
HOLY NAME OF MARY PARISH

STRATEGIC PLAN

JULY 2009

**SUBMITTED BY THE CORE TEAM OF THE FUTURES
PLANNING COMMITTEE**

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Background

In June 2008, Father Pierre Champoux, Pastor of Holy Name of Mary Parish, (HNOM) and the Pastoral and Finance Councils of the Parish determined that a Strategic Planning exercise was needed to help plan the future directions and development of the Parish over the next five years. Many changes have and will occur to challenge and provide opportunities for the future development of Holy Name of Mary Parish. Our community of Mississippi Mills is growing and has an aging population. Fewer young people attend Mass. Financial needs sometimes are increasing faster than financial contributions. The Catholic elementary school has been relocated at some distance from the church. The church has undergone major interior and exterior renovations and more work is expected to be needed on the rectory. The Diocese requires approved planning of capital projects before funds protected from taxation can be raised. These and other changes make it more obvious that a long-term planning process is needed to ensure the growth and development of the Parish. This plan can then serve the Pastoral Council to guide (1) the formation of committees to plan and carry out the work needed to implement the plan, (2) the development of budgets for these committees, and (3) a long-term plan for capital requirements. The Finance Council can then work with the committee budgets and the capital requirements to develop a financial plan for the Parish.

A Futures Planning Committee was initially formed by Father Pierre with members drawn from both Councils and several ministries. A Core team consisting of two members of the Pastoral Council, one member of the Finance Council and the President of the CWL was formed to direct the activities of development of the strategic plan. As a first step, a focus group session was held with all ministry heads to determine the key challenges and strengths facing Holy Name of Mary Parish and general areas for future development. A questionnaire was developed containing sections on the present situation in the Parish for spiritual life, social life, community work, and physical facilities with several ratings scales for each and a place for written comments. It also contained questions on desired future development and priorities for development, ways to increase involvement of children and youth, and ways to increase financial contributions. Responses were obtained from 220 people. The response rate is very good by normal survey response rates and is believed to be the most broadly based collection of opinions from Parishioners in the Parish's history. A high proportion of the questionnaires contained extensive comments, further increasing the extent of Parishioners' input on the present situation in the Parish and their interests for the Parish's development in the future. Also, the results closely aligned with the focus group results indicating that the parish ministry leaders were in a strong position to serve as leaders in the development of the strategic plan for the Parish.

A strategic planning workshop day was held on March 7, 2009 under the direction of Erik Lockhart of the Queen's University Executive Decision Centre. The workshop resulted in a Vision, a set of priorities for moving towards the vision, and draft action plans around the key priorities. The key priority areas were based on major areas for improvement identified in the earlier stages involving the focus group and the survey. These areas included youth involvement, outreach, social programs and volunteers, financial stability, and organization and communication. While the spiritual life of the Parish is central to our vision and mission, the analysis of our current position indicated that it was developing well. It was not identified as a priority that needed priority focus. The report of the brainstorming session held with the Ministry leaders in November 2008 noted that the spiritual life of the Parish is considered to

have a strong base. Nevertheless, ministry leaders were very enthusiastic about the need for a greater intensity of development of this side of the Parish. They strongly felt that spirituality is the key to growth and development and is the driving force behind the accomplishment of all the goals of the Parish. Invigorated spirituality would enliven Parish life, attract new members, inspire youth and attract volunteers and donations. The Parish Survey results indicated general satisfaction with the elements of Spiritual Life included in the questionnaire. As a result, participants in the Strategic Planning exercise day did not target Spiritual Life as a separate Priority Action Area for major new initiatives in the strategic planning day work. However, it would be incorrect to conclude that Spiritual Life is not a high priority area for the Parish. It is central to who we are as a Catholic community. Much effort has been given by those in the related ministries to developing programs and initiatives to grow the Spiritual Life of our Parish. While not identified and dealt with as a sub-area for major new actions in the Strategic Planning Day, it was acknowledged by all that the Parish must continue to grow and develop in the Spiritual Life area. Therefore, Spiritual Life is included as an Activity Area that is addressed for completeness in our strategic plan because of its core position in the life of the Parish.

