

[2019 – 2023]

- Strategic Plan – St. Mary’s Catholic Parish

Maryborough - Tiaro - Aramara





Dear Friends,

Guided by the Holy Spirit, members of the St. Mary’s Catholic Parish are drawn together as one family to celebrate God our Father through the Sacraments and Worship in Jesus Christ, to build community in service to one another as Jesus showed and taught us, to proclaim God's love in “ALL” we say and do. “You must love one another, just as I have loved you.” (John 13:34)

There are three central questions that we must consider as a Catholic community:

1. Where are we as a Parish (What does our Parish look like)?
2. Where do we want to go? and
3. How do we get there?

A Strategic Plan allows us to assess the best our parish has to offer and to acknowledge areas of opportunity for growth and sustainability over a five year period. This mapping process will help us to create a plan that is designed to encourage us to move forward together and revitalise our parish.

Please look for ways to get involved in the near future by reading and understanding the draft plan. Additionally, any suggestions would be very welcomed.

With love and prayers,

Father George Kallarckal Joseph

**WE WILL NEVER CHANGE THE WORLD BY GOING TO CHURCH.**

**WE WILL ONLY CHANGE THE WORLD BY BEING THE CHURCH.**

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# EXECUTIVE SUMMARY

In recent times the spiritual and financial demands of St. Mary’s Catholic Parish continue to increase. The Parish has wonderful parishioners however their numbers are diminishing. It is considered that by informed and considered strategic planning that the Parish will continue to prosper into the future.

A SWOT analysis has been undertaken by a Strategic Planning Team under the direction of St. Mary’s Catholic Parish Priest Father George Kallarckal Joseph. It has identified the internal strengths and weaknesses of the church/ministry, and the opportunities and threats which are impacting it from outside. It has provided a framework for identifying where strategic opportunities may exist, how to avoid weaknesses inherent within the church, or threats from outside that may limit our future growth.

Three clear focal points have been identified during the strategic planning process:

* Children, young people, and young families;
* Spiritual renewal; and
* Engaging with our community.

Strategic priorities have been designed to focus our Parish on achieving future these purposes and prosperity. They are:

* **Liturgy** - To encourage active participation of all parishioners, especially youth, in the liturgical ministries;
* **Leadership** - To strengthen the processes by which the Parish Priest*,* councils and committees participate in life and leadership of the parish;
* **Communication** - To identify and employ the most effective methods of disseminating needed information (e.g. web, print media);
* **Staff and Human Resources** - To provide opportunities for the parish staff to be trained and developed where required;
* **Evangelisation** - To create a more welcoming environment for new and existing parishioners;
* **Spiritual Renewal** - To develop outreach to estranged and returning Catholics;
* **Finance** - To ensure that the Parish has sufficient reserves to meet operational costs, and to cater for future planned and unplanned events;
* **Education** - To offer ongoing faith formation and educational opportunities for adult parishioners and the youth; and
* **Facilities** - To implement a building and maintenance plan to meet the current and future needs of our parish.

These strategic goals will allow us to fulfil our values, vision, and missions. Our actions and co-ordinated planning will ensure that we make these things happen.

We are living in a crazy world today. Our Churches need to become a public service to the surrounding communities. We must encourage, lead and prepare young men and women to show the way of the church into the future.

This ‘Strategic Plan’ has sought to provide a five year map to assess the best our parish has to offer, and to identify areas of opportunity for growth and sustainability over a five year period. A directed, cohesive and coordinated plan will help us to move forward together and revitalise our parish.



# 1.0 BACKGROUND

St. Mary’s Catholic Parish is steeped in history. The first mass was conducted at the ‘old town’ in 1852 and by 1861 Maryborough had its first resident priest, Father Paul Tissot, who was a French national. The building of St. Mary’s Church at Maryborough commenced in 1869 and was officially opened in 1872. In 1878 the Sacred Heart Church at Tiaro was opened and Our Lady of the Way Church at Aramara in 1950. There have been thirteen parish priests since Father Tissot with the current priest being the reverend Father George K. Joseph.

The Parish is part of the Archdiocese of Brisbane and its governance under the parish priest consists of a Pastoral Council, a Finance Council and a Liturgy Committee. Other Parish groups include Saint Vincent de Paul; the Catholic Women’s League; the Fatima Prayer Group; the Mother’s Prayer Group; the Marian Movement of Priests; the Latin Rosary, SewPNG, and St. Mary’s Heritage Room. The parish is supported by a part-time parish secretary, and a Church and hall cleaner. The Parish has two schools – St Mary’s Primary and St. Mary’s College. In total, approximately 700 students attend these parish owned schools. ‘Outside School Hours Care’ is also offered at St. Mary’s Primary School.

There has been much change in the 157 years of St. Mary’s Catholic Parish and in recent times the spiritual and financial requirements continue to increase. The pace of change in society has constantly augmented so that today our responses must be swifter and well targeted. The Parish has wonderful parishioners however their numbers are diminishing. It is envisaged that by informed and considered strategic planning that the Parish will continue to prosper into the future.

Four major environmental challenges are currently impacting on the modern Catholic Church and society in general:

**1. Decades of long decline in Christianity in Australia:**

* More than 75% of Australians have voted with their feet as far as interest in traditional models of church;
* We must find additional ways of connecting Christianity with the majority of Australians;
* It is imperative to connect with 10-30 year-old age groups, and to maintain a strong faith community with existing members;
* New understanding and models of ministry and Christian leadership are needed to be promoted and introduced to the Parish Community;
* Distinct lack of post-school and adult learning opportunities for those who wish to delve deeply into the Catholic faith and Christianity more broadly; and
* Spiritual disconnection promoted in the mainstream media.

**2. Ageing Australian population:**

* More people are requiring more health care services;
* There are proportionally fewer income earners and so fewer contributors;
* User-pays for health and care is steadily increasing;
* There is a consequent increase in aged poor; and
* An increase in dementia, depression and isolation.

**3. Australia is facing major financial issues:**

* There has been an increase in population and in particular migrants;
* There has been a decline in mining, which has helped to carry our nation financially for past two decades;
* There is economic downturn and high political volatility;
* Globalisation and centralisation of power and policy threatens nations and regions;
* Federal and state government funding of programs will inevitably reduce or directed where more need is identified;
* Pensions and government benefits are being squeezed;
* There are more user-pays funding arrangements; and
* An increasing gap between the rich and the poor.

**4. Online and mobile technology changing everything:**

* It is irrevocably changing the way work is done – marketing, sales, information channels and community connections;
* There is access to better information that supports care and business decisions; and
* The largest, richest and most powerful corporations on the globe are now information technology/media companies, e.g. Apple, Google, Microsoft, Facebook and Amazon;
* Current learning and worship models need to be assessed and opportunities explored; and
* We are all connected these days, especially our youth, via phone, IPad, laptops etc and this has changed our social structures.

The above mentioned environmental historical and cultural challenges must be carefully considered in the formation of our future strategic plan.

# 2.0 To 2020 AND BEYOND

The Strategic Vision of the Archdiocese of Brisbane is contained in the paper ‘To 2020 and Beyond’. In this paper, Archbishop Coleridge states that ‘we are on a journey of faith into the future’ and as such we must be a listening, worshipping, communicating, serving, healing, inclusive, well-led, innovative and responsible Church’.

Five priorities have been developed to guide archdiocesan agencies:

1. Providing welcoming places for those seeking mercy and justice [**Becoming a more just and merciful Church**];
2. Support parishes and other faith communities by collaborating in the delivery of pastoral, social, education and care services [**Parish relationships**];
3. Develop current and future leaders to build teams that are representative and inclusive of the face of today’s Church in south-east Queensland [**Leadership**];
4. Listen to the voices of those who walk with us and those who are more distant from the Church [**A listening Church**]; and
5. Commit to effective stewardship of resources to support the mission of God in the world [**A responsible Church**].

