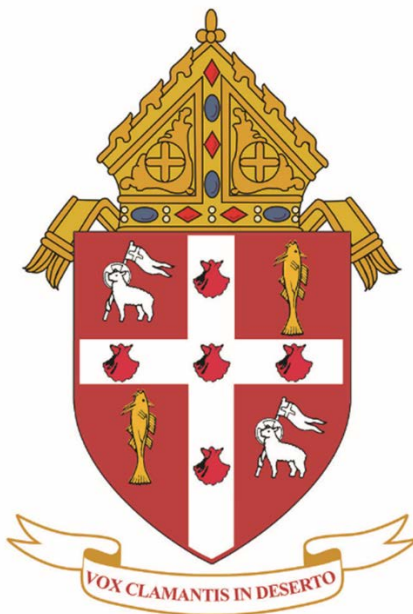


STRATEGIC PLANNING COMMITTEE
ROMAN CATHOLIC ARCHDIOCESE OF ST. JOHN'S

A Promise of New Life for Our Archdiocese



Final Report and Recommendations For Renewal

Presented to Archbishop Martin W. Currie
Archdiocese of St. John's

07 July 2017



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

EXECUTIVE SUMMARY

The Strategic Planning Committee, appointed in 2016 by the Archbishop on behalf of the people of the Roman Catholic Archdiocese of St. John's, was given the task of developing a new approach to renewing spiritual, liturgical, ministerial and catechetical life and to overseeing social and financial sustainability in all parishes across the Archdiocese. In carrying out its task, the Committee invited extensive input from all priests, parishioners and entities across the Archdiocese.

This Report outlines a Renewal Plan to be completed within the next two years in the Archdiocese. The Renewal Plan proposes a comprehensive structure of ten pastoral zones led by a pastoral team comprised of one or more priests and one full-time, paid pastoral worker. A priest, appointed as pastor for the zone, will also serve as leader of the pastoral team. Any other priest(s) appointed to the zone will serve as associate pastor(s) for the zone. This pastoral team will work closely with existing staff members and volunteers now ministering within the parishes and the Archdiocesan offices.

The Renewal Plan is grounded in twelve guiding principles which highlight the central role of parishes within the life of the Church, the strong plea for renewal present throughout the Archdiocese, the need and desire for deeper engagement of lay people in the life of the Church, and the need for a flexible, sustainable approach to renewal.

The ten pastoral zones are geographically located, respecting the existing parishes but expecting greater collaboration among these parishes. The pastoral teams will share leadership responsibilities for the spiritual, liturgical, ministerial and catechetical life of parishes as well as for their social and financial sustainability. Rigorous preparation, education and formation of pastoral team members along with communication and engagement with all parishioners will be required for the successful implementation of the Renewal Plan. Two parish guides have been prepared as resources for parishes preparing to become part of the renewal.

Given the extent of the Renewal Plan and the expected engagement throughout the Archdiocese, the Committee is recommending a phased in approach with flexibility in response to diverse circumstances and learning from ongoing evaluation.

It is the Committee's belief that the renewal of the life of the Archdiocese is dependent on the renewal of the life of its parishes. Based on its research and conversations with priests and many parishioners, the Committee concludes that this renewal is urgently needed. Trusting in the presence of the Spirit and confident in the willingness of the people of the Archdiocese to do what is needed to bring about this renewal, the Committee offers this Report entitled *A Promise Of New Life For Our Archdiocese*.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

