

The Catholic Women's League of Canada Plans Strategically 2018-2022

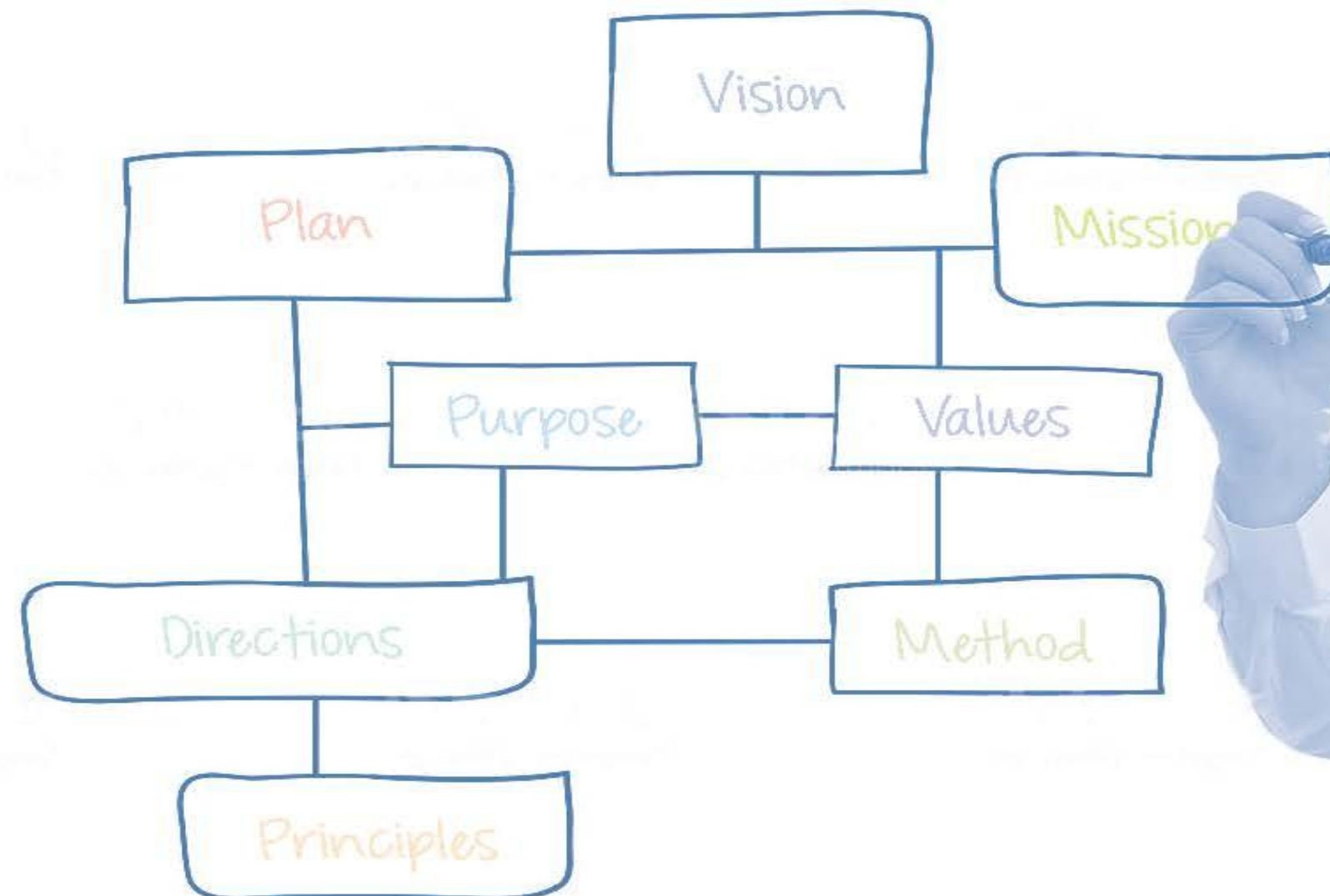
Introduction and Overview

Definition

To Plan Strategically

tōo/ plan/ strə'tējik(ə)lē/

a process for knowledge-based decision making that aligns an organization's activities with its purpose, values, goals and vision of the future



Step 1: Get Organized

Method

Step 1:

Getting Organized

" A simple person believes anything, but a
prudent person gives thought to their steps"
(Proverbs 14:15).