Achieving these priorities may be achieved by:

* Developing capabilities of our people to support and assist the most vulnerable;
* Developing a coordinated approach to the delivery of services such as education, childcare, social and care services to support evangelisation;
* Providing increased support for parish and other faith community youth groups;
* Enhancing spiritual formation programs;
* Implementing succession strategies;
* Ensuring systems and structures are supportive of inclusive and representative leadership opportunities;
* Delivering professional development programs in leadership for current and identified future leaders;
* Implementing an effective internal communication strategy;
* Establishing active listening opportunities and effective responses;
* Delivering a simple effective message in external communications;
* Using new communication platforms, especially for listening to young people and the broader community;
* Developing an environmental strategy for sustainable use of parish resources;
* Completing a mapping exercise of all parish assets;
* Developing and implement a Capital Development Strategy;
* Supporting the development of financial sustainability plans/strategies that improves revenue streams for parish services; and
* Encouraging equitable optimisation of parish properties and assets and their sustainable use.

# 3.0 VALUES

St Mary’s Catholic Community is a faith community of **Service**; **Courage**; and **Justice**.

# 4.0 VISION

St Mary’s Catholic Community is committed to building a strong faith community, guided by the Gospel values.

# 4.0 MISSION

## 4.1 Parish

We will:

* Create opportunities for all people to deepen and strengthen their relationship with Jesus Christ;
* Empower our children and young people to encounter Christ through dynamic faith experiences;
* Develop a culture that supports authentic Christian discipleship; and
* Become a Parish that actively reaches out to evangelise our community for Christ.

## 4.2 St. Mary’s Primary School

We will:

* Seek to understand and support needs in our community;
* Make a difference while staying true to our beliefs; and
* Shape a more just and compassionate community.

## 4.3 St. Mary’s College

We will:

* Engage in dynamic experience and pathways;
* Promote learning, personal growth, wisdom, success and service and
* Be positive, caring and supportive.

# 5.0 SWOT ANALYSIS



The SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is a commonly used tool to facilitate a strategic review of a particular organisation, church or ministry. It focuses on the key factors which are most pertinent to ministry achievement or otherwise of evaluating the progress of its purpose and vision. It does this through identifying the internal strengths and weaknesses of the church/ministry and the opportunities and threats which (primarily) are impacting it from outside.

In itself it doesn’t identify what should be done. Rather it provides a framework for identifying where strategic opportunities may exist, how to avoid weaknesses inherent within the church, or threats from outside that may limit future growth.

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**Strengths** are internal, positive attributes, capabilities or resources that distinguish our parish. They can include experience, knowledge, quality of the work, reputation, unique skills of the leadership team or ministries or parishioners.

**Weaknesses** are internal factors within your control that may inhibit your ability to achieve the goals of the church, or ministries. They could include a lack of skills, staffing issues, leadership, motivation, competition from other churches, or the lack of financial or physical resources.

**Opportunities** are external factors or conditions that can lead to improvement, growth, addition of resources or solutions to nagging problems or conditions. They could include training, recruitment of new talent, additional funding, and synergies with other parishes or diocesan support, growth of new ministries.

**Threats** are real, tangible, internal or external issues that could jeopardize the parish’s mission or performance. They could include a decline in membership, decline in collections, loss of program funding, loss of key leaders, competition from other non-Catholic churches, changes in political or social fabric of the community, or a disbelief and trust in the church’s leadership at the executive level.

**STRENGTHS OF ST. MARY’S CATHOLIC PARISH**

***Parish Priest:***

* Lengthy history of committed and dedicated parish priests throughout the history of the Church;
* Approachable and welcoming parish priest – Father George;
* Likability and charisma of Father George;
* Knowledge and wisdom communicated through weekly homilies and messages to parishioners;
* Quiet, interested, reflective, compassionate and respectful leadership traits of Father George;
* Father George uses differing techniques to appeal to the varying ages of the parishioners; and
* Father George is very hard working and willing to forgo many entitlements for the good of the Parish.

***Spiritual:***

* Historical background of Parish/Churches with links to the birth and development of our Parish schools through religious orders;
* Brand/name recognition in the community;
* Deep family connections to the parish; and
* We are an inclusive and united Catholic parish, home to a world-wide Church of Catholics.

***Community:***

* Strong sense of community;
* Culture of service;
* Generous parishioners;
* Loyalty of parishioners;
* Positive spirit of parishioners;
* Dedicated volunteers;
* Established stewardship;
* Experienced office staff and assistants;
* Safeguarding program including Blue Card checks for volunteers;
* After Sunday Mass tea, coffee and chat;
* Dedicated elderly parishioners; and
* Broad range of skills in parish.

***Physical:***

* Parish owned churches and buildings;
* Parish owned schools;
* Out of School care facilities at Primary School;
* Heritage listed Church and recognised grounds (part of the Maryborough Walking Trail and includes the mural of Saint Mary MacKillop and Heritage Room admired by locals and visitors;
* Proximity of the Church to Woolworths shopping centre, Queen’s Park, Post Office, CBD, Wharf St, Portside and the Mary River;
* Open and accessible central point of reference in Maryborough;
* Historical Church organ;
* Proximity of the church to both schools; and
* Gathering spaces - opportunity to gather [Church, hall and grounds] for any range of activities.

***Financial:***

* Generous benevolence by parishioners;
* Sound fundraising for specific projects;
* History of bequests whether family or individual; and
* Strong representation on the Parish Finance Council with members bringing complimentary skill sets.

**WEAKNESSES OF ST. MARY’S CATHOLIC PARISH**

***Parish Priest:***

* Parish Priest due to depart in mid-2019;
* One priest infrastructure to undertake the Parish’s Pastoral care with a relieving Priest attending during the incumbent’s leave breaks or ill health (this person is usually aged);
* No priest alternative - no Deacon, Pastoral Associate etc.;
* Disconnect between church and schools (more priest presence and visibility with students, staff at school, and teachers is required);
* Insufficient value placed on the leadership value of the Parish Priest in the local community; and
* Lack of promotion of pastoral care services provided by the Parish Priest across the community, at home, at schools and at hospitals.

***Spiritual:***

* Lack of:
  + social groups/functions/community events, especially for younger parishioners (18-35 year olds);
  + ‘formation- connection’ for all parishioners;
  + hospitable and parishioner-friendly environment for attending services;
  + evangelisation in our community;
  + music with some energy/contemporary music for teens/young adults/young families;
  + opportunity linking parishioners to events including Mass at our three Churches;
  + understanding of the eternal battle of good and evil and the real meaning and purpose of life;
  + appreciation of the power of prayer in general and the hope and strength offered through praying the Lord’s Prayer, the Rosary and prayers of intercession to Saints;
* Majority of school population (both schools) are non-Catholic;
* Our Parish response to the outcomes of the Royal Commission into institutional abuse - where do we stand, facts and education?;
* What it means to be a Catholic (can be different for many and therefore need to cater for various spiritual needs – leading possible to RCIA program);
* No dedicated and advertised spiritual programs for school leavers and adults; and
* Focus on weekend Mass only – need to offer other forms of spiritual discussion.

***Community:***

* Lack of:
  + younger parishioners and families;
  + future proofing (i.e. plans for the future);
  + volunteers, especially in the younger age groups;
  + interaction between Church and schools – staff, children and parents;
  + youth leadership and involvement within the parish;
  + reaching out to young people, including teens, young families, and young adults;
  + liturgy for Youth & preschool children;
  + communication/updates from parish pastoral and finance councils (minimal use of technology);
  + parish-wide fun events and social opportunities;
* Aging congregation;
* Negative population growth and therefore negative parish growth;
* Shifting population basis over the past 20 years – Hervey Bay has become the central residential and business hub of the Fraser Coast Region;
* Relatively small percentage of parishioners volunteering;
* Same volunteers seem to do all the ‘work';
* Passionate volunteers may be perceived as overbearing;
* Not engaging the Christmas and Easter Catholics;
* Not enough youth involvement - children and families;
* Very few youth programs/opportunities for youth involvement and support of our youth to foster future membership;
* No connection with Catholic community care organisations including CentreCare and Ozcare;
* Limited promotion of St Vincent de Paul (Vinnies) as a Catholic outreach service and the community care services offered by CentreCare and Ozcare (e.g. OHSC, in home care for elderly and disabled, retirement villages etc); and
* Limited promotion of the good works of Catholic missions abroad and in Australia.