STRATEGIC PLANNING COMMITTEE

LIST OF RECOMMENDATIONS DIRECTED TO THE ARCHBISHOP FOR THE PEOPLE OF THE ARCHDIOCESE

1. That a comprehensive structure of pastoral zones led by pastoral teams be approved with the mandate to renew spiritual, liturgical, ministerial and catechetical life and to oversee social and financial sustainability in all parishes across the Archdiocese.
 - a. That there will be ten pastoral zones, named initially as follows: Avalon Northeast, St. John's East, St. John's Centre, Avalon Southeast, Conception Bay South, Southern Shore, Avalon South, Placentia Bay East, Burin Peninsula, and Archdiocesan Centre.
 - b. That each pastoral zone will be led by a pastoral team of one or more priests and one full-time paid pastoral worker. A priest, appointed as pastor for the zone, will also serve as leader of the pastoral team. Any other priest(s) appointed to the zone will serve as associate pastor(s) for the zone.
2. That a Renewal Plan Implementation Committee be established to advise the Archbishop and the Leadership Team of the Archdiocese on the implementation of the Renewal Plan.
 - a. That a Planning Coordinator (a new but time-limited position in place for eighteen to twenty-four months) will be appointed by the Archdiocese to oversee the implementation.
 - b. That the Chairperson of the Strategic Planning Committee be appointed as Renewal Plan Consultant (on a volunteer basis) to support the Planning Coordinator.
 - c. That a strategy will be developed to communicate clearly the details of the Renewal Plan and its implementation throughout the Archdiocese, ensuring the continued engagement of parishioners in the ongoing process.
 - d. That the Archdiocesan Office for Evangelization and Catechesis will strengthen the spiritual and social commitment essential to this renewal plan, making available resources for use in parishes.
 - e. That a Property Committee will be established as a subcommittee of the Renewal Plan Implementation Committee with the mandate to assist pastoral teams with the assessment of church properties within zones, to review input from pastoral teams on properties within a zone, and to make recommendations to the Archbishop regarding these properties.
 - f. That an ongoing evaluation process will be developed to ensure adaptation of the Renewal Plan as it unfolds.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

3. That there be a phased-in approach to the implementation of the pastoral zones and pastoral teams, beginning with two or three zones and concluding with all zones implemented within a two year period.
 - a. That clear descriptions for the overall role of the Pastoral Team and the roles of all the team members will be developed.
 - b. That a detailed, mandatory formation program will be developed for all members of the Pastoral Team.
 - c. That each parish within a pastoral zone will complete two guides prior to the implementation of the pastoral team for that zone (i.e., the Guide to Looking at the Life of the Parish and the Guide to Looking at Parish Property).
 - d. That a Zone Transition Working Group may be established to review data from both Guides to identify challenges, opportunities and priorities for the new zone.
 - e. That part-time facilitators will be appointed to assist in the initiation of each pastoral zone and team.

KEY STEPS IN IMPLEMENTATION PLAN

Phase One: [Timeframe – July to December 2017]

1. Archbishop [July 2017]

- 1.1. Grant approval to overall Renewal Plan.
- 1.2. Clarify any canonical requirements for the implementation plan.
- 1.3. Ensure that all stakeholders work together to implement the Renewal Plan.

2. Archdiocesan Level [August 2017]

- 2.1. Determine the Archdiocesan structure needed.
- 2.2. Assign the person or persons who will be directly accountable:
 - 2.2.1. Renewal Plan Coordinator
 - 2.2.2. Renewal Plan Implementation Committee
 - 2.2.3. Renewal Plan Consultant
 - 2.2.4. Part-time Facilitators for initiation of each pastoral zone and team

3. Renewal Plan Coordinator and Implementation Committee [September 2017]

- 3.1 Develop an ongoing communications plan for parishes and parishioners.
- 3.2 Develop the role descriptions for the team leader, the other priests on the pastoral team, and the lay pastoral workers on the pastoral team.
- 3.3 Determine the process for selecting and appointing all team members.
- 3.4 Determine the phases of implementation.
- 3.5 Develop an evaluation plan.
- 3.6 Appoint a Property Committee.



Roman Catholic Episcopal Corporation of St. John's STRATEGIC PLANNING

4. Pastoral Zone Level [September to December 2017]

- 4.1. Decide which two or three zones will be implemented first.
- 4.2. Hold meetings with parish leaders and parishioners.
- 4.3. Complete two parish guides (pastoral life and properties).
- 4.4. Appoint members of the pastoral teams.
- 4.5. Initiate education program for the new teams.
- 4.6. Initiate each of the pastoral zones with a formal transition ceremony.
- 4.7. Begin evaluation process.

5. Archdiocesan Office for Evangelization and Catechesis

- 5.1. Consider invitation to oversee spiritual renewal
- 5.2. Develop a plan (possibly based on *lectio divina*) for the first two or three zones

6. Property Committee

- 6.1. Create process by which data will be collected, and develop and maintain a database for property information.
- 6.2. Prioritize and recommend which parish buildings will be needed for each zone.
- 6.3. Begin to develop a property disposition strategy.