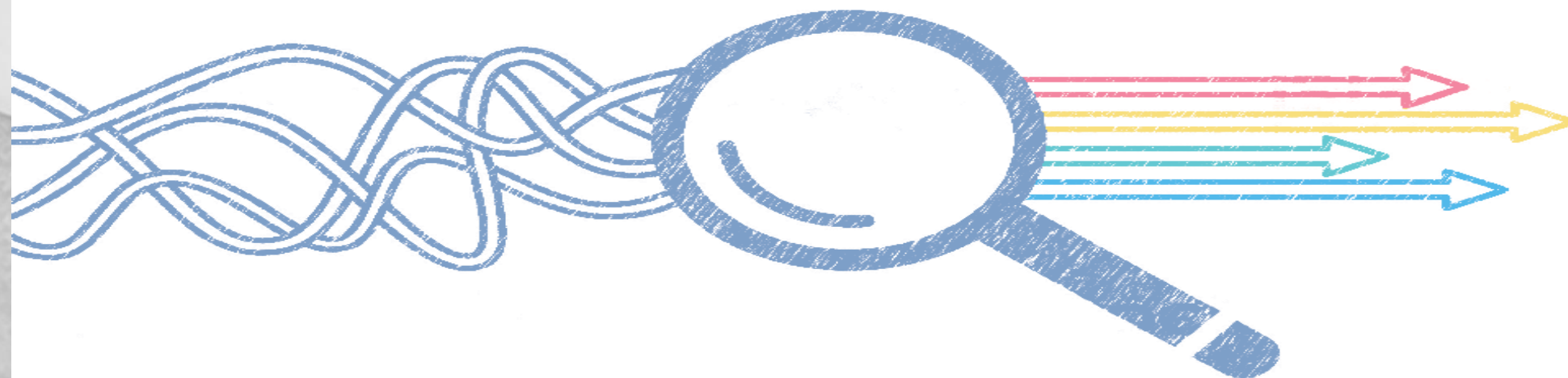
Step 2: Take Stock

Step 2:

Taking Stock



"Know well the condition of your
flocks, and given attention to
your herds" (Proverbs 27:23).