***Physical:***

* Heritage listed Church building – cost of maintenance;
* Aramara and Tiaro Church – cost of maintenance;
* Lack of physical assets;
* Large grounds to maintain;
* Large presbytery to maintain;
* Slow adoption of new technology to aid in sharing our ministry;
* Lack of future maintenance, provision funds and restoration plans;
* Security in some spots;
* Lack of promotion of Church events and activities and benefits of being a Catholic to the numerous people who use St Mary’s as a thoroughfare;
* No effective marketing of the hall - its availability and facilities; and
* Churches are considered spiritual places only and are therefore underutilised [Other potential uses - music and organ recitals, choirs, religious exhibitions etc].

***Financial:***

* Lack of:
* income from collections;
* income from hall at Maryborough;
* fundraising efforts;
* money to deal with general operating costs of the parish;
* money in reserve to deal with emergent issues; and
* knowledge of parish finances; and
* High employee expenses in comparison to the size of the Parish.

**OPPORTUNITIES FOR ST. MARY’S CATHOLIC PARISH**

***Parish Priest:***

* Amalgamation of parishes and priests at Maryborough – Maryborough, Hervey Bay and Childers [Maryborough presbytery has six self-contained rooms];
* Opportunity to develop a priest supplement, for example Deacon, Pastoral Associate etc.; and
* Participating in wider community events.

***Spiritual:***

* Lenten programs to be more flexible with timings and delivery;
* Sacramental Programs to include recognition of RCIA candidates;
* Formation of youth groups and activities;
* Greater association with schools – parish priest and Pastoral Council to attract non-practicing Catholics back to the Church;
* Evangelisation based on the authenticity of Catholicism;
* Family Faith Formation Programs - Importance of parental involvement;
* Faith Formation Board;
* Create a marketing plan to better share our message;
* Create a welcoming committee to build a stronger bond between the parish and new parishioners;
* Connect/create ecumenical service program within community;
* Marketing of faith and promotion of the parish in the community;
* Open parish facilities for use by outside groups/more visibility in community;
* Retreats for women and men, and combined groups;
* Harness the energy and intellect of our youth to discover our needs for the future;
* Use of social media;
* Value and empower youth and their technological experience and vision to prepare the parish for the coming years;
* Provide a weekend Mass with more contemporary music and youth/younger adult involvement that would appeal to younger families/youth (homily to apply to younger generation;
* Satisfy a growing societal need for spiritual identity and guidance in a turbulent secular world;
* Learn by networking with other parishes/denominations;
* Make effective use of noticeboards at entrances to the Church (marketing our local messages);
* Expand RCIA program;
* Fight back against mainstream media portrayal of Catholics and the Catholic Church;
* Offer more than Sunday Mass;
* Strengthen and expand existing spiritual – prayer groups in the parish;
* Teach the teacher program;
* More Baptisms, Weddings and Funerals conducted through the Church with engagement of those attending;
* Link with other Catholic educators towards the delivery of interesting and engaging Catholic education programs that could be offered locally;
* Consider marketing principals 4Ps (Product, Place, Price, Promotion);
* Consider target markets (current parishioners, twice a year Catholics, youth, parents, teachers, lapsed Catholics, seekers of faith and answers, the lost and discarded);
* Promote broadly the good news messages, the beauty of God’s creation and the importance of all of us who are unique and with something to offer to others; and
* Counter current media focus on a stained Catholic Church by local promotion of acts of selflessness and good.

***Community:***

* Good relationship with the community;
* Positive culture of our parish;
* Assistance from appropriately qualified parishioners – Churches, grounds, administrative, and corporate governance;
* Engage youth - get more youth involved in different aspects of parish;
* Broader reach of our ministry through better use of technology;
* Committees could accomplish more;
* A greater awareness of the shifting demographics of the parish might allow us to better serve tomorrow's parish needs;
* Influx of new members can result in an influx of more talent;
* Improve opportunities that cater to young families/teens/young adults - meals, social events, fun activities;
* Engage and involve St. Mary’s primary and secondary students in weekend Masses;
* Establish youth leaders;
* Promote diversity;
* St. Mary’s seen as a place of inclusion, redemption and opportunity for those seeking more meaning and structure in life;
* Marketing our Catholic parish services at Mass, to schools and parents and the broader community and encourage participation;
* St Mary’s College Alumni;
* Newsletter inclusions –article; with photo and story (e.g. school events, Parish bus trip etc);
* Newspaper marketing with stories of interest;
* Develop local media contacts;
* Local media advertising;
* Facebook and social media advertising;
* Leading compassionate responses to the significant societal changes such as abortion and euthanasia;
* Marketing Catholic faith (brand) through events and mission in the local community; and
* Parish gift to year 12 students provided mid-year with a messages of hope, love and concern that they will remember and turn to later in life.

***Physical:***

* To further develop the rich historical importance of St. Mary’s Church in relation to the other important historical themes in the town; and
* Focal point at Easter and Christmas through Church based events and enlivening the Church buildings and grounds.

***Financial:***

* Donation box inside the Church;
* Donation box near mural;
* Alternative donation scheme during masses;
* Greater hire of hall and grounds e.g. weddings;
* Apply for grants to improve/maintain grounds;
* Sponsorship;
* Bequeaths including increase of awareness of same;
* Renting of spare rooms in the e.g. to attract young Catholic teachers to Maryborough;
* Identify realistic needs of the church and where money should be invested for the most return;
* Establish historical tours of the Maryborough Church and grounds;
* Newsletter advertising;
* Reassessing current fee structures for Church based events (Baptisms, Weddings and Funerals); and
* Review fundraising proposals resulting from parish fund raising meeting.

**THREATS AGAINST ST. MARY’S CATHOLIC PARISH**

***Parish Priest:***

* No parish priest in the future; and
* Clergy Shortage.

***Spiritual:***

* Lack of value of church/religion in general – Catholicism in particular;
* Increased secularization of society;
* Other religious groups or associations attracting current Catholics in the Parish – competition [what do they offer or do which is attractive versus what we offer or do];
* Perceived lack of Archdiocesan support for remote country parishes;
* Poor moral climate;
* Catholic faith and doctrine seem rigid – some of this is lack of knowledge/understanding or what the Church actually teaches;
* Poor education of church’s teaching;
* Lack of knowledge/misinformation about Catholicism;
* Peer group pressure to act against the teachings of Jesus Christ and the Catholic Church (e.g. 10 Commandments);
* Inability or unwillingness of some parishioners to accept necessary change;
* Growing threat of evil influencing susceptible people throughout society;
* Need to support school principals and teachers to promote Catholic values at every opportunity with schools and parents; and
* Further falling away from the faith due to past, current or future sins of the Church at any level.

***Community:***

* Savvy church marketing from non-denominational churches;
* Losing more parishioners due to loss of faith or leaving the parish (transfers or natural causes);
* Inability to attract younger persons/families to the parish;
* Further decrease in catholic families at both schools;
* Increased unemployment;
* Time pressures on volunteers;
* Lack of volunteers to lead projects;
* Social change – busier schedules, less sense of belonging or loyalty, perceived need for church/religion;
* Upbringing – some families do not include spirituality in their lives together;
* Marrying and divorce rate;
* The busyness and priorities of people in this day and age;
* Society pressure on individuals;
* Social media distractions;
* Societal non-denomination;
* Lack of effort to draw our youth;
* Losing teens and young adults/young couples at an alarming rate;
* Sunday sports for youth and busy family schedules - less time for church activities;
* Reduced State and Federal Government funding to Catholic schools
* Inappropriate behaviour, misconduct or abuse;
* Vandalism;
* Continued push by people of no faith to have tax exemption status removed on all Churches and religious institutions;
* Factionalism as some members of the parish and Church remain traditional and conservative whilst other are more outgoing and progressive; and
* Further political change which goes against the teachings of the Catholic Church.

***Physical:***

* Unplanned major works – Churches; grounds and presbytery;
* Natural disaster – flood, fire, earthquake etc.;
* Unable to meet the requirements of WH&S;
* Current movement of the Church with visible cracks behind the altar; and
* Repair and restoration of the large stained glass window at the front of the Church.