Phase Two: [Timeframe – January to May 2018] – next set of pastoral zones/teams

Phase Three: [Timeframe – May to October 2018] – last set of pastoral zones/teams



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

A Promise of New Life for Our Archdiocese

Introduction

The Archdiocese of St. John's and indeed every diocese in our Church around the world face many challenges in our changing world today. Pope Francis knows that this is so as he writes in his *Joy of the Gospel*, "We must admit that the call to review and renew our parishes has not yet sufficed to bring them nearer to people, to make them environments of living communion and participation, and to make them completely mission-oriented." He gives encouragement, however, by reminding us, "The parish is not an outdated institution; precisely because it possesses great flexibility, it can assume quite different contours depending on the openness and missionary creativity of the pastor and the community. The parish is the presence of the Church in a given territory, an environment for hearing God's word, for growth in the Christian life, for dialogue, proclamation, charitable outreach, worship and celebration."

With this encouragement from Pope Francis and with direction from the Archbishop, a Strategic Planning Committee for the Archdiocese of St. John's was formed in 2016 to explore the renewal of parishes in the Archdiocese. The committee prepared themselves by reviewing relevant documents (including a parish survey completed prior to the appointment of the Committee) and meeting with the priests, representative groups from parishes and deaneries, and diocesan committees and boards. Through these sources, the Committee identified a number of concerns with parish life in the Archdiocese: the need to strengthen the role of lay persons in a real way, the desire for more collaboration among priests and laity in ministry in parishes, a strong request for renewal, a concern about the number of churches and parish buildings we are trying to support, an awareness that we have fewer priests and fewer persons attending church services, a reminder that church is about people and not buildings, a plea for better communications, and a plea to make our parishes and our Archdiocese more inclusive.

The Strategic Planning Committee developed a draft proposal to revitalize the Archdiocese by making better use of the available resources and by ensuring that the main focus of the parishes and the Archdiocese is on discipleship and the spread of the Gospel. The Committee proposed that the parishes of the Archdiocese be organized into nine pastoral zones led by pastoral teams. These pastoral zones would be based on geography, general population and worshipping communities.

A proposed plan was distributed to all parishes and made available to all parishioners in the Archdiocese. The draft proposal was read and distributed in all parishes. Members of the Committee then held meetings in each of the nine zones, one with the members of the parish councils and another with all parishioners who could attend. More than 1300 people participated in the 17 facilitated meetings held in the fall of 2016.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

There were both positive and negative comments concerning the integration of permanent deacons within the Renewal Plan. Given concerns about the exclusion of women from the diaconate and the fears that the introduction of deacons would diminish the role of lay persons, the Committee chose not to make any recommendation on the introduction of the permanent diaconate within the Archdiocese. The Renewal Plan is not contingent on any future decisions concerning this matter.

Priests are key members of the pastoral teams and critical in the renewal of life in the Archdiocese. They are essential if this Renewal Plan is to succeed. Whether these priests come from within or from outside the Archdiocese is irrelevant in the overall Renewal Plan or in the formation of the pastoral teams.

Guiding Principles

From the rich input received in documents and at the regional meetings, the Planning Committee identified twelve key guiding principles as essential in finalizing the Plan and in recommending the implementation process:

New Life in our Archdiocese

1. The ***parish is the presence of the Church*** in a given territory, an environment for hearing God's word, for growth in the Christian life, for dialogue, proclamation, charitable outreach, worship and celebration.

Commitment to Renewal

2. ***Priests and lay persons together*** in our Archdiocese are committed to a renewed focus on living the mission of Christ through our parishes.
3. The ***needed time and energy*** will be given to bring about new life in our parishes and in our Archdiocese, recognizing that this will require major change at every level.
4. The integrity and importance of the ***roles of clergy and laity*** will be respected in any plan for renewed life in our Archdiocese.
5. Our plan for renewal of life in our Archdiocese will ensure ***fair and sustainable access*** to liturgical and pastoral services.
6. ***Lay persons will share more responsibility*** with priests in liturgical, pastoral and administrative services and programs within the Archdiocese.
7. A comprehensive ***youth formation strategy*** will be developed.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

Engagement in the Process

8. Continuing **engagement of parishioners** across the Archdiocese in multiple ways is critical in the initial implementation of the Plan and in the ongoing adaptation as learning comes through implementation.
9. Collaboration and **sharing of resources within the pastoral zone and among adjoining zones** are necessary conditions in developing and in implementing the Plan.
10. **Formation in the functioning of pastoral teams** and ongoing education in the role of parishes and the elements of parish life will be necessary for all parishioners and for members of the parish teams.