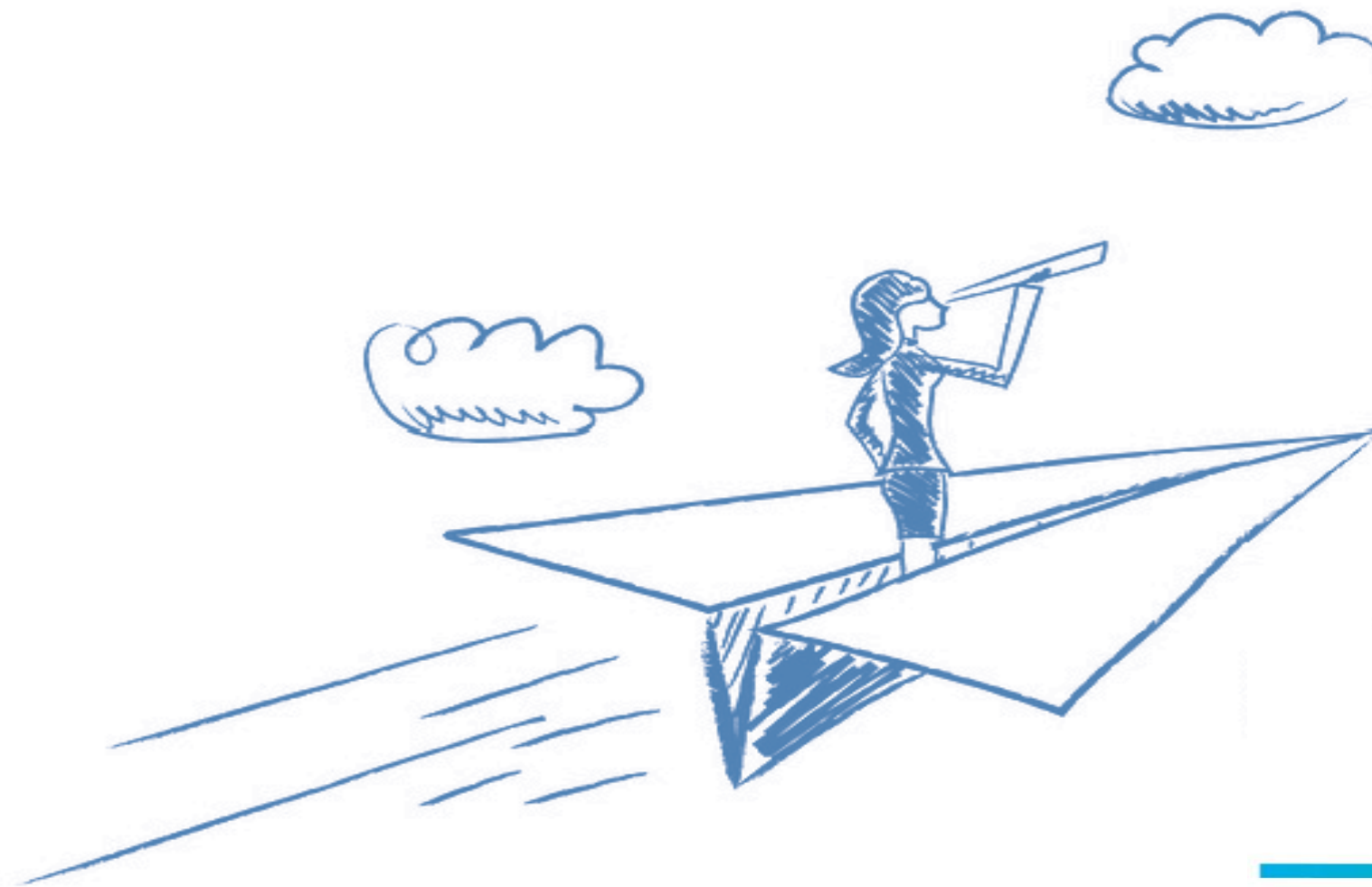


Step 3: Set Direction

Step 3:

Setting Direction

"Therefore anyone who hears these words of mine and puts them into practice is like a wise person who built their house on the rock. The rain came down, the streams rose, and the winds blew and beat against that house, yet it did not fall, because it had its foundations on the rock" (Matthew 7:27-25).



Step 3: Set Direction – Articulate Core Principles

CORE PURPOSE

Uniting Catholic women to grow in faith, and to promote social justice through service to the church, Canada and the world

CORE VALUES

FAITH – following Catholic teaching

SERVICE – local, national and international

SOCIAL JUSTICE – actively involved in society

MISSION STATEMENT

The Catholic Women's League of Canada calls its members to grow in faith, and to witness to the love of God through ministry and service.

ENVISIONED FUTURE

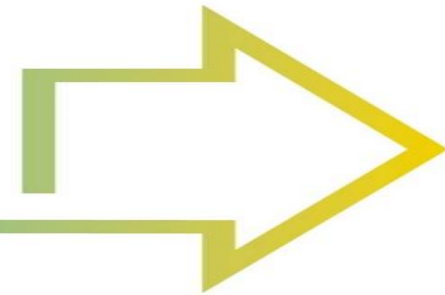
The Catholic Women's League of Canada is an inclusive and engaged community of Catholic women inspired by faith. It is:

A vital participant in the church;

A valued partner for social justice;

A respected advocate at all government levels;

Connected to the world.



Step 3: Set Direction – Establish Goals and Objectives

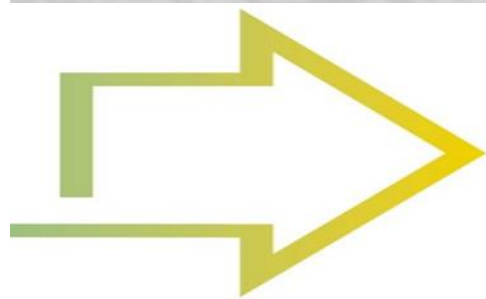
GOALS AND OBJECTIVES

Goal:

An outcome that is to be achieved within three to five years

Objectives:

Set direction toward each goal.



Step 3: Set Direction – Goal 1 and Objectives

Goal 1:

Members of The Catholic Women's League of Canada grow in faith by sharing, witnessing, and developing leadership skills to create positive change.

Objectives:



Increase opportunities for spiritual development

Increase membership

Remove structural impediments to participation and action by increasing flexibility throughout the organization

Increase the capacity and efficiency of leadership

Increase the number and readiness of members to hold office

Increase effectiveness of communication

"Your kingdom is founded on righteousness and justice; love and faithfulness are shown in all you do." Psalm 89:14

Step 3: Set Direction – Goal 2 and Objectives

Goal 2:

The Catholic Women's League of Canada addresses and supports Catholic social teaching through advocacy.

Objectives:



Increase members' knowledge of Catholic social teaching

Increase number of members trained to lead advocacy efforts

Increase collaboration with faith organizations and governments

"No, the Lord has told us what is good. What he requires of us is this: to do what is just, to show constant love, and to live in humble fellowship with our God."

Micah 6:8

Step 3: Set Direction – Goal 3 and Objectives

Goal 3:

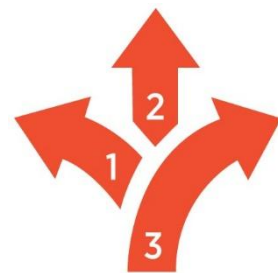
Through outreach and service, members of The Catholic Women's League of Canada foster a culture where all life is valued with dignity and respect.

Objectives:

Increase participation of diverse cultural and generational groups

Increase awareness and opportunities for parish-based projects that protect and respect all human life

Increase a sense of belonging and connectedness within the organization



"For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me."

Matthew 25:35-36

Step 3: Set Direction – Identify and Address Critical Issues

Critical Issue

fundamental policy or program concerns that define the most important situations and choices faced by an organization

Provide valid options in structure and meetings.