***Financial:***

* Lack of financial sustenance (whilst paying sustentation fees to the Archdiocese);
* Increasing expenses;
* Lack of external assistance e.g. Archdiocese;
* Lack of willingness of community to support church financially;
* Multiple relief agency requests outside of Catholic Church;
* Too many financial campaigns by the Catholic Church, specifically those external to the Archdiocese; and
* Not having enough funds to carry out our core strategies.

In order to do effective strategic planning, there are specific ways that this information can be used by church leaders. In general, it is clear that the church should attempt to:

* build its strengths;
* reverse (or disguise) its weaknesses;
* maximize the response to its opportunities; and
* overcome its threats.

Visualisation of the SWOT process representing our church environment:



# 6.0 STRATEGIC PRIORITIES

Questions we need to consider when setting our strategic priorities:

1. **Where are we as a Parish (What does our Parish look like)?**
2. **Where do we want to go? and**
3. **How do we get there?**

Three clear generalist themes have been identified during the SWOT analysis. To survive into the future St. Mary’s Catholic Parish and the Parish Schools need to focus on:

1. **Children, young people, and young families;**
2. **Spiritual renewal; and**
3. **Engaging with our community.**

To achieve this, the following strategic priorities must be addressed:

## 6.1 Strategic Priority 1 - Liturgy

To encourage active participation of all parishioners, especially youth, in the liturgical ministries.

## 6.2 Strategic Priority 2 - Leadership

To strengthen the processes by which the Parish Priest*,* councils and committees participate in life and leadership of the parish.

## 6.3 Strategic Priority 3 - Communication

To identify and employ the most effective methods of disseminating needed information (e.g. web, print media)

## 6.4 Strategic Priority 4 - Staff and Human Resources

To provide opportunities for the parish staff to be trained and developed where required.

## 6.5 Strategic Priority 5 - Evangelisation

To create a more welcoming environment for new and existing parishioners.

## 6.6 Strategic Priority 6 - Spiritual Renewal

To develop outreach to estranged and returning Catholics.

## 6.7 Strategic Priority 7 - Finance

To ensure that the Parish has sufficient reserves to meet operational costs, and to cater for future planned and unplanned events.

## 6.8 Strategic Priority 8 - Education

To offer ongoing faith formation and educational opportunities for adult parishioners and the youth.

## 6.9 Strategic Priority 9 - Facilities

To implement a building and maintenance plan to meet the current and future needs of our parish.

# 7.0 GOALS AND ACTION PLANS

How do we get there (goals) and how are we going to make these things happen (actions)?

Our goals need to be ‘S.M.A.R.T.’. They to be Specific (What exactly do you want to achieve?), Measurable (We need to break our goals down into measurable elements), Attainable (Are our goals realistic and acceptable?), Relevant (What is the objective behind the goal?), and Timely (Have we set out a timeline that is realistic and flexible?).

Our Action Plans need to provide specific action steps that specify supporting plans for each initiative and define accountability, timelines, resources (fiscal and human) necessary, and measurement of achievement.

## 7.1 Liturgy Goals

*[Strategic Priority 1 - To encourage active participation of all parishioners, especially youth, in the liturgical ministries]*

### 7.1.1 Goal 1

Encourage ‘First Communicants’ to become involved as Altar Servers.

#### 7.1.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Contact parents of all children who received their first communion in 2018 and those receiving this sacrament in 2019 in regard to becoming an alter server. | Contact parents of all children who received their first communion in 2020 in regard to becoming an alter server. | Contact parents of all children who received their first communion in 2021 in regard to becoming an alter server. | Contact parents of all children who received their first communion in 2022 in regard to becoming an alter server. | Contact parents of all children who received their first communion in 2023 in regard to becoming an alter server. |

### 7.1.2 Goal 2

Work with youth groups and schools to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

#### 7.1.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Set a date each month for the Youth Mass e.g. last Saturday of each month. [Allow for youth activities after the mass - Discos etc.] | Post-school and adult Catholic discussion and learning classes or forums. |  |  |  |
| Encourage ‘Youth orientated music’ at this Mass e.g. drums, electric guitars etc. |  |  |  |  |
| Ensure that there is a good connect between the Parish and School Communities, including the School Administration Teams, teachers, and students. |  |  |  |  |

## 7.2 Leadership

*[Strategic Priority 2 - To strengthen the processes by which the Parish Priest, councils and committees participate in life and leadership of the parish]*

### 7.2.1 Goal 1

Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

#### 7.2.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Examine the data gathered from the 2018 Census. Identify suitable persons and approach about leadership positions. | Conduct a Census in 2020. Identify suitable persons and approach about leadership positions. | Conduct a Census in 2021. Identify suitable persons and approach about leadership positions. | Conduct a Census in 2022. Identify suitable persons and approach about leadership positions. | Conduct a Census in 2023. Identify suitable persons and approach about leadership positions. |
| Identify parishioners who may be able to assist the Parish Priest e.g. Deacons. | Use an alternative approach – working bees, Parish events, and regular scheduled meetings. |  |  |  |

### 7.2.2. Goal 2

Insure that leadership hears parishioners’ voices.

#### 7.2.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Construct suggestion boxes for the back of each Parish Church and also for the Parish Website. | Conduct Parish Community meetings (two per year) involve all Councils and Committees. | Conduct Parish Community meetings (two per year) involve all Councils and Committees. | Conduct Parish Community meetings (two per year) involve all Councils and Committees. | Conduct Parish Community meetings (two per year) involve all Councils and Committees. |
| Conduct Parish Community meetings (two per year) involve all Councils and Committees. |  |  |  |  |
| Once per year “AGM” open to all parishioners – “State of the Parish” report and addresses given in the Church after the Saturday and Sunday Masses [Setup tables and chairs and a roving microphone at the front of Church – not on the altar]. |  |  |  |  |

### 7.2.3 Goal 3

Make a summary of discussions (where appropriate) of the Parish Pastoral and Finance Council meetings available on the Parish website.

#### 7.2.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| The Chairperson of the Pastoral and Finance Council is to ensure that a summary of the monthly meetings are posted on the Parish Website within two weeks of each meeting. | The Chairperson of the Pastoral and Finance Council is to ensure that a summary of the monthly meetings are posted on the Parish Website within two weeks of each meeting. | The Chairperson of the Pastoral and Finance Council is to ensure that a summary of the monthly meetings are posted on the Parish Website within two weeks of each meeting. | The Chairperson of the Pastoral and Finance Council is to ensure that a summary of the monthly meetings are posted on the Parish Website within two weeks of each meeting. | The Chairperson of the Pastoral and Finance Council is to ensure that a summary of the monthly meetings are posted on the Parish Website within two weeks of each meeting. |

### 7.2.4 Goal 4

Identify areas of parish life needing leadership.

#### 7.2.4.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct a review of all aspects of the Parish requiring leadership by 30 June and make changes as required. | Conduct a review of all aspects of the Parish requiring leadership by 30 June and make changes as required. | Conduct a review of all aspects of the Parish requiring leadership by 30 June and make changes as required. | Conduct a review of all aspects of the Parish requiring leadership by 30 June and make changes as required. | Conduct a review of all aspects of the Parish requiring leadership by 30 June and make changes as required. |

### 7.2.5 Goal 5

Identify, recruit and prepare future leadership of the parish.

#### 7.2.5.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Ensure that succession planning occurs by 31 December each year to identify, recruit and prepare future Parish leaders. | Ensure that succession planning occurs by 31 December each year to identify, recruit and prepare future Parish leaders. | Ensure that succession planning occurs by 31 December each year to identify, recruit and prepare future Parish leaders. | Ensure that succession planning occurs by 31 December each year to identify, recruit and prepare future Parish leaders. | Ensure that succession planning occurs by 31 December each year to identify, recruit and prepare future Parish leaders. |
| Encourage active leadership from teachers and parents, P&F and students. | Encourage active leadership from teachers and parents, P&F and students. | Encourage active leadership from teachers and parents, P&F and students. | Encourage active leadership from teachers and parents, P&F and students. | Encourage active leadership from teachers and parents, P&F and students. |

### 7.2.6 Goal 6

Identify high school students with leadership ability.