Five-year vision for the Parish

Recognized as being a Eucharistic-centered Catholic community with true spirituality as the root of our identity, Holy Name of Mary Parish has the following in place:

1. Increased church membership and attendance
2. Increased youth involvement
3. Strong linkages between home, school & the parish
4. Personal spiritual growth of members. Gifts of the Holy Spirit personally identified and used for the good of the Parish
5. Lively, welcoming, energetic community (where newcomers feel welcome and join)
6. Active program of Parish social engagement. Annual social gatherings for the entire Parish that become traditions
7. More active and visible presence in the local community
8. Financial stability
9. Physical infrastructure that is maintained and enhanced to meet the needs of the Parish

Priorities in next two years

1. Increased youth involvement - with them, for them
2. Financially stable: Maintain a stable financial base ensuring facilities maintenance is addressed on an ongoing basis and plans are in place for meeting Parish needs into the future
3. Outreach: newcomers to the community, lapsed Catholics, single parents, elderly, distressed; Global outreach
4. Organization & Communications. New committees structure to link, communicate with each other, and collectively respond to priorities
5. Regular social programs and parish community activities

Strategic Plan by Activity Area

ACTIVITY AREA: SPIRITUAL LIFE

The vision in the Strategic Planning Day Report for Holy Name of Mary Parish begins:

“Recognized as being a Eucharistic-centered Catholic community with true spirituality as the root of our identity”

The spiritual life of the Parish is core to what we do and who we are. Spiritual life includes opportunities to practice our faith, to learn and grow in that faith, and to develop a closer relationship with God through understanding how the Holy Spirit is leading our life and responding to how Christ wants us to use our gifts to serve others. Therefore, Spiritual Life is necessarily the *primus inter pares* (first among equals) of the central elements of the Holy Name of Mary Strategic Plan. It is an umbrella over all of the other activities and these activities serve to support the spiritual life of the Parish. Spiritual life ministries in the Parish are numerous and include: Adult Faith Development, Baptismal Preparation, Children’s Liturgy, Eucharistic Ministry, Lectors, Liturgy and Mass Coordination, RCIA, Music.

VISION:

Personal spiritual growth of members. Gifts of the Holy Spirit personally identified and used for the good of the Parish.

PRIORITY FOCUS & OBJECTIVES:

Development of the spiritual life of the Parish is the basis for many actions in other priority areas. Many of the initiatives in other action areas speak to aspects of the spiritual life of HNOM that need attention:

- organization and communication
 - the strategic planning day report recommends Pastoral Council consider a coordination of, among others, spiritual life activities and a means to improve communication among the various ministries directly involved in spiritual life activities
- outreach
 - the underlying rationale for outreach is living the mission of the Catholic faith through service to others. Outreach is a means to put into action one's spiritual life and, therefore, outreach programs can benefit from direct ties to the spiritual life programs.
- children and youth
 - programming for children and youth is fundamentally linked to the growth of spirituality in the lives of the participants. Children and youth programmers should be able to draw on developments of spirituality programs in the Parish
 - children and youth involvement in the liturgy was the one item identified in the Parish survey as needing action
- social activities
 - the strategic plans for social activities recognize that those who volunteer and those who participate are joining with others in sharing and strengthening their faith community.

Therefore, the following actions that arise from the strategic actions in other central element areas and from the survey and sessions with the ministry leaders are identified for inclusion in this Strategic Plan.

ACTION ITEMS:

1. the Pastoral Council and the Ministries involved directly in functions central to development of the spiritual life of Parish work together for better communication and coordination of activities
2. the Pastoral Council and these Spiritual Life Ministries work with the Parish priest to develop goals and new programming initiatives to identify and meet the needs of parishioners so as to confirm the Vision for our Parish as "a Eucharistic-centered Catholic community with true spirituality as the root of our identity"
3. take action, as possible, on items identified in the Parish survey, such as:
 - greater involvement of children and youth in the liturgy, including consideration of a youth mass (working with the Children and Youth Champion group)
 - training of children as altar servers

- encouragement of a wider range of parishioners to action in the liturgy by expanding the number of those involved
- expansion of music options at Mass; music leaders for the congregation to increase involvement; children's choir
- more spiritual life activities, including missions, guest speakers, seminars on issues of contemporary importance
- development of a yearly calendar of spiritual programming to allow parishioners to plan

ACTIVITY AREA: OUTREACH

VISION:

- A lively, welcoming energetic community where newcomers feel welcome and join.
- Increased Parish membership and attendance, more active and visible presence in the local community.