Address the lack of participation and engagement, disparity in engagement levels and competition for members and prospective members' time.

Address the perception of the League, its marketing and promotion.

Address the lack of training of members and the resistance to taking on leadership roles.

Improve the use of technology, communication methods and tools.

Step 3: Set Direction – Establish Strategies

Strategy:

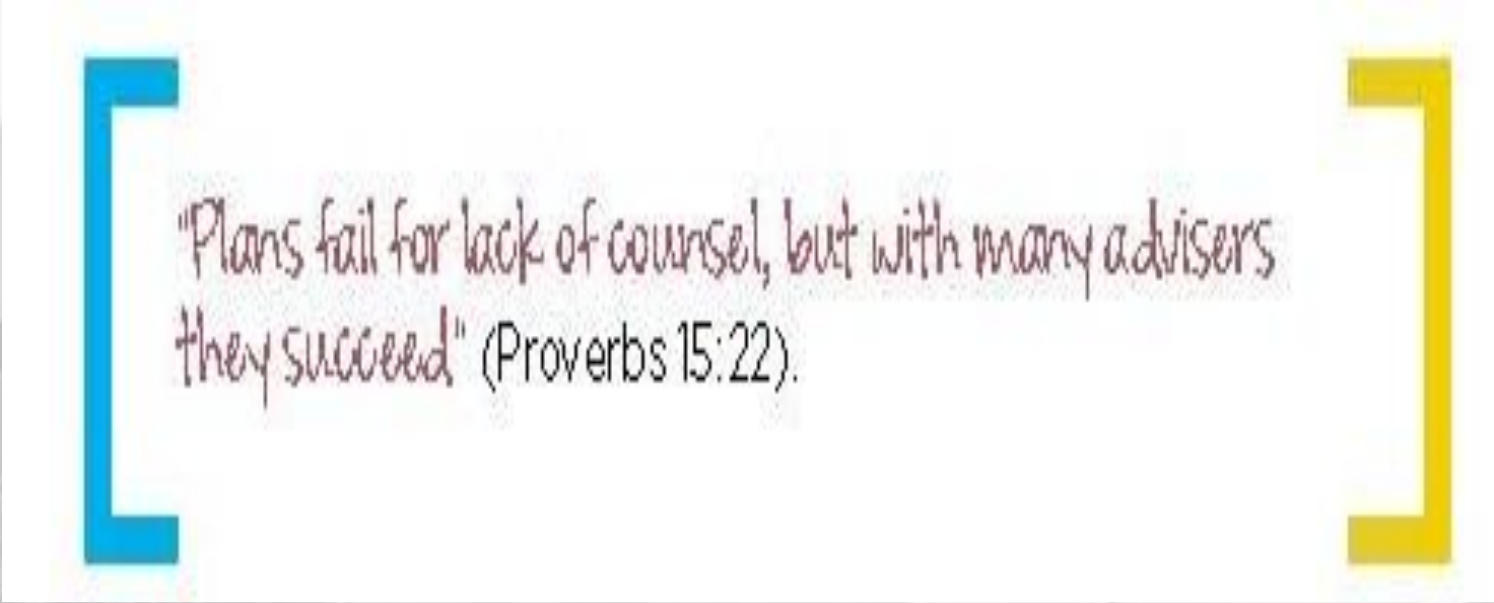
Strategy: Defines how an organization will commit its resources to accomplish its goals



Step 4: Refine the Plan

Steering Committee

Barbara Dowding
Anne Marie Gorman
Margaret Ann Jacobs
Pauline Krupa
Ingrid Lefort
Roxanne McDonald
Danielle McNeil-Hessian
Kim Scammell



"Plans fail for lack of counsel, but with many advisers they succeed" (Proverbs 15:22).

Consultation Points

Life member letter (346)
97th convention town hall (1,150)
Provincial executive meetings (170)
Sub-committee positions (44)
Diocesan/provincial conventions (4,060)
Individual surveys (297)

Step 4: Refine the Plan

Town Hall Secretaries

Connie Asp
Peggy Barrette
Carla Beckett
Marlita Chase
Louise Dalton
Deborah Desrocher
Tracie Dyker
Deanna Frison
Yvonne Harland
Joan Jakubo
Sandy Kathan
Suzanne LeFebvre
Debbie Mattiazzi
Susan Melchiorre
Liz Northam
Shirley Rohlheiser
Sandra Stajduhar
Francine Tournier
Nadia Willigar

Marguerite Attelbury
Marie Barry
Joline Belliveau
Pat Chin
Pat Darling
Waveney Duarte
Ingrid Eggerman
Miriam Ghiati
Colleen Hill
Marie Jensen
Margaret Kote
Joan Lemay
Sharon Mavor
Erin Merth
Josie Parker
Marilyn Schuck
Frances Stang
Margaret Van Meeuwen
Ly Wuthrich