#### 7.2.6.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Obtain a list of names from the Principal of St Mary’s College by 30 June to approach about future leadership roles in the Parish. | Obtain a list of names from the Principal of St Mary’s College by 30 June to approach about future leadership roles in the Parish. | Obtain a list of names from the Principal of St Mary’s College by 30 June to approach about future leadership roles in the Parish. | Obtain a list of names from the Principal of St Mary’s College by 30 June to approach about future leadership roles in the Parish. | Obtain a list of names from the Principal of St Mary’s College by 30 June to approach about future leadership roles in the Parish. |
| Identify and approach at least two Grade 12 students from St Mary’s College to represent the College (or other Grade 12 Parishioners), as a full voting member, on the Pastoral and Finance Councils (one student on each Council). | Identify and approach at least two Grade 12 students from St Mary’s College to represent the College (or other Grade 12 Parishioners), as a full voting member, on the Pastoral and Finance Councils (one student on each Council). | Identify and approach at least two Grade 12 students from St Mary’s College to represent the College (or other Grade 12 Parishioners), as a full voting member, on the Pastoral and Finance Councils (one student on each Council). | Identify and approach at least two Grade 12 students from St Mary’s College to represent the College (or other Grade 12 Parishioners), as a full voting member, on the Pastoral and Finance Councils (one student on each Council). | Identify and approach at least two Grade 12 students from St Mary’s College to represent the College (or other Grade 12 Parishioners), as a full voting member, on the Pastoral and Finance Councils (one student on each Council). |
| Encourage St. Mary’s College to maintain a liturgy group which is run by seniors. | Encourage St. Mary’s College to maintain a liturgy group which is run by seniors. | Encourage St. Mary’s College to maintain a liturgy group which is run by seniors. | Encourage St. Mary’s College to maintain a liturgy group which is run by seniors. | Encourage St. Mary’s College to maintain a liturgy group which is run by seniors. |

## 7.3 Communication

*[Strategic Priority 3 - To identify and employ the most effective methods of disseminating needed information (e.g. web, print)]*

### 7.3.1. Goal 1

Study the effectiveness of our current communication methods and effectiveness.

#### 7.3.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct a review of current communication methods and effectiveness and modify accordingly. | Conduct a review of current communication methods and effectiveness and modify accordingly. | Conduct a review of current communication methods and effectiveness and modify accordingly. | Conduct a review of current communication methods and effectiveness and modify accordingly. | Conduct a review of current communication methods and effectiveness and modify accordingly. |
| Develop a change and communications plan utilising all committees [Steering Committee]. |  |  |  |  |
| Establish a parish stakeholder ‘super group’ to help get the messages out. |  |  |  |  |

### 7.3.2 Goal 2

Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

#### 7.3.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct a review of current communication channels between the Parish and the broader community and implement effective changes. | Conduct a review of current communication channels between the Parish and the broader community and implement effective changes. | Conduct a review of current communication channels between the Parish and the broader community and implement effective changes. | Conduct a review of current communication channels between the Parish and the broader community and implement effective changes. | Conduct a review of current communication channels between the Parish and the broader community and implement effective changes. |

### 7.3.3. Goal 3

Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

#### 7.3.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Update the Parish Website and encourage parishioners to view same. |  |  |  |  |

## 7.4 Staff and Human Resources

*[Strategic Priority 4 - To provide opportunities for the parish staff to be trained and developed where required]*

### 7.4.1 Goal 1

To empower all staff and volunteers to be innovative.

#### 7.4.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Ensure that Parish staff and volunteers receive appropriate training and that are empowered to develop their roles and imitative. | Provide one page summary report – responsibility matrix plus staffing and volunteer structure chart. |  |  |  |
| Identify requirements to work with Archdiocese staff. Identify roles and value of Archdiocese staff | Create roles and responsibility statements for all volunteer positions. |  |  |  |

### 7.4.2 Goal 2

Establish a staff process review to establish who is doing what, and why, to improve efficiency in the office.

#### 7.4.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Ensure that an annual review is conducted of all paid staff by 31 December and make changes as necessary. | Ensure that an annual review is conducted of all paid staff by 31 December and make changes as necessary. | Ensure that an annual review is conducted of all paid staff by 31 December and make changes as necessary. | Ensure that an annual review is conducted of all paid staff by 31 December and make changes as necessary. | Ensure that an annual review is conducted of all paid staff by 31 December and make changes as necessary. |
| Examine the possibility of part-time paid staff re St. Mary’s Presbytery cleaning, and the Maryborough Church grounds. |  |  |  |  |

### 7.4.3 Goal 3

Review Parish governance and accountability.

#### 7.4.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Review present structures and groups and disband or form new groups as appropriate. |  |  |  |  |
| Establish reporting template. |  |  |  |  |

## 7.5 Evangelisation

*[Strategic Priority 5 - To create a more welcoming environment for new and existing parishioners]*

### 7.5.1 Goal 1

Create a ‘welcoming committee’ in charge of greeting and mentoring new parishioners.

#### 7.5.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Greet new people at the door (set up table outside the front of each Church prior to each weekend Mass). |  |  |  |  |
| Make contact with all new members to invite them to participate in ministries. |  |  |  |  |
| Reach out to the community through advertisements. |  |  |  |  |

### 7.5.2 Goal 2

Plan social events for new members of the parish to meet the staff, council and ministry leaders, and available parishioners.

#### 7.5.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct at least one social dinner per year to welcome new members and to celebrate St. Mary’s Community. | Conduct at least one social dinner per year to welcome new members and to celebrate St. Mary’s Community. | Conduct at least one social dinner per year to welcome new members and to celebrate St. Mary’s Community. | Conduct at least one social dinner per year to welcome new members and to celebrate St. Mary’s Community. | Conduct at least one social dinner per year to welcome new members and to celebrate St. Mary’s Community. |

### 7.5.3 Goal 3

Initiate parish visitations to new parishioners.

#### 7.5.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Assign a host/s to each new member. |  |  |  |  |

## 7.6 Spiritual renewal

*[Strategic Priority 6 - To develop outreach to estranged and returning Catholics]*

### 7.6.1 Goal 1

Establish an ‘outreach committee’ to focus on Catholics who are not members or not participating.

#### 7.6.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Review current activities. |  |  |  |  |
| Reach out to the community through advertisements. |  |  |  |  |
| Explore and develop opportunities to influence the ‘spirituality’ of the community – Food for Thought and other like Seminars. |  |  |  |  |

### 7.6.2 Goal 2

Host several “welcome home” events for estranged Catholics.

#### 7.6.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Providing welcoming places for those seeking mercy and justice (reference Pope Francis’s messages of inclusion and forgiveness). |  |  |  |  |
| Hold open social events – dinners, dances, and so forth |  |  |  |  |
| Utilise multiple media sources to invite participation. |  |  |  |  |

### 7.6.3 Goal 3

Continue to develop the spiritual life of the Church community.

#### 7.6.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Continue to build a strong sense of Catholic community by strengthening parishioner relationships e.g. hosting other people/families at your home. | Hook up with one other person who is seeking to grow spiritually. Agree to meet once a week for a period of time to study and reflect on spiritual matters. | God has generously endowed each of us with unique gifts and talents. Encourage all parishioners to make use of them or run the risk of losing them. | Develop a Parish Mission during Lenten season e.g. Spiritual Renewal / Retreat. | Develop a Parish Mission during Lenten season e.g. Spiritual Renewal / Retreat. |
| Encourage all parishioners to make time to heal a wounded heart, to extend kindness to someone who really needs a friend, or to help gather up pieces of a broken dream. Do whatever we can to radiate God’s unconditional love. | Look for better ways to serve the community, especially tasks that promise no reward, such as picking up litter on the streets, and helping those in genuine need. | Develop a Parish Mission during Lenten season e.g. Spiritual Renewal / Retreat. |  |  |
| Encourage all parishioners to follow the teachings of Mother Teresa of Calcutta, who advised: “Spread love everywhere you go: First of all in your own house. Let no one ever come to you without leaving better and happier. Be the living expression of God’s kindness; kindness in your face, kindness in your eyes, kindness in your smile, kindness in your warm greeting.” | Develop a Parish Mission during Lenten season e.g. Spiritual Renewal / Retreat. |  |  |  |
| Nurture a shared prayer life – share in prayer with others e.g. friends, regularly held prayer groups, establishment of a prayer chain |  |  |  |  |
| Develop a Parish Mission during Lenten season e.g. Spiritual Renewal / Retreat. |  |  |  |  |

## 7.7 Finance

*[Strategic Priority 7 - To ensure that the Parish has sufficient reserves to meet operational costs, and to cater for future planned and unplanned events]*

### 7.7.1 Goal 1

Identify a single point of responsibility to direct fundraising efforts for the parish.