Respectful Process

11. The **implementation will happen gradually** in a phased approach with two or three zones introduced initially and with ongoing adaptation based on the learning at each phase of implementation.
12. **Flexibility** will guide the implementation with certain elements identified as core and therefore non-negotiable (e.g., pastoral zones, pastoral teams) and other elements as negotiable (e.g., size of pastoral team, organizational arrangements within pastoral zones, property dispositions).

Pastoral Zones

There was general support for the concept of closer working relationships among adjoining parishes and for the establishment of zones to enable this to happen. It was acknowledged that collaboration and sharing resources are essential and are already being implemented to some extent in many areas. Participants suggested that established collaborations be maintained and that unique issues and challenges in some locations require special consideration. In response to input at the meetings, the Committee recommended that the zones would be given geographical names rather than numbers. It was also agreed that, once the zones are established, the pastoral teams and parishioners may change the actual names of their respective zones.

Based on the input, the Committee is recommending further development of the concept of pastoral zones with a slightly revised outline as follows:



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

Avalon Northeast	Holy Rosary Parish (Portugal Cove-St. Philip's) St. Michael's Parish (Bell Island) St. Agnes Parish (Pouch Cove, Flatrock) Holy Trinity Parish (Torbay)	Southern Shore	Sts. Peter and Paul Parish (Bay Bulls) Our Lady, Star of the Sea Parish (Witless Bay) Holy Family Parish (Brigus South-Cappahayden)
St. John's East	Mary Queen of Peace Parish (St. John's) St. Paul's Parish (St. John's) St. Francis of Assisi Parish (Outer Cove-Middle Cove- Logy Bay) St. Pius X Parish (St. John's)	Avalon South	Good Shepherd Parish (St. Mary's Bay) Holy Redeemer Parish (Trepassey)
St. John's Centre	St. Patrick's Parish (St. John's) St. John Bosco Parish (St. John's) St. Teresa's Parish (St. John's) Corpus Christi Parish (St. John's)	Placentia Bay East	Sacred Heart Parish (St. Bride's) Our Lady of Angels Parish (Placentia Bay) St. Francis Xavier Parish (Long Harbour, Southern Harbour)
Avalon Southeast	Mary Queen of the World Parish (St. John's-Mount Pearl) St. Peter's Parish (Mount Pearl) St. Kevin's Parish (Goulds) St. Joseph's Parish (Petty Harbour-Maddox Cove)	Burin Peninsula	Christ the King Parish (Rushoon) Sacred Heart Parish (St. Bernard's) Sacred Heart Parish (Marystown) St. Patrick's Parish (Burin) St. Thomas Aquinas Parish (St. Lawrence) St. Joseph's Parish (Lamaline)
Conception Bay South	St. Edward's Parish (Kelligrews) St. Thomas of Villanova Parish (Topsail) Holy Family Parish (Paradise-St. Thomas)	Arch- diocesan Centre	Basilica Parish

Although there are ten pastoral zones, there will be flexibility in the implementation of the Plan among these zones:



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

1. At several of the regional meetings, it was acknowledged that the Basilica Parish has a distinct role within the Archdiocese and should be a distinct zone. However, it will have a pastoral team just as every other pastoral zone has. It may collaborate and share resources with other pastoral zones serving parishioners in downtown St. John's.
2. The geographical distances within several zones (e.g., the Burin Peninsula, Placentia Bay East) will possibly require additional structures and/or operational arrangements within the zone to ensure a reasonable implementation of this new Archdiocesan Plan.