Debbie Baich
Angelika Beauchamp
Marilyn Blew
Cecile Condon
Marisa De Filippo
Kim Ducherer
Lisa Fillingham
Christa Gillmar
Suzana Haska
Susan Kaller
Claudette Langdon
Shirley MacDougall
Rita McGregor
Lidia Moodie
Kathleen Provost
Ruby Sharpe
Mae Steck
Anne Vincelli
Audrey Zimmerman

Barbara Bailey
Marcelle Beaulieu
Marie Cameron
Marguerite Critchley
Jackie Deatilleur
Harriet Duynisveld
Suzan Frederick
Nancy Guyea
Peggy Hoffman
Rose Kastelic
Candice Lee
Zenora Mahabal
Iris McNulty
Suzie Noaro
Sharon Radchencko
Emeria Soares
Leona Streifel
Janet Warren

Step 4: Refine the Plan

Sub-Committee Members

Alicia Ambrosio
Joline Capina
Jeannie Coleman
Velma Harasen
Kathleen Kufeldt
Colleen Martin
Mary McLean
Mary Nordick
Natalie Rose
Ruby Sharpe
Janet Terrio

Joline Belliveau
Glenda Carson
Marguerite Critchley
Edna Hodgson
Fran Lucas
Christine Mason
Jane McNamara
Winetta Nguyen
Marjorie Sarna
Mable Solomon
Francine Tournier

Shirley Bernier
Sharon Cieben
Cynthia Diangkinay
Joleene Kemp
LynnMacdonald
Janice MacDougall
Susan Melchiorre
Diane Revus
Josie Schill
Samantah Strudwick
Janet Warren

Liz Bortolussi
Madonna Clark
Shari Guinta
Danielle Kirpluk
Sheila Manuel
Cathy McInney
Jeannette Melnychuk
Vanessa Rigolo
Sr. Susan Scott
Procelyn Tan
St. Mary CWL (Fort Frances)