#### 7.7.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Explore parish needs that might benefit from fundraising efforts. |  |  |  |  |
| Categorise parish needs into small and large projects. |  |  |  |  |
| Establish a plan for fundraising. |  |  |  |  |
| Form a subcommittee to lead fundraising efforts. |  |  |  |  |
| Ensure that alternative sources of income apart from collections are employed, e.g. Volunteer contributions from parents of the St. Mary’s school children; advertising, donations, and revenue from ‘Out of School Care’ at St. Mary’s Primary School. |  |  |  |  |
| Construct donation boxes for the Maryborough and Tiaro Churches. |  |  |  |  |
| Construct a donation box to go in front of the Church mural. |  |  |  |  |

### 7.7.2 Goal 2

Identify a person to prepare grants and applications.

#### 7.7.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Secure a parishioner willing to lead the grant effort. | Secure a parishioner willing to lead the grant effort. | Secure a parishioner willing to lead the grant effort. | Secure a parishioner willing to lead the grant effort. | Secure a parishioner willing to lead the grant effort. |
| Identify projects for grant/foundation funding. | Identify projects for grant/foundation funding. | Identify projects for grant/foundation funding. | Identify projects for grant/foundation funding. | Identify projects for grant/foundation funding. |
| Gather supporting documentation for grants. | Gather supporting documentation for grants. | Gather supporting documentation for grants. | Gather supporting documentation for grants. | Gather supporting documentation for grants. |

### 7.7.3 Goal 3

Be transparent and accountable for all funds to the parishioners.

#### 7.7.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Host information sessions on the parish budget. | Host information sessions on the parish budget. | Host information sessions on the parish budget. | Host information sessions on the parish budget. | Host information sessions on the parish budget. |
| Publish current collections and targets in weekly newsletters. | Publish current collections and targets in weekly newsletters. | Publish current collections and targets in weekly newsletters. | Publish current collections and targets in weekly newsletters. | Publish current collections and targets in weekly newsletters. |
| Publish on the website the financial position of the Parish by 31 December each year. | Publish on the website the financial position of the Parish by 31 December each year. | Publish on the website the financial position of the Parish by 31 December each year. | Publish on the website the financial position of the Parish by 31 December each year. | Publish on the website the financial position of the Parish by 31 December each year. |

### 7.7.4 Goal 4

Ensure lay participation on the Finance Committee by rotating membership.

#### 7.7.4.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Develop a list of at least five parishioners to recruit for the future Finance Committees. | Develop a list of at least five parishioners to recruit for the future Finance Committees. | Develop a list of at least five parishioners to recruit for the future Finance Committees. | Develop a list of at least five parishioners to recruit for the future Finance Committees. | Develop a list of at least five parishioners to recruit for the future Finance Committees. |
| Secure sufficient overlapping of membership to insure continuity of parish history. | Secure sufficient overlapping of membership to insure continuity of parish history. | Secure sufficient overlapping of membership to insure continuity of parish history. | Secure sufficient overlapping of membership to insure continuity of parish history. | Secure sufficient overlapping of membership to insure continuity of parish history. |
| Provide on-going training for members of the Finance Committee. | Provide on-going training for members of the Finance Committee. | Provide on-going training for members of the Finance Committee. | Provide on-going training for members of the Finance Committee. | Provide on-going training for members of the Finance Committee. |

## 7.8 Education

*[Strategic Priority 8 - To offer ongoing faith formation and educational opportunities for adult parishioners and the youth]*

### 7.8.1 Goal 1

Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

#### 7.8.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Promote RCIA attendance by any interested parishioner. |  |  |  |  |
| Initiate a Faith Sharing Group. |  |  |  |  |
| Provide seminars on the Catechism and the Bible all the time, not just at Lent/Advent. |  |  |  |  |
| Offer bible study. |  |  |  |  |
| Assist with the attraction of young catholic teachers by providing accommodation at reduced prices e.g. the Presbytery currently has five vacant rooms. |  |  |  |  |

### 7.8.2 Goal 2

Increase parental involvement in children’s religious education.

#### 7.8.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Engage parents to continue their religious involvement and education after communion and confirmation ceremonies. |  |  |  |  |
| Host parent meetings. |  |  |  |  |
| Provide support so parents are equipped to help their children. |  |  |  |  |
| Have multiple small group sessions to allow participation. |  |  |  |  |

### 7.8.3 Goal 3

Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

#### 7.8.3.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct Youth Social events. |  |  |  |  |
| Increase involvement of young adults in leadership team. |  |  |  |  |
| Host Youth Mass on Saturday evenings with emphasis on youth appropriate liturgies and music. |  |  |  |  |
| Involve and highlight young children and their parents in some Sunday Masses as a way of celebrating families. |  |  |  |  |
| Create forum for parishioners to share thoughts, feelings, and experiences. |  |  |  |  |
| Follow up sessions with social time to build relationships. |  |  |  |  |
| Explore and develop appropriate forms of worship for youth. |  |  |  |  |
| Explore and develop opportunities for interacting with youth in the community. |  |  |  |  |
| Establish support groups for children ministries. |  |  |  |  |
| Engage appropriate and relevant guest speakers at special events to encourage greater knowledge and service. |  |  |  |  |

## 7.9 Facilities

*[Strategic Priority 9 - To implement a building and maintenance plan to meet the current and future needs of our parish]*

### 7.9.1 Goal 1

Develop a plan for the church property to enhance the spiritual environment.

#### 7.9.1.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Conduct a review of current Parish properties (excluding both schools) and establish yearly, five year and ten + year planes. | Conduct a review of current Parish properties (excluding both schools) and establish yearly, five year and ten + year planes. | Conduct a review of current Parish properties (excluding both schools) and establish yearly, five year and ten + year planes. | Conduct a review of current Parish properties (excluding both schools) and establish yearly, five year and ten + year planes. | Conduct a review of current Parish properties (excluding both schools) and establish yearly, five year and ten + year planes. |

### 7.9.2 Goal 2

Gather volunteers to work on church property enhancement.

#### 7.9.2.1 Action Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 2019 | 2020 | 2021 | 2022 | 2023 |
| Identify parishioners who may have the ability to assist with general Church property maintenance (excluding both schools). | Identify parishioners who may have the ability to assist with general Church property maintenance (excluding both schools). | Identify parishioners who may have the ability to assist with general Church property maintenance (excluding both schools). | Identify parishioners who may have the ability to assist with general Church property maintenance (excluding both schools). | Identify parishioners who may have the ability to assist with general Church property maintenance (excluding both schools). |

# 8.0 CONCLUSION

We must start to look deep within ourselves and arise to serve the needs of all people in the name of Christ. In this sense our church has much work to do. Now is the right time to become the church Christ expects it to be.

Personal or national tragedy seems to cause a major shift in people’s assessment of the church. It is a time when people flock to churches in droves. There is just something about churches that society finds in times of tragedy and hardship. The media and general public embrace church or (the idea of church) during a time of crisis, but in times of peace and prosperity, the church seems to become irrelevant again. Regardless of this double standard, the church keeps people grounded, flushing out the burden of life by providing a bedrock of faith and answers to humanity’s deepest needs.

The role of the modern church in the life of the 21st-century believer is critical because it fills a void only the church can. Church is where people should go if they are in need of a ‘spiritual fix.’ The church is really a hospital for sinners and not an exclusive club for saints. With all the weight and pressures of their world weighing down on their minds, people expect the church to provide Bible-based answers that no other institution can provide. Church is a unique place that should instil change in people’s lives. So what do people need from church?