Pastoral Teams

There was general appreciation of need for teamwork among priests and lay people in parishes, as well as support for more lay involvement and leadership. However, there were a number of concerns relating to the proposal with respect to lay ministers: the use of the term "lay ministers" given that every baptized person is called to be a minister, the role of volunteers who have carried out parish ministry for years often without recognition and with limited support, and the costs of paying lay ministers.

Also among the concerns expressed were fears relating to not having access to a priest for pastoral services such as marriages and funerals or not having Mass regularly available in their church or parish. At the same time, there was a strong hope expressed that this initiative would lead to greater availability of the sacraments and pastoral support throughout the Archdiocese and would provide an opportunity to refocus on evangelization and outreach ministries.

Based on the input, the Committee is recommending the following revisions to the proposals for pastoral teams:

1. Each pastoral zone will be led by a pastoral team which will work to lead people in the worship and mission of the church and will be responsible for making decisions and choices for the efficient, life-giving growth of the pastoral zone.
2. The pastoral team will have responsibilities for both pastoral and administrative work and for liturgical and sacramental work.
3. That each pastoral zone will be led by a pastoral team of one or more priests and one full-time paid pastoral worker who will be appointed to the zone by the Archbishop. A priest, appointed as pastor for the zone, will also serve as leader of the pastoral team. Any other priest(s) appointed to the zone will serve as associate pastor(s) for the zone.
4. The pastoral team will set up its organizational structure ensuring that key elements are in place: *pastoral* – in conjunction with the Parish Councils; *liturgical* – in conjunction with the Liturgy Committees; *financial and property* – in



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

in conjunction with the Finance Committees, and *catechetical and faith formation* – in conjunction with the catechists in the parishes within the zone.

5. Volunteers within the parishes will be supported by the pastoral teams in carrying out their various responsibilities and will be strengthened by continued formation in their ministries.
6. The Archdiocese will establish the description of the overall responsibility of the pastoral team as well as specific position descriptions for pastoral team leaders and pastors, associate priests and pastoral workers, including position definition, roles and responsibilities, evaluation, accountability and compensation.

Resources in Support of the Implementation of the Renewal Plan

Subcommittees of the Strategic Planning Committee, in anticipation of the outcomes of the consultations, have begun to do work which will provide support for the development of the pastoral zones with their pastoral teams. Two resources have been developed.

A Guide to Looking at the Life of the Parish

At the heart of this Renewal Plan is the mission of the Archdiocese and its people to be living signs of communion with God and to be God's instruments for the redemption of the world. Nourished by God's Word and by the Sacraments, the people of the Archdiocese are called to live a holy life, and to bring others into shared communion with the Trinity. The Renewal Plan is grounded in the belief that spiritual vitality, organizational efficacy and accountability, and social and financial responsibility are essential elements if the mission is to be lived fully in the world today.

As part of the Renewal Plan, the Archdiocesan Office for Evangelization and Catechesis is invited to take responsibility for leading communities of faith within the Archdiocese in the spiritual renewal needed. *The Guide to Looking at the Life of the Parish*, completed initially by each parish before its pastoral team is appointed and repeated from time to time after the pastoral team is in place, will be an invaluable resource in carrying out this important work.

This guide is intended to help pastoral teams look at each of the four key aspects of parish life: worship, community, service, and faith formation. It will help them assess where the parish is right now, and point out areas in which the parish would like to grow and get stronger. This guide gives one more resource to assist parishioners and parish leaders as they reflect on strengths of their parish and identify challenges that they need to address together. A copy of the Guide is contained in Appendix A.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

A Guide to Looking at Parish Property

This guide is intended to support the assessment of the physical property resources required to effectively and efficiently support the pastoral plan in each pastoral zone. The first step in that endeavour will require the identification of the buildings currently being utilized in the Archdiocese and to determine vitality relative to function, condition and applicability (i.e., churches, parish halls, priest residences). This will require the compilation of specific information on a number of aspects of the buildings located in each of the designated pastoral zones. A copy of the Guide is contained in Appendix B.

One possible approach to smoothing the transition from the current model to the new model is the creation of a Zone Transition Working Group which would be comprised of the outgoing and incoming pastors and priests, pastoral worker, two designates of each parish and an appointed facilitator. This Working Group could review data from both guides to identify challenges, opportunities and priorities for their new zone, including options for church buildings necessary for the functioning of that zone. The Working Group would then outline positive and negative implications for keeping open or closing each church building in the zone – the Working Group or pastoral team will not make an actual recommendation on each building. *The Guide to Looking at Parish Property*, completed by each parish before its pastoral team is appointed, will be an invaluable resource in carrying out this important work.