Workshop Presenters

Betty Colaneri
Shari Guinta
Fran Lucas
Danielle McNeil-Hessian

Barbara Dowding
Margaret Ann Jacobs
Anne Madden
Jacqueline Nogier

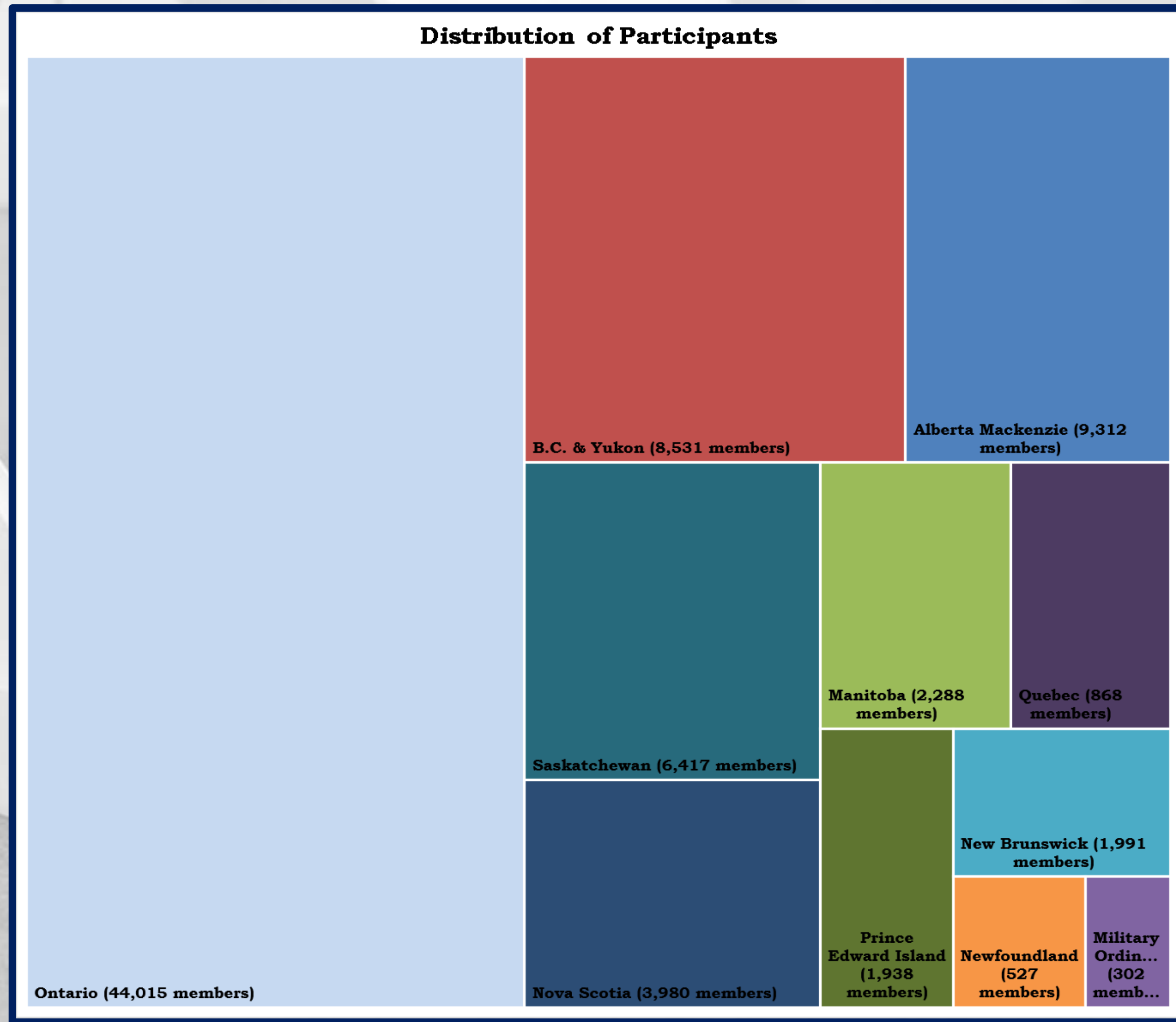
June Fuller
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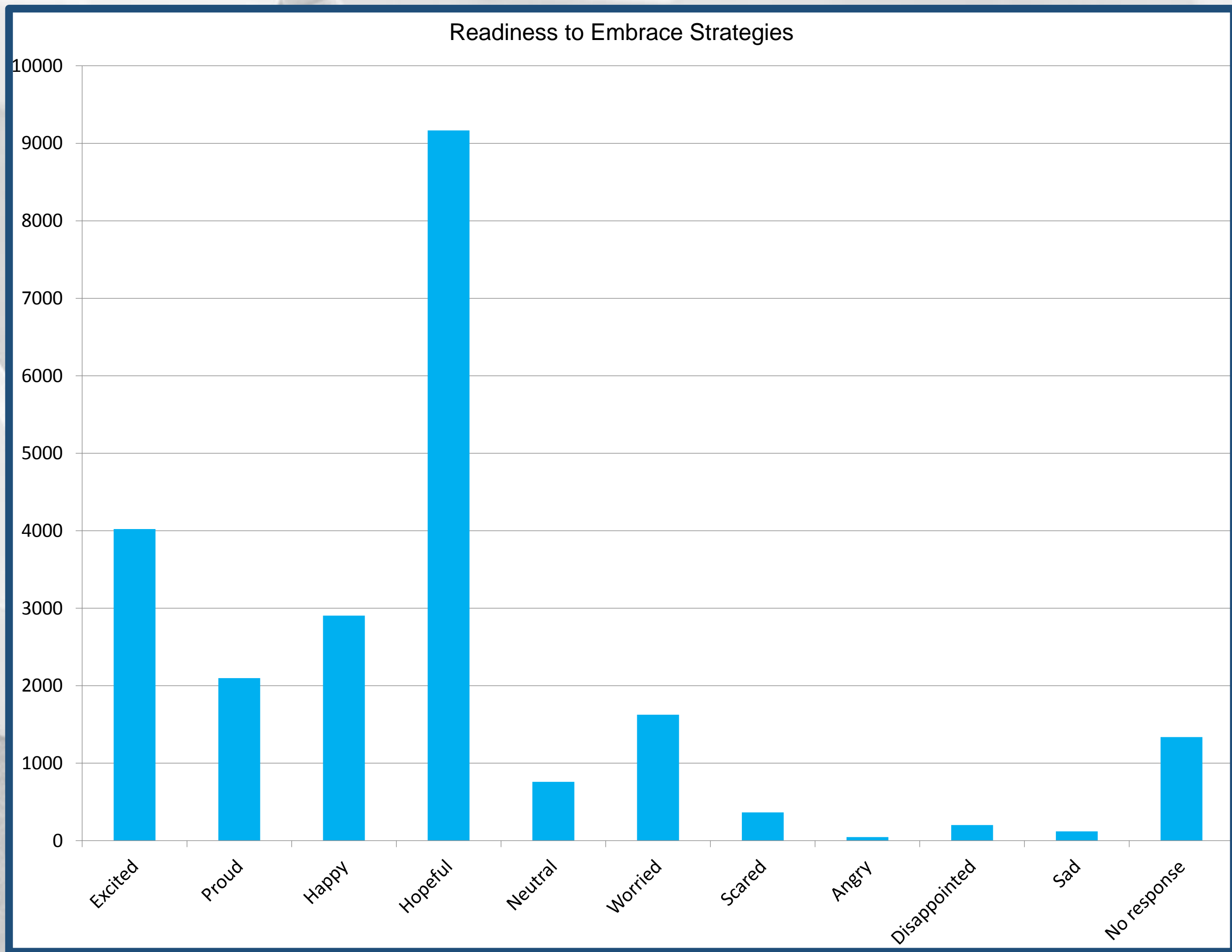
Step 4: Refine the Plan – Demographics