People need to have their spiritual, emotional and physical needs met. We are living in a crazy world today. Irrespective of size, our church can provide effective small group ministries and outreach services. This momentum can then spread out beyond the walls of the church and be incorporated into the community where the church serves. To the best of its ability, the church can provide services, counselling and advice to those in need.

Churches need to become a public service to the surrounding communities. They provide just about everything to those needing faith and spiritual assistance. The church must do away with all and any excuses and continue to prepare young men and women to lead the church throughout the millennium. It is never too late for the right foundation to be laid for sound leadership.

We must recruit more young men and women to serve in diverse capacities in the ministry. The responsibility of guiding the next wave of leaders weighs heavily on those in leadership positions now believing in the believers. We must start to look deep within ourselves and arise to serve the needs of all people.

This proposed ‘Strategic Plan’ has sought to provide a five year map to assess the best our parish has to offer, and to identify areas of opportunity for growth and sustainability over a five year period. This charting and planning process will help us to move forward together and revitalise our parish.

This strategic plan has identified workable solutions and outlined recommended goals and action plans to successfully achieve the basic questions on how we (St. Mary’s Catholic Parish, St. Mary’s Primary School and St. Mary’s College) can answer these questions:

1. Where are we as a Parish (What does our Parish look like)?
2. Where do we want to go? and
3. How do we get there?

Three clear generalist themes have been identified to survive into the future - St. Mary’s Catholic Parish and the Parish Schools need to focus on:

1. Children, young people, and young families;
2. Spiritual renewal; and
3. Engaging with our community.

It is genuinely hoped that the implementation of this five year strategic plan can assist St. Mary’s Catholic Community to continue to prosper into the future.

# 9.0 APPENDICES

## 9.1 Action Plans - 2019

**1. Liturgy Goals**

Goal 1 - Encourage First Communicants to become involved as Altar Servers.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| To approach first communicants to become alter servers. | 1. Father George to send a letter to all children and parents involved; 2. APRE Primary School and Gerry O’Donahgue to assist; 3. Letter from father George to 2018 children/parents; and 4. Letter from Father George to all children 5-12 re participation. | 1. By end May 2019; 2. During program; 3. By end of March 2019; and 4. By end of March 2019. |  |

Goal 2 - Work with youth groups to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| 1. Develop Youth Mass Strategy; and 2. Recommend last Saturday of each month commencing in February 2019. | Approach to be made to:   * Jeanette Hagan; * Megan Pettiford; * Alice Foddy; * Anne Elmer; and * Cecilia Hackett. | 1. On-going; and 2. By mid-February 2019 |  |

**2. Leadership Goals**

Goal 1 - Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Create a list of Parishioners and approach re same. | Eris and Frank | By end of February 2019 |  |

Goal 2 - Insure that leadership hears parishioners’ voices.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| 1. Public Forum after Mass (Saturday and Sunday – St Mary’s and Sunday – Tiaro); and 2. Suggestion box outside of office (advertise same in Newsletter). | 1. All available Strategic Planning Team members; and 2. Gary. | 1. 1st forum by 30 June 2019 and 2nd forum by mid-December 2019; and 2. Mid-January 2019. | 1. x; 2. **28 January 2019.** |

Goal 3 - Make minutes of the Parish Pastoral and Finance Council meetings available on the Parish website.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Frank to summarise minutes from the Pastoral and Finance Council and place in Newsletter and Website. | Kristin, Gary and Frank | Kristin and Gary to email Frank after the minutes of each meeting have been complied. | Before each monthly meeting. |

Goal 4 - Identify areas of parish life needing leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Create a list of areas and tasks. | Father George, Eris, Frank, Mary and Gary. | By 30 June 2019. |  |

Goal 5 - Identify, recruit and prepare future leadership of the parish.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Create a list of possibilities and approach. | All Strategic Planning Team members. | By 30 June 2019. |  |

Goal 6 - Identify high school students with leadership ability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Identify high school leaders (Grades 10-12) with leadership abilities. | Principal – St. Mary’s College. | By 30 June 2019. |  |

Goal 7 - Recruit leaders (or co-leaders) for identified areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As applicable to leadership gaols 4 to 6. | Strategic Planning Team members. | By 30 June 2019. |  |

**3. Communication Goals**

Goal 1 - Study the effectiveness of our current communication methods and effectiveness.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Conduct needs analysis. | Alice Foddy | By 30 June 2019. |  |

Goal 2 - Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Develop a communication plan. | Frank | By 30 June 2019. |  |

Goal 3 - Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| 1. Assign a web administrator; and 2. Update or redevelop Website. | Alice Foddy and Frank | By 30 June 2019. |  |

**4. Staff and Human Resources Goals**

Goal 1 -To empower all staff and volunteers to be innovative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Encourage all staff and volunteers to become fully engaged. | Frank and Mary. | By 30 June 2019. |  |

Goal 2 - Establish a staff process review to establish who is doing what, and why, to improve efficiency in the office.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Frank. | By 30 June 2019. |  |

Goal 3 - Review Parish governance and accountability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Father George, Eris, Frank and Gary. | By 30 June 2019. |  |

**5. Evangelisation Goals**

Goal 1 - Create a committee in charge of welcoming and mentoring new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Place a table at front of St. Mary’s Church before each weekend mass to welcome new parishioners and to record names and contact details. | Catholic Women’s League. | ASAP. |  |

Goal 2 - Plan social events for new members of the parish to meet the staff, council and ministry leaders, and available parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Plan a social night and include new parishioners – two per year. Possible dates are 17th March (Saturday) – St. Patricks day and 15th August (Thursday) – Assumption of Mary. | Kristin. | 1. By 30 June 2019; and 2. By 31 December 2019. |  |

Goal 3 - Initiate parish visitations to new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | 1. Father George; 2. Allocated parishioners. | By 31 December 2019. |  |

**6. Spiritual renewal Goals**

Goal 1 - Establish an outreach committee to focus on Catholics who are not members or not participating.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Identify parishioners and approach for assistance. | Eris, Frank and Kristin to organise. | By 30 June 2019. |  |

Goal 2 - Host several “welcome home” events for estranged Catholics.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per Evangelisation Goal 2. | As per Evangelisation Goal 2. | As per Evangelisation Goal 2. |  |

**7. Finance Goals**

Goal 1 - Identify a single point of responsibility to direct fundraising efforts for the parish.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Finance Council and Fundraising Sub-committee. | By 31 January 2019. | **1 January 2019.** |

Goal 2 - Identify a person to prepare grants and applications.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Church building – Steve;  Grounds and events- Gary | By 30 June 2019. |  |

Goal 3 - Be transparent and accountable for all funds to the parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Achieve via Public Forums and Communication Strategy (Newsletter and Website). | Strategic Planning Team. | By 30 June 2019. |  |

Goal 4 - Ensure lay participation on the Finance Committee by rotating membership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Finance Council members to approach other parishioners. | By 31 December 2019. |  |

**8. Education Goals**

Goal 1 - Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Promote RCIA attendance by any interested parishioner. |  |  |  |
| Initiate a Faith Sharing Group. |  |  |  |
| Provide seminars on the Catechism and the Bible all the time, not just at Lent/Advent e.g. live streaming from St. Stephen’s Cathedral. |  |  |  |
| Offer bible study. |  |  |  |
| Assist with the attraction of young catholic teachers by providing accommodation at reduced prices e.g. the Presbytery currently has five vacant rooms. |  |  |  |
| Promotion formation activities in the Parish and School newsletters. |  |  |  |

Goal 2 - Increase parental involvement in children’s religious education.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Engage parents to continue their religious involvement and education after communion and confirmation ceremonies. |  |  |  |
| Host parent meetings. |  |  |  |
| Provide support so parents are equipped to help their children. |  |  |  |
| Have multiple small group sessions to allow participation. |  |  |  |
| Encourage parents to become involved in sacramental programs. |  |  |  |
| Encourage parents to become involved in Children liturgies. |  |  |  |