The Property Committee, a subcommittee of the Renewal Plan Implementation Committee, will review the input from the Zone Transition Working Group. This Property Committee will make recommendations to the Archbishop for the church buildings in each pastoral zone.

Implementation Plan

The implementation of the Plan is an operational responsibility of the Archbishop and the Leadership Team of the Archdiocese. The role of the Strategic Planning Committee will conclude when the implementation structure is initiated. That new structure begins with the appointment of a Renewal Plan Implementation Committee which will have responsibility for initiating the implementation.

The Committee strongly recommends that a Renewal Plan Coordinator be appointed by the Archdiocese to oversee the implementation. This would be a new but time-limited position (eighteen to twenty-four months), not an additional set of duties given an existing staff member of the Archdiocese. The person would report directly to the Archbishop with support from the Renewal Plan Implementation Committee and from the Chairperson of the Strategic Planning Committee (as Renewal Plan Consultant in a volunteer role).



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

The Committee also recommends that, for each pastoral zone, the Archdiocese will designate a facilitator who will be given the short-term mandate of working with the Zone Transitional Working Group, the pastoral team, parish pastoral councils and others, as needed, to give guidance to the preparation and implementation of the Renewal Plan within the zone. This mandate will include the recommendation of time frames for elements of the transition and implementation.

The plan for the pastoral zones and pastoral teams would be implemented in a phased approach as outlined in Appendix C.

Conclusion

Pope Francis reminds us that the parish “is a community of communities, a sanctuary where the thirsty come to drink in the midst of their journey, and a centre of constant missionary outreach.” The present realities of our society and our church require that we find new directions for parish life if we are to maintain relevant, vibrant and faith-filled communities which keep alive the good news of our God in our world.

This Renewal Plan, developed with the input of the people committed to parish life in the Archdiocese of St. John's, builds on the strengths of the church in this Archdiocese and finds a new way forward in this new time. This Plan looks to the future, seeks to re-build our Church and is grounded in our belief that new energy and new growth will happen. With Pope Francis, we ask the intercession of Mary as we find the wisdom and the courage to take the next steps in this uncertain but necessary journey:

Mary, Star of the new evangelization,
help us to bear radiant witness to communion,
service, ardent and generous faith, justice and love of the poor,
that the joy of the Gospel may reach to the ends of the earth,
illuminating even the fringes of our world.
Mother of the living Gospel,
wellspring of happiness for God's little ones,
pray for us. Amen. Alleluia!



Roman Catholic Episcopal Corporation of St. John's STRATEGIC PLANNING

APPENDIX A

**A GUIDE TO LOOKING AT THE LIFE OF THE PARISH
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APPENDIX B

**A GUIDE TO LOOKING AT PARISH PROPERTY
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Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

APPENDIX C

IMPLEMENTATION PLAN

Under the guidance of a Renewal Plan Implementation Committee and with the support of a Planning Coordinator and Facilitators, the Renewal Plan, including the establishment of pastoral zones and the appointment and formation of pastoral teams, would be implemented in a phased approach as outlined below.

Phase One: [Timeframe – July to December 2017]

1. Archbishop

- 1.1 Grant approval to overall Renewal Plan.
- 1.2 Clarify any canonical requirements for the implementation plan.
- 1.3 Ensure that all stakeholders work together to implement the Renewal Plan, e.g., Presbyteral Council, Archdiocesan Pastoral Council, Archdiocesan Administration Board, Personnel Committee.

2. Archdiocesan Level

- 2.1 Determine the Archdiocesan structure needed to develop and oversee implementation and ongoing support for pastoral zones.
- 2.2 Assign the person or persons who will be directly accountable for leading the implementation:
 - 2.2.1 Renewal Plan Coordinator
 - 2.2.2 Renewal Plan Implementation Committee
 - 2.2.3 Part-time Facilitators for initiation of each pastoral zone and team
- 2.3 Outline relationships and the reporting requirements with the appropriate offices within the Archdiocesan structure.
- 2.4 Develop more defined human resources policies for existing staff persons in parishes and for newly appointed members of the pastoral teams.