Participants by Convention						
Convention	Groups	Participants		Convention	Groups	Participants
Alexandria Cornwall	16	75		Peterborough	13	79
Antigonish	18	133		Prince Albert	8	46
Calgary	28	144		Prince Edward Island	25	138
Edmonton	26	170		Prince George	8	57
Grouard McLennan	4	23		Quebec	13	73
Halifax Yarmouth	16	119		Regina	29	159
Hamilton	51	228		St. Boniface	21	103
Hearst	4	28		St. Catharines	24	166
Kamloops	14	65		St. Jean Longueuil	6	30
Kingston	25	181		St. Paul	3	20
London	46	297		Saskatoon	21	146
Mackenzie	7	36		Sault Ste Marie	20	118
Military Ordinariate	9	42		Thunder Bay	18	90
Montreal	9	56		Timmins	7	44
Nelson	13	79		Toronto	42	302
New Brunswick	13	120		Vancouver	33	294
Newfoundland and Labrador	13	65		Victoria	14	84
Ottawa	16	84		Winnipeg	21	86
Pembroke	12	80		TOTAL		4,060

Step 4: Refine the Plan – Demographics



Step 4: Refine the Plan – Member Feedback



Step 4: Refine the Plan – Member Feedback

Pray	Reflect	Act
Reduce the number of standing committees to three to align with the core values of faith, service and social justice.	51%	
Simplify procedures and reporting processes.	40%	
Include (leave no member behind) and affirm (make members feel welcomed, needed and wanted).	37%	
Market the League as an association that showcases the strength of Catholic women grounded in faith ready and willing to act.	34%	
Increase awareness about the League within the church through marketing.	31%	
Position the League as an organization for all Catholic women that encourages and supports their role and responsibility in the church and society.	31%	

Step 4: Refine the Plan – Member Feedback

Pray	Reflect	Act
Develop and deliver spiritual programs at all levels.	28%	
Empower members by providing educational opportunities to learn more about Catholic social teaching.	28%	
Capitalize on members' willingness to take on short-term leadership responsibilities.	26%	
Restructure the existing standing committee structure at the parish level to respect the uniqueness of councils.	24%	
Address misconceptions about the League.	23%	
Embrace diverse cultures and ages.	20%	
Create ready-made adaptable toolkits for use in parishes.	20%	

Step 4: Refine the Plan – Member Feedback

Pray	Reflect	Act
Actively engage new members and members who are homebound.	19%	
Create a smartphone app to promote the League's objectives to keep "users" (members and others) up to date and motivated.	19%	
Focus on the spiritual and social aspects in councils.	19%	
Develop tools to increase connectedness among members.	17%	
Provide opportunities to increase women's spirituality as a core objective.	17%	
Improve, streamline and expedite internal and external communications.	17%	
Examine and improve the process of communication and advocacy with all government levels that will allow for respectful dialogue and constructive feedback.	17%	
Employ technology to develop training tutorials to meet the needs of our current demographic.	17%	
Access experts from other organizations to train members in leading advocacy efforts.	17%	
Network with other Catholic organizations to capitalize on their existing programs.	16%	
Encourage multi- and inter-generational activity, and diversity.	16%	
Become an action-based organization.	16%	
Validate all members.	16%	
Develop and deliver advocacy workshops at all levels.	16%	

Step 4: Refine the Plan – Member Feedback

Pray	Reflect	Act
Develop education modules (faith, organization, duties) and tools that encourage action ("to do" list for all members).	15%	
Identify specific faith organizations with similar proposed, core values and missions.	15%	
Identify and communicate principles of Catholic social teaching.	14%	
Streamline executive officers at all levels and create distinctive roles for each level.	14%	
Enhance the role of the standing committee chairpersons from a reporting role to rotating the meeting program among them.	14%	
Educate members on the core purpose of the League.	12%	
Develop training programs to meet needs of members using technology.	12%	
Capitalize on the expertise of others, including engaging life members as mentors.	12%	
Introduce project-based committees beginning at the parish level.	11%	