PRIORITY FOCUS:

- General outreach to the community (both HNOM and beyond)

GOALS:

1. Involve all members of the congregation in reaching out and witnessing to the needs of individuals and families in the parish and the community-at-large.
2. Twin new families with established families in the Parish/invite lapsed Catholics to return.
3. Development and Peace – twin with a parish in the Third World.

ACTION ITEMS:

1. Reach out and witness to the needs of others

The planning group suggested activities such as the following:

- Encourage all members of the congregation (not just members of a particular team) to reach out to others in the parish and in the larger community. Speak to newcomers, people who are alone at Mass, people suffering from an illness. All members to reach out and offer practical assistance, words of encouragement and hope, and prayer support to those in need. Change the culture from one of quiet reserve to one of reaching out and caring about others as part of our Christian way of life. **Action: All members of the congregation.**
- Phone tree of volunteers to call the sick and ask if they need practical support/assistance. **Action: volunteers needed**
- Encourage more members to be active on the Pastoral Care team to help the priest with home visits to the sick. **Action: More volunteers needed**

- Parishioners to offer one hour/week (in addition to weekly Mass) to help build ministries and take responsibility in the Parish. **Action: All parishioners**
 - In his homilies, priest to encourage congregation to reach out to others. **Action: Priest**
 - Give inspirational CD's (e.g. Scott Hahn's series on the Catholic faith) to those needing prayer and those who are not regular members. Give Advent CD to all parishioners as a spiritual Christmas gift from the parish. **Action: Outreach Team/Pastoral Council**
 - Form discussion groups to watch inspirational videos and share our stories of faith. **Action: Core group of volunteers needed to lead discussion groups.**
 - Healing Mass to let parishioners know that nothing is beyond God's ability to heal. **Action: Father Linsay**
 - Pilgrimage to St. Joseph's Oratory (or other local shrine). Present a film on the life of Brother André so that parishioners will know the story before they visit. **Action: Volunteers needed to organize this event.**
 - Organize a Women's Health Day to encourage healthy lifestyle choices. **Action: several volunteers needed to organize this event.**
 - Sponsor a picnic at local summer festivals to promote parish visibility in the community. Participate in community festivals and enter a float in the parade. **Action: Volunteers.**
 - Organize an entertainment night on a topic of broad appeal such as wine making or gardening. **Action: Volunteers**
 - Send cards to those on our parish prayer list to let them know that we are praying for them. **Action: Pastoral Care team** (Sandy O'Hara/Millie Maloney)
 - All Ministry heads to provide note/small gift to team members to show appreciation for their efforts. **Action: Ministry heads**
 - Share with us any experience in our Church that has been less than positive. Suggestions to be left anonymously in an "improvement box." **Action: All**
 - Wear name tags at Mass so that we could call one another by name and the Eucharistic Minister could speak to you by name. **Action: All**
2. **Twin new families with established families in the Parish/Outreach to lapsed Catholics**

The planning group suggested activities such as the following:

- Invite newcomers to attend a potluck dinner to help them get to know other members of the congregation. **Action: Outreach Team**

- Call/visit inactive parishioners and ask them if they have any prayer intentions that they would like the parish to include in their prayers. Invite them to attend Mass – offer to accompany them to Mass if they would like. **Action: Cynthia Bredfeldt/Outreach Team**
 - Put article in local newspapers inviting people to come back to church. Invite everyone to attend movies on faith and Catholicism (e.g., The Case for Christ, Miracles of the Eucharist, Why be Catholic?). **Action: Cynthia Bredfeldt /Outreach Team**
3. **Twin with a parish in the Third World.**
- HNOM is now twinned with a parish in Peru. Father Joe Devlin visited our parish and provided information about his work in Peru at all our Masses on June 6 -7, 2009. Money was raised in a separate collection at each Mass to support his work there. Further work with the Parish is planned. **Action: Mike and Millie Maloney to head up this initiative.**