Goal 3 - Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Conduct Youth Social events. Conduct survey monkey questionnaire with school students. |  |  |  |
| Increase involvement of young adults in leadership team. |  |  |  |
| Host Youth Mass on Saturday evenings or **perhaps special masses on a Sunday evening** with emphasis on youth appropriate liturgies and music. |  |  |  |
| Involve and highlight young children and their parents in some Sunday Masses as a way of celebrating families. |  |  |  |
| Create forum for parishioners to share thoughts, feelings, and experiences. |  |  |  |
| Follow up sessions with social time to build relationships. |  |  |  |
| Explore and develop appropriate forms of worship for youth. |  |  |  |
| Explore and develop opportunities for interacting with youth in the community. |  |  |  |
| Establish support groups for children ministries. |  |  |  |
| Engage appropriate and relevant guest speakers at special events to encourage greater knowledge and service. |  |  |  |

**9. Facilities Goals**

Goal 1 - Develop a plan for the church property to enhance the spiritual environment.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| As per goal. | Steve, Frank and Gerard O’Connell. | By 31 December 2019. |  |

Goal 2 - Gather volunteers to work on church property enhancement.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
| Working bees during the year. | Steve. | By 31 December 2019. |  |

## 9.2 Action Plans - 2020

**1. Liturgy Goals**

Goal 1 - Encourage First Communicants to become involved as Altar Servers.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Work with youth groups to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**2. Leadership Goals**

Goal 1 - Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Insure that leadership hears parishioners’ voices.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Make minutes of the Parish Pastoral and Finance Council meetings available on the Parish website.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 4 - Identify areas of parish life needing leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 5 - Identify, recruit and prepare future leadership of the parish.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 6 - Identify high school students with leadership ability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 7 - Recruit leaders (or co-leaders) for identified areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**3. Communication Goals**

Goal 1 - Study the effectiveness of our current communication methods and effectiveness.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**4. Staff and Human Resources Goals**

Goal 1 -To empower all staff and volunteers to be innovative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Establish a staff process review to establish who is doing what, and why, to improve efficiency in the office.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Review Parish governance and accountability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**5. Evangelisation Goals**

Goal 1 - Create a committee in charge of welcoming and mentoring new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Plan social events for new members of the parish to meet the staff, council and ministry leaders, and available parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Initiate parish visitations to new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**6. Spiritual renewal Goals**

Goal 1 - Establish an outreach committee to focus on Catholics who are not members or not participating.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Host several “welcome home” events for estranged Catholics.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**7. Finance Goals**

Goal 1 - Identify a single point of responsibility to direct fundraising efforts for the parish.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Identify a person to prepare grants and applications.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Be transparent and accountable for all funds to the parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 4 - Ensure lay participation on the Finance Committee by rotating membership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**8. Education Goals**

Goal 1 - Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Increase parental involvement in children’s religious education.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**9. Facilities Goals**

Goal 1 - Develop a plan for the church property to enhance the spiritual environment.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Gather volunteers to work on church property enhancement.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

## 9.3 Action Plans - 2021

**1. Liturgy Goals**

Goal 1 - Encourage First Communicants to become involved as Altar Servers.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Work with youth groups to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**2. Leadership Goals**

Goal 1 - Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Insure that leadership hears parishioners’ voices.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Make minutes of the Parish Pastoral and Finance Council meetings available on the Parish website.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 4 - Identify areas of parish life needing leadership.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 5 - Identify, recruit and prepare future leadership of the parish.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 6 - Identify high school students with leadership ability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 7 - Recruit leaders (or co-leaders) for identified areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**3. Communication Goals**

Goal 1 - Study the effectiveness of our current communication methods and effectiveness.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**4. Staff and Human Resources Goals**

Goal 1 -To empower all staff and volunteers to be innovative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Establish a staff process review to establish who is doing what, and why, to improve efficiency in the office.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Review Parish governance and accountability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**5. Evangelisation Goals**

Goal 1 - Create a committee in charge of welcoming and mentoring new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Plan social events for new members of the parish to meet the staff, council and ministry leaders, and available parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Initiate parish visitations to new parishioners.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**6. Spiritual renewal Goals**

Goal 1 - Establish an outreach committee to focus on Catholics who are not members or not participating.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Host several “welcome home” events for estranged Catholics.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Continue to develop the spiritual life of the Church community.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**7. Finance Goals**

Goal 1 - Identify a single point of responsibility to direct fundraising efforts for the parish.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Identify a person to prepare grants and applications.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Be transparent and accountable for all funds to the parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 4 - Ensure lay participation on the Finance Committee by rotating membership.

|  |  |  |  |
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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**8. Education Goals**

Goal 1 - Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Increase parental involvement in children’s religious education.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**9. Facilities Goals**

Goal 1 - Develop a plan for the church property to enhance the spiritual environment.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Gather volunteers to work on church property enhancement.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

## 9.4 Action Plans - 2022

**1. Liturgy Goals**

Goal 1 - Encourage First Communicants to become involved as Altar Servers.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Work with youth groups to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

|  |  |  |  |
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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**2. Leadership Goals**

Goal 1 - Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

|  |  |  |  |
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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Insure that leadership hears parishioners’ voices.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Make minutes of the Parish Pastoral and Finance Council meetings available on the Parish website.

|  |  |  |  |
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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 4 - Identify areas of parish life needing leadership.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 5 - Identify, recruit and prepare future leadership of the parish.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 6 - Identify high school students with leadership ability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**3. Communication Goals**

Goal 1 - Study the effectiveness of our current communication methods and effectiveness.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**4. Staff and Human Resources Goals**

Goal 1 -To empower all staff and volunteers to be innovative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Establish a staff process review to establish who is doing what, and why, to improve efficiency in the office.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Review Parish governance and accountability.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

**5. Evangelisation Goals**

Goal 1 - Create a committee in charge of welcoming and mentoring new parishioners.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 2 - Plan social events for new members of the parish to meet the staff, council and ministry leaders, and available parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Initiate parish visitations to new parishioners.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**6. Spiritual renewal Goals**

Goal 1 - Establish an outreach committee to focus on Catholics who are not members or not participating.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Host several “welcome home” events for estranged Catholics.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**7. Finance Goals**

Goal 1 - Identify a single point of responsibility to direct fundraising efforts for the parish.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Identify a person to prepare grants and applications.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Be transparent and accountable for all funds to the parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 4 - Ensure lay participation on the Finance Committee by rotating membership.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**8. Education Goals**

Goal 1 - Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Increase parental involvement in children’s religious education.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**9. Facilities Goals**

Goal 1 - Develop a plan for the church property to enhance the spiritual environment.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Gather volunteers to work on church property enhancement.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

## 9.5 Action Plans - 2023

**1. Liturgy Goals**

Goal 1 - Encourage First Communicants to become involved as Altar Servers.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Work with youth groups to provide a ‘Youth Mass’ at least once per month at a Saturday night mass.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**2. Leadership Goals**

Goal 1 - Develop a list of parishioners to invite to utilise their gifts and talents in leadership.

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Goal 2 - Insure that leadership hears parishioners’ voices.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Make minutes of the Parish Pastoral and Finance Council meetings available on the Parish website.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 4 - Identify areas of parish life needing leadership.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 5 - Identify, recruit and prepare future leadership of the parish.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 6 - Identify high school students with leadership ability.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 7 - Recruit leaders (or co-leaders) for identified areas.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**3. Communication Goals**

Goal 1 - Study the effectiveness of our current communication methods and effectiveness.

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Goal 2 - Ensure that there is a consistent and integrated flow of information within the Parish, and the broader community.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 3 - Effectively use our web presence to communicate joint efforts so that parishioners and community members can easily find out about them.

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Goal 1 -To empower all staff and volunteers to be innovative.

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Goal 2 - Identify a person to prepare grants and applications.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 4 - Ensure lay participation on the Finance Committee by rotating membership.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 1 - Provide adequate formation to our parishioners, with a continued process of formation that lasts throughout the life of the parishioner.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Increase parental involvement in children’s religious education.

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| --- | --- | --- | --- |
| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
|  |  |  |  |

Goal 3 - Continue to evolve Youth Ministry to effectively reach a greater percentage of our young parishioners.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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**9. Facilities Goals**

Goal 1 - Develop a plan for the church property to enhance the spiritual environment.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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Goal 2 - Gather volunteers to work on church property enhancement.

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| **Task** | **Assigned to** | **Status Report** | **Date Completed** |
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