3. Renewal Plan Coordinator and a Renewal Plan Implementation Committee

- 3.1 Develop an ongoing communications plan for parishes and parishioners, possibly a regular newsletter as well as the updates on the website.
- 3.2 Develop the role descriptions for the team leader, the other priests on the pastoral team, and the lay pastoral workers on the pastoral team.
- 3.3 Determine the process for selecting and appointing the priests and the lay persons to the pastoral teams.



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

- 3.4 Develop an education program for all pastoral team members. This education program will include education about roles within the team, formation in collaborative ministry and clarity about accountability to the pastoral zone model and to their individual responsibilities as team members.
- 3.5 Develop Terms of Reference for the Transitional Working Groups within the zones to do preparatory work for implementation of the new zones and pastoral teams, as described above in the section describing the two Parish Guides.
- 3.6 Determine the phases of implementation including which two or three zones are to be introduced initially (at least one urban and one rural)
- 3.7 Develop timeframes for implementation.
- 3.8 Develop an evaluation plan to be used throughout each stage of the implementation plan, determining how the feedback received through this process will guide or inform the next steps.
- 3.9 Appoint a Property Committee

4. Pastoral Zone Level

- 4.1 Decide which two or three zones will be implemented first, at least one urban and one rural.
- 4.2 Hold meetings with parish leaders and parishioners in each of the two or three zones, clearly outlining the steps in the process and the timeframes.
- 4.3 Work with each of these two or three zones to complete two parish guides (pastoral life and properties).
- 4.4 Select and appoint the team leader, the priests and the pastoral workers to become the pastoral team.
- 4.5 Initiate education program for the new teams.
- 4.6 Outline the expectations for relationships between existing staff persons and the pastoral team members.
- 4.7 Consider mechanisms for resolution of conflict which may arise in the implementation phase of the renewal plan.
- 4.8 Initiate each of the pastoral zones with a formal transition ceremony, honouring the strengths of the tradition, acknowledging the grief and loss inherent in major change, and embracing the renewal about to unfold.
- 4.9 Evaluate in accordance with the evaluation plan, and revise as needed, using insights gained through the evaluation.

5. Archdiocesan Office for Evangelization and Catechesis

- 5.1 Consider invitation to oversee spiritual renewal
- 5.2 Develop a plan (possibly based on *lectio divina*) for the first two or three zones



Roman Catholic Episcopal Corporation of St. John's

STRATEGIC PLANNING

6. Property Committee

- 6.1 Create process by which data will be collected.
- 6.2 Create a database for each property.
- 6.3 Begin to develop a property disposition strategy.
- 6.4 Prioritize/recommend which parish house/s will be needed for each zone.
- 6.5 Assess early opportunities to recommend action on specific properties.

Phase Two: [Timeframe – January to May 2018]

1. Determine what has been learned in the evaluation of the first two or three pastoral zones and adapt the next steps based on that evaluation.
2. Determine the next zones (number and locations) to be implemented.
3. Select and appoint the pastor/team leader, the priests and the pastoral workers to become the pastoral team.
4. Hold meetings with parish leaders and parishioners in each of the zones, clearly outlining the steps in the process and the timeframes.
5. Initiate each of the pastoral zones with a formal transition ceremony, honouring the strengths of the tradition, acknowledging the grief and loss inherent in major change, and embracing the renewal about to unfold.
6. Develop a model of sharing capital revenue between parishes, zones and Archdiocese.
7. Continue to develop and implement property disposal strategy.

Phase Three: [Timeframe – May to October 2018]

1. Determine what has been learned in the evaluation of the existing pastoral zones and adapt the next steps based on that evaluation.
2. Select and appoint the pastor/team leader, the priests and the pastoral workers to become the pastoral teams of the final set of pastoral zones.
3. Hold meetings with parish leaders and parishioners in each of these zones, clearly outlining the steps in the process and the timeframes.
4. Initiate each of the pastoral zones with a formal transition ceremony, honouring the strengths of the tradition, acknowledging the grief and loss inherent in major change, and embracing the renewal about to unfold.