ACTIVITY AREA: SOCIAL LIFE

VISION:

- Lively, welcoming, energetic community

PRIORITY FOCUS:

- Active program of Parish social engagement. Annual social gatherings for the entire Parish that become traditions

GOALS:

1. An organized annual program of social activities that engages volunteers with links to our school communities
2. The social life of the Parish is known in the wider community and helps establish Holy Name of Mary as a welcoming community

ACTION ITEMS:

1. **Work together:** More events will be planned proactively, with all committees working together (Pastoral Council, Social, CWL, etc.).
2. **Communicate:** Increased communication re events and planning
3. **Organize!** Pastoral Council to work with other committees and groups noted above to discuss and establish a yearly calendar of social events --perhaps one per season--that could become traditions (e.g., the Fall Tea and Bazaar, the Christmas

concert, maybe a Lenten fish fry, pot lucks, a golf tournament, Parish picnic, etc.) Special events will also be included which will change from year-to-year, e.g., an organ recital to celebrate our heritage instrument and publicize to the entire area, including Ottawa.

4. **Volunteers.** Volunteerism to be encouraged, promoted, and recognized. This is the foundation of a strong, cohesive and successful Parish community.
5. **School/Youth.** Efforts will be made to get schools involved in Parish social/volunteer life (e.g., youth choir, altar servers, helping to make decorations for events, helping set up for events). This initiative needs to involve the Principal and get buy-in at that level.
6. **Outreach.** Events such as a Christmas Concert will be widely promoted to the community at large so that Holy Name of Mary Parish is seen to be an active part of the surrounding community.

ACTIVITY AREA: CHILDREN AND YOUTH

VISION:

- Increased youth involvement
- Strong linkages between home, school & the parish

PRIORITY FOCUS:

- General outreach to the community (both HNOM and beyond)

GOALS:

1. To consider programs for age groups from infancy through teens
2. To develop an organized approach and structure to delivering
 - a range of programs to actively include all children and youth in the liturgy
 - social and sports activities that encourage their engagement with other Catholic youth and commitment to the Church
3. To encourage youth and their parents to become active members of this faith community

ACTION ITEMS:

A. Background research

1. **Research for best practices.** e.g. Visit other churches, schools, community groups that have successful youth programs in place
 - Discussions were held with Kevin Hogan (St. Mary's/CP), Laura Goodfellow (St. John's/Perth), Ted Hurley (Arch Diocese of Ottawa), Various Ottawa parish's

youth leaders and Sr. Michelle Nguyen (USA). Masses at other parishes were attended as well as internet exploration. Others will follow as the need arises

2. **Establish a youth ministry** with a children, tween and teen branch
 - More work is needed on this. An initial call to the Parish generated little response. Members are contacting individuals on a one-on-one basis where interest is known and will build committees over time.
3. **Encourage a Challenge Weekend.**
 - More information re; process, schedules and strategy to be determined at a later date
4. **Talk to the youth** - focus groups, recruit, identify mentors
 - To be undertaken when school resumes in Sept.

B. Planned Action Items

Our Motto: *Start small and see if anything works. Attract participants and volunteers as we go.*

1. Involving Children

The planning group suggested activities such as the following:

- 1.1. **Continue to offer the Children's Liturgy.** With additional, reliable volunteers try to offer the Children's Liturgy at both Sunday morning Masses. Without additional help, like many other parishes, we will only be able to offer the Children's Liturgy at one Mass each weekend.
- 1.2. **Continue with Monthly Family Masses** (Oct-May) as long as children are willing to participate. To encourage new student volunteers perhaps invite one class from the school each month to fill the volunteer positions. This would involve increasing access to the school.
- 1.3. **Start up a Children's Choir to participate in the monthly Family Masses.** Logistics depend upon obtaining a Director. Therefore, the first task is to seek a choir leader.
- 1.4. **Plan a Family Event Night/Day.** Develop plans on this for the winter (maybe on Family Day).
- 1.5. **Special projects to aid the less fortunate during Advent and Lent.**
- 1.6. **Kids Corner in the e-newsletter.** If the newsletter continues it can be used to include information on children's issues. If website is started, a section for children can be added as an excellent opportunity for each Ministry to share their plans and accomplishments in more detail than can be accommodated in the bulletin.
- 1.7. **Altar Servers.** To be implemented beginning of next school year. Engage and involve the **children, youth and teens** in the ministry of altar service. Increased participation by altar servers. This will involve working with Father Lindsay to establish new approach to attracting altar servers. Set the expectations that they are to keep to the schedule. Train them to give them confidence, then let them take control. Appoint the older servers as mentors and leaders. Give them responsibility and make them feel important we will keep them.