Step 4: Refine the Plan – Member Feedback

Pray	Reflect	Act
Focus on inter-generational skills mentorship.	9%	
Rebrand leadership development programs and develop interpersonal skills programs.	9%	
Clarify the manner that collaboration will take place with other faith organizations.	8%	
Emphasize small Christian community model of “pray, reflect, act”.	8%	
Develop local partnerships.	8%	
Reorganize.	7%	
Evaluate and possibly redesign eligibility to run for office at higher levels.	5%	
Transform name, brand and image to reflect current trends and the envisioned future.	5%	
Develop a protocol to periodically evaluate existing spiritual programs.	5%	
Emphasize the need for education about the priorities of the League.	5%	
Research software to facilitate collaboration and ease the burden among teams.	4%	
Expand the criteria for eligibility for office.	4%	
Recruit existing parish leaders.	4%	
Examine the current levels of the League.	3%	

Step 5: Adopt the Plan – Goal 1

	Increase opportunities for spiritual development	Increase membership	Remove structural impediments to participation and action by increasing flexibility throughout the organization	Increase the capacity and efficiency of leadership	Increase the number and readiness of members to hold office	Increase effectiveness of communication
	Strategies					
Year 1:		Increase awareness about the League within the church through marketing.	Reduce the number of standing committees to three to align with the core values of faith, service and social justice.			
Year 2:	Develop and deliver spiritual programs at all levels.			Capitalize on members' willingness to take on short-term leadership responsibilities.		
Year 3:	Network with other Catholic organizations to capitalize on their existing programs.	Provide opportunities to increase women's spirituality as a core objective.			Employ technology to develop training tutorials to meet the needs of our current demographic.	Improve, streamline and expedite internal and external communications.
Year 4:			Streamline executive officers at all levels and create distinctive roles for each level.	Capitalize on the expertise of others, including engaging life members as mentors.		
Year 5:	Develop a protocol to periodically evaluate existing spiritual programs.		Expand the criteria for eligibility for office. Examine the current levels of the League.	Rebrand leadership development programs and develop interpersonal skills programs.	Recruit existing parish leaders.	

Step 5: Adopt the Plan – Goal 2

	Increase members' knowledge of Catholic social teaching	Increase number of members trained to lead advocacy efforts	Increase collaboration with faith organizations and governments
	Strategies		
Year 2:	Empower members by providing educational opportunities to learn more about Catholic social teaching.		
Year 3:		Access experts from other organizations to train members in leading advocacy efforts. Develop and deliver advocacy workshops at all levels.	Examine and improve the process of communication and advocacy with all government levels that will allow for respectful dialogue and constructive feedback.
Year 4:	Identify and communicate principles of Catholic social teaching.		Identify specific faith organizations with similar purposes, core values and missions.
Year 5:			Clarify the manner that collaboration will take place with other faith organizations.

Step 5: Adopt the Plan – Goal 3

	Increase participation of diverse cultural and generational groups	Increase awareness and opportunities for parish-based, short term outreach and service projects	Increase a sense of belonging and connectedness within the organization
	Strategies		
Year 2:	Address misconceptions about the League. Embrace diverse cultures and ages.	Create ready-made adaptable toolkits for use in parishes.	
Year 3:	Actively engage new members and members who are homebound.	Become an action-based organization.	Focus on the spiritual and social aspects in councils. Develop tools to increase connectedness among members. Encourage multi- and inter-generational activity, and diversity. Validate all members.
Year 5:	Focus on inter-generational skills mentorship.	Develop local partnerships.	

Step 5: Adopt the Plan – Goal 4

	Validate options in structure and meetings	Participation/lack of engagement/ disparity in engagement/ competition for time	Perception of the League/marketing/ promotion	Lack of training of members/resistance to taking on leadership roles	Use of technology/ communication methods and tools
	Strategies				
Year 1:	Simplify procedures and reporting processes.	Include (leave no member behind) and affirm (make members feel welcomed, needed and wanted).	<p>Market the League as an association that showcases the strength of Catholic women grounded in faith, ready and willing to act.</p> <p>Position the League as an organization for all Catholic women that encourages and supports their role and responsibility in the church and society.</p>		
Year 2:				Restructure the existing standing committee structure at the parish level to respect the uniqueness of councils.	
Year 3:					Create a smartphone app to promote the League's objectives to keep "users" (members and others) up to date and motivated.
Year 4:	<p>Enhance the role of the standing committee chairpersons from a reporting role to rotating the meeting program among them.</p> <p>Educate members on the core purpose of the League.</p>	Develop education modules (faith, organization, duties) and tools that encourage action ("to do" list for all members).		<p>Develop training programs to meet needs of members using technology.</p> <p>Introduce project-based committees beginning at the parish level.</p>	
Year 5:	<p>Emphasize small Christian community model of "pray, reflect, act".</p> <p>Emphasize the need for education about the priorities of the League.</p>	Reorganize.	Transform name, brand and image to reflect current trends and the envisioned future.	Evaluate and possibly redesign eligibility to run for office at higher levels.	Research software to facilitate collaboration and ease the burden among teams.



The Year 2023

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- A valued partner for social justice
- A respected advocate at all government levels
- Connected to the world.