spotlight on L'Arche and its mission all over Canada. As we prepare to celebrate this momentous occasion, we also celebrate and give thanks for the **mission of L'Arche** in today's world as we commit ourselves to the implementation of our priorities.



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## Leadership

- Encourage full and active participation in the Servant Leadership Program to inspire the development of leadership abilities for everyone in our communities.
- Design and implement human resource practices and training to support the growth of leaders from their earliest months in L'Arche.
- Be more deliberate in recruiting assistants who have the desire and ability to live out our Mission over the long-run; provide more growth opportunities for them.
- Connect with and draw on the many L'Arche alumni who carry the spirit of Servant Leadership in their current roles and relationships beyond L'Arche.



Madeleine Ellis, L'Arche Montréal,  
with Elisabeth Eudes-Pascal

## Mission & Growth

- Build a culture of continuous learning that engages all community members and inspires ownership of our identity and mission.
  - Develop a growth strategy for L'Arche in Canada that will offer support for new models of L'Arche and encourage the expansion of existing models where there is interest and capacity for development.
  - Support communities and regions to increase their capacity to develop, maintain, and strengthen financial support from government and other sources.



Kim Lageer, L'Arche Daybreak

## Outreach

- Explore innovative ways of reaching out in friendship and service to people with intellectual disabilities and their families.
- Develop an outreach strategy through promotional and public relations activities.
- Develop partnerships with other organizations.
- Promote a constructive dialogue with society, and take public stands when necessary on issues that are relevant for L'Arche and critical for people with intellectual disabilities.