2. Youth group activity night (Notre Dame or Holy Name of Mary School)

The planning group suggested activities such as the following:
Tweens and older children – start up date to be determined
This can be done in conjunction with Kevin Hogan and St. Mary's School.
Games and short spiritual instruction/discussion – keep it simple/don't scare anyone.

Notre Dame is willing to offer facilities and equipment. They also have 10 canoes and a trailer. St. Greg's has 20 pairs of snowshoes. They also know about a teen leadership program out of Toronto that teaches students how to be leaders. Bonnechere Provincial Park has yurts that can be rented for camping/retreats.

3. Challenge movement. To be implemented in the fall depending on the schedule.

Proposed sending a delegation of interested teens from the two local high schools to participate in the next Challenge Program offered in the diocese (or nearby diocese) and encourage a number of our youth to enrol.

4. Social Awareness/Action Group (Helping people in Peru, Canada or elsewhere)

All Children and Youth can get involved. It is hoped that their families will get involved and see the importance of serving others. Provide seed money for their initiatives; it will be interesting to see what their love of God and spirituality can give to us.

C. Evaluation

1. Observe and evaluate to see if the programs that we have started are going to go anywhere.
2. Attempt to involve more people/volunteers through the initiatives that we have started.
3. Discuss the Youth Ministry vision with other interested parties to see if any interest and expertise can be discovered that will improve the youth involvement aspect of our parish.
 - a. Children's choir
 - b. Drama for special occasions
 - c. Other
4. Attempt to develop a stronger tie with the Holy Name elementary school.
 - a. Parish rep on the School Council
 - b. School rep on Pastoral Council

ACTIVITY AREA: ORGANIZATION AND COMMUNICATION

1. ORGANIZATION

VISION:

- An organization with an effective structure and lines of communication to support the vision and mission of the Parish and facilitate implementation of the Strategic Plan

PRIORITY FOCUS:

- Develop and establish a structure and set of reporting relationships to facilitate the implementation of the Strategic Plan
- Increase effective communication among ministries so they can reach their goals and work together

GOALS:

1. A Pastoral Council that oversees and directs implementation of the Strategic Plan and coordinates inter-ministerial liaison.
2. A highly effective and efficient structure of ministries with good lines of communication and coordinated efforts
3. To evaluate and respond to the ongoing priorities of the Parish
4. A Parish community that is aware of activities of the Parish and supportive of these activities in tangible ways.

ACTION ITEMS:

A. Action Plan Suggestions from Strategic Planning Day *with Response*

1. Look at best practices in other parishes
Discussions held with Father Frank Brewer of Divine Infant Parish
2. Establish new ministry structure – overall for Parish and keeping in mind identified priorities, e.g., Create four umbrella ministries with sub-ministries – spiritual, social, outreach, facilities/property
Goal is to avoid introducing new layer of “middle management” to burden current ministries. Pastoral Council committees (as defined by the Pastoral Council constitution) may be formed as necessary
3. New Pastoral Council structure with current elected members plus heads of new ministries and representation from other councils and major groups
Current Pastoral Council structure as defined in Pastoral Council constitution can accommodate these requirements. Permanent seat for Finance Council representative proposed. Committee representation as necessary

4. Provide written responsibilities for ministries and ensure 2nd in-command.
For future consideration. See below under Action Item 2.1.1
5. Rewrite the Mission Statement
For future consideration

B. Action Items Planned

1. Stewardship of strategic plan and ongoing evaluation of priorities
 - 1.1. Give the Pastoral Council responsibility for overseeing the implementation of the strategic plan
 - 1.1.1 Monitor progress and communicate results to parishioners
 - 1.1.2 Evaluate the ongoing needs of the parish to ensure that priority areas outside of the five strategic initiatives continue to receive appropriate attention
 - 1.2. Collect semi-annual progress reports from ministry leaders
 - 1.2.1 Each report will describe progress on the strategic plan, objectives for the next year, concerns and requests for assistance
 - 1.2.2 Reports will be used to facilitate actions in the five initiative areas outlined in the strategic plan
 - 1.3. Introduce an annual Ministry Leaders Workshop
 - 1.3.1 Report progress on strategic plan initiatives
 - 1.3.2 Give ministry leaders an opportunity to come together and share experiences
 - 1.4. Publish an annual general report
 - 1.4.1 Draft report to be presented and debated at the Ministry Leaders Workshop
 - 1.4.2 Final report distributed to all parishioners
2. Pastoral Council structure and communication
 - 2.1. Ensure that Pastoral Council constitution is being properly implemented
 - 2.1.1 Re-introduce position of Vice-Chair
 - 2.1.2 Form ad hoc committees to meet community needs
 - 2.2. Introduce permanent position for Finance Council representative

2. COMMUNICATION

VISION:

- An integrated communication system to inform across ministries, within ministries, to all parishioners, and to the wider community beyond HNOM.
- Additional areas of vision and priorities addressed:
 - linkages between interfaith communities
 - outreach target groups identified
 - more active and visible presence in the local community
 - spiritual growth of community
 - welcoming, energetic Parish community

PRIORITY FOCUS:

- Developing an effective communications plan and vehicles for disseminating information within the Parish to parishioners and ministry leaders and to the external community

GOALS:

1. Improve ongoing communication systems internally/externally.
2. Develop a PR philosophy and approach to educate and evangelize, to invite dialogue, and to attract others to the Parish.
3. To create effective communication between ministries.

ACTION ITEMS:

(Best Practice Review was completed for all items).

1. To improve verbal messages given to parishioners.
 - 1.2 Establish deadline to submit items to secretary to be added for the Commentator for weekly masses. (Thursday deadline has been made). Priest needs to approve all information.
2. To improve hard copy written information in parish, via bulletins, newsletters, calendars, bulletin boards and posters.
 - 2.1 Bulletin – rated as excellent already by the parish in the futures survey.
 - 2.1.1 Improve weekly bulletin by adding information needed for families re: marriage prep, Sacraments, Sacrament of the Sick anointing and the need to contact the office re Eucharistic visits for the sick (these tend to be frequent calls to the office and to the priest).
 - 2.1.2 Monthly calendar has been changed to include more items.
Status: changes have begun, format is being examined for changes and awaiting input from Fr. Lindsay. Due date paragraph has been added to the ongoing bulletin
Timeframe:ASAP
 - 2.2 Bulletin Board
 - 2.2.1. Create new large all encompassing bulletin board in the entrance of the church.
 - 2.2.2. Mount, decorate and organize new information center
 - 2.2.3. Keep information current and fresh
Status: In progress
Timeline: Completion September 2009
Responsible person: Aline King (the Parish librarian) and René Poirier.
 - 2.3. Newsletter
 - 2.3.1. Establish future of the newsletter. Perhaps try 2 more issues to establish viability.
 - 2.3.2. Call for submissions from the lectern.

- 2.3.3. Clear cut off dates and publishing dates communicated.
 - 2.3.4. Communicate when the hard copy is available at the back of the church.
 - 2.3.5. Try new topics i.e., children's section, family profile, interviews of the music ministry people, personal stories of conversion.
- Timeline for decision to continue or to fold: November 2009
Responsible person: Lisa Ryan, writers and everyone with a story to tell.

3. Develop Holy Name of Mary Website

- 3.1. Core website design team to decide on graphics, linkages, basic parish information. Webmaster hired to create site –proposed
- 3.2. Knights of Columbus have approved funding the initial costs and set up. Barry Fagan is the contact with the Knights. Update: Funding is on hold until needed.
- 3.3. Call to be made in the parish community for graphic designers to help with homepage design.
- 3.4. Responsible web-updaters should be trained by current web savvy individuals with software needed to have them input weekly bulletin and key news items to the site. Info is sent to individual and transferred to site. This necessitates a clear solid schedule for transfers of information.

Responsible person: Jim and Lisa Ryan and secretary. Input from Fr. Lindsay will be essential.

Timeline: January 2010 launch

Note: This item has the potential of involving the high school students from the parish in coop positions during the school year. This should be investigated further.

4. PR philosophy and plan - Group to be formed to look at PR strategy, writers needed and anyone with PR experience.

- 4.1. Revise the church advertisement in directory of local papers. Include more information about activities, make it sound inviting to a variety of audiences.
Timeline: September 2009 – new info needs to be added due to change of pastor
- 4.2. Liaise with local newspapers to get more visibility. Cover events, especially arrival of new priest. Create a monthly calendar of topics for possible articles. Involve new families and families who have been involved with this parish all their lives. Remain open to new attitudes in the articles, but keep in mind the fact that the priest should approve any media release.

Responsible person: To Be Established – need volunteer to come forward or to be approached by the priest or Pastoral Council rep.

Timeline: Aim for at least 1 article about the new priest for end of Summer 2009

5. Intra-ministerial communication - To improve internal reporting mechanism for ministries to share key information and timetables.

- 5.1. Create reporting tool that highlights key items in the past 6 months, areas that need improvement or remain challenging and the highlight items identified in the coming months. Information to be communicated to the Pastoral and Finance Councils to help design the yearly calendar and to help budgeting decisions.
- 5.2. Report to be distributed every 6 months to ministry heads with deadline for completion. Reports will be posted for all parishioners on the central bulletin board.

- 5.3 Organize joint meeting of the ministry heads, Councils, staff and priest to help input items for the annual planning calendar.
Responsible person: Maureen Gareau, Ministry heads, Councils and Priest.
Timeline: Fall 2009
- 6. Diocesan liaison
 - 6.1 Friday Fax information should be shared with all parishioners from the lectern as needed and posted in the back of the church for interested parishioners.
 - 6.2 Invite key diocesan 'specialists' to talk with Councils, Ministries or Parish about items of concern or interest.
 - 6.3 Develop link with the diocese on the Website.
 - 6.4 Encourage open dialogue with the diocese when needed for clarification.
Responsible person: Priest, Secretary, Councils.

ACTIVITY AREA: FINANCIAL

VISION:

- Financial stability
- Physical infrastructure that is maintained and enhanced to meet the needs of the Parish

PRIORITY FOCUS:

- Financial stability:

GOALS:

1. Maintain stable financial base ensuring facilities maintenance is addressed on an ongoing basis and plans are in place for meeting Parish needs (operating and property) into the future

ACTION ITEMS:

A. Suggestions from the Strategic Planning Day (and Survey) Preliminary Ideas for Action

1. Publicize financial goals and obligations: for example appropriate giving
2. Establish baseline financial requirements of the parish - basic needs to run Church
3. Establish a fundraising coordinator/committee
4. Look at best practices in other parishes
5. Develop and begin implementation of a long-term Capital Plan
6. Implement specific funding actions to achieve financial stability
 - 6.1. Automatic giving - Mechanism for regularizing donations to Parish
 - 6.2. Have Visitor Donation Envelopes in the pews
 - 6.3. Planned giving program

6.4. "Give an hour of your time" campaign (in lieu of \$\$)

Survey Items with Fair to Poor Ratings

1. Sound System
2. Information from Finance Council
3. Facilities for reconciliation
4. Facilities for Social Events
5. Facilities for families with young children
6. Washroom facilities

B. Action items planned

1. Publicize financial goals and obligations: for example appropriate giving
 - 1.1. Currently, a budget is developed annually, and revenue is reported regularly in the bulletin. Other actions can be considered as new goals and objectives are developed in the parish.
2. Establish baseline financial requirements of the parish - basic needs to run Church, i.e. "fixed and variable requirements for the parish"
 - 2.1. Ordinary expenditures (salary, household expenses, office, repairs) – good historical records allow for a predictable budget.
 - 2.2. Extraordinary expenditures – (buildings and property)
 - 2.2.1 Action 1 – develop a historical review of extraordinary expenditures
 - 2.2.2 Action 2 – obtain an expert long-term evaluation of major improvement and building maintenance requirements. A thorough review of all buildings is required in order to develop a long-term capital plan that is required to establish a baseline financial requirement to run the Church. Work is beginning to find the best expertise to do this.
 - 2.2.3 Action 3 – Develop a long-term extraordinary expense budget.
 - 2.3. Parish Activity Expenditures (committees, ministries, Pastoral Council, Strategic Plan activities)
 - 2.3.1 These requirements will need to be connected with major needs as developed by the committees and ministries and supported by the Pastoral Council and the Parish.
3. Establish a fundraising coordinator/committee
 - 3.1. As above, this will need to be connected with major needs as developed by the committees and ministries and supported by the Pastoral Council and the Parish.
 - 3.2. A fundraising coordinator/committee will be developed when needs are identified.
4. Look at best practices in other parishes
 - 4.1. It was agreed that this would be very beneficial. Plans are underway to identify models of interest in the diocese.
5. Develop and begin implementation of a long-term Capital Plan
 - 5.1. See 2.2.2 above

6. Implement specific funding actions to achieve financial stability
 - 6.1. Automatic giving - Mechanism for regularizing donations to Parish
 - 6.2. Have Visitor Donation Envelopes in the pews
 - 6.3. Planned giving program
 - 6.4. "Give an hour of your time" campaign (in lieu of \$\$)
 - 6.4.1 Action 1: Items 6.1 and 6.2 will be investigated by the Finance Council in the Fall of 2009
 - 6.4.2 Action2: Items 6.3 and 6.4 were considered to be actions that would be more successful when connected with major needs as developed by the committees and ministries and supported by the Pastoral Council and the Parish.

7. **Survey Items with Fair to Poor Ratings**
 - 7.1. Sound System – work is beginning on an assessment of the existing system to determine what needs to be done to upgrade it to a more satisfactory level.
 - 7.2. Information from Finance Council – see 1. above
 - 7.3. Facilities for reconciliation (wheel chair accessible) – work is beginning to determine if the existing confessional can be re-constructed to address this issue.
 - 7.4. Facilities for Social Events – needs to be connected with major needs as developed by the committees and ministries and supported by the Pastoral Council and the Parish.
 - 7.5. Facilities for families with young children – needs to be connected with major needs as developed by the committees and ministries and supported by the Pastoral Council and the Parish.
 - 7.6. Washroom facilities (wheelchair accessible) - work is beginning to determine if a new facility can be constructed at the back of the church or whether it will need to be built in the vestry.

FINAL RECOMMENDATIONS

This planning process represents a fruitful effort on the part of the Futures Committee and all involved. We realize there are many ways in which the process can be improved as Holy Name of Mary Parish moves forward. With the submission of this strategic plan, the Futures Committee has completed its charge. It is, therefore, recommended that the Pastoral Council assume responsibility to ensure the Strategic Plan is implemented along with the support of our new Parish priest, Father Lindsay, and all parishioners. The Core Team of the Futures Committee has agreed to serve in an advisory role in the first year of implementation.

This Strategic Plan represents a challenge to all members of the Holy Name of Mary Parish community. It requires change. It should be recognized that the task of creating major change in any organization is a difficult one. This task will require strong leadership, and great cooperation. The commitment to a changing vision must continually be communicated. In order to facilitate our Mission, it is recommended that leadership development become a priority at Holy Name of Mary Parish involving the broadest possible segments of the parish. The united participation and involvement of so many in developing this Strategic Plan suggests that the base is there. However, the tasks ahead to fully implement the Plan and realize the Vision will require a much greater involvement of and engagement of all the

members of the Parish community. People who are not currently active volunteers in the Parish are needed to assist with this work. In doing so, they will realize great personal rewards through spiritual growth and social engagement with other members of the faith community. The mentoring and training of leaders for all areas of parish life must become part of the role of the Pastoral Council or a designated sub-committee.

Finally, it is imperative that the Pastoral Council, as stewards of the Strategic Plan, create a process for ongoing assessment and monitoring of the goals articulated in this plan. This monitoring system will help to develop the framework for continued revision of the Strategic Plan as the Parish evolves and goals are realized.