

# Saint Mary's Parish 5 Year Pastoral Plan 2019 – 2023



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29 May 2019  
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## Executive Summary

Since my appointment to pastor of St Mary's parish in July 2014, it has been a challenge to set clear pastoral goals and priorities for the future of the parish. In 2015 I established a planning team to develop a case for change, a parish vision, mission statement, values, and a governance structure. Input was sought from the pastoral council, finance council, 18 small community leaders, and 42 ministry leaders.

At a town hall in 2016 there was a consensus among parish members for the need for change as well as the acceptance of the parish vision, mission, and values. With respect to the governance structure, a new mandate was approved for the pastoral council to develop longer term measurable goals with strategies on how they would be achieved.

This 5 year pastoral plan is a product of a new pastoral council that was established in April 2017. We are thankful for the pastoral planning processes that were developed by St Benedict's parish in Halifax and published in the publication *Divine Renovation Guidebook*. We also received sound advice from the chair of the St Benedict's pastoral council.

This plan would not have been possible without the groundwork of the planning team and the dedication of the pastoral council members. The background work of the Pastoral Planning Committee was also important to provide key information to the council from a June 2017 parish survey and analysis of Statistics Canada 2016 census information on the residents within the parish boundary.

Our task ahead is to implement this plan by aligning our financial resources and the spiritual gifts that the Lord has given us to the goals we have set. Our Lady of Good Counsel pray for us.



## Contents

Executive Summary .....	1
Contents .....	2
Vision .....	3
Mission .....	3
Parish Dynamics.....	3
Situation Analysis .....	6
Parish Dynamic Goals and Strategies .....	8
Five Year Pastoral Plan (Sequenced and prioritized goals)	11

Annex A Alignment of Ministries to Parish Dynamics

Annex B SWOT Analysis of Parish Dynamics

Annex C Draft Phased Discipleship Map

Annex D Performance Metrics for Pastoral Plan Goals



## Vision

The vision for St Mary's Parish is a place of transforming worship, all-embracing love, full discipleship, fearless evangelism, and kingdom impact.

## Mission

Our mission is to worship God, proclaim the gospel of Jesus Christ, lead others into a relationship with him, and to grow together as his disciples.

## Values

**Core Values.** These three high priority values are already in place at St Mary's and we strive to maintain them.

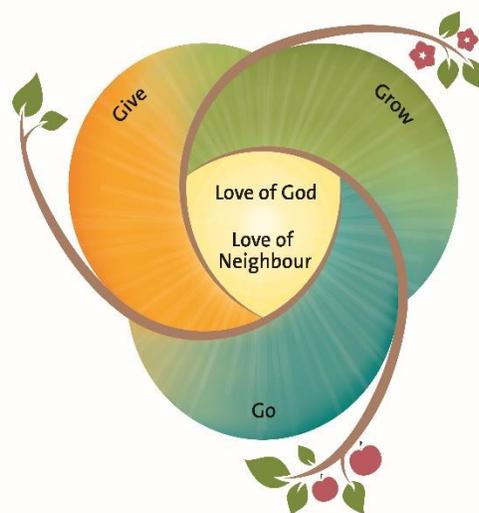
- **Whole-hearted Worship.** We worship God with our whole heart in Spirit and in truth. As individuals, we learn to recognize those daily opportunities to worship the Lord as we respond to his creation, the people around us, and the situations he places us in. As a parish we worship through the liturgy and sacraments, and practice spontaneous worship at every opportunity, allowing the Holy Spirit to lift our hearts to the Lord.
- **Openness to the Holy Spirit.** We open our minds and hearts fully to the work of the Holy Spirit, cherish the fruit he produces in our lives, and seek and practice the charisms he gives. We are thankful for his life-giving presence, comforting touch, instruction, conviction of sin, and power to heal us, restore us, and equip us for ministry and mission.
- **Sound Preaching and Teaching.** We value preaching and teaching that remain true to Christian scriptures, divine revelation, and sacred tradition, as interpreted by the Magisterium, embodied in the Nicene and Apostles' creeds, and summarized in the Catechism of the Catholic Church.

**Aspirational Values.** These four values are not yet fully developed in the parish but we aspire to grow in these areas.

- **Energetic Evangelization.** We live out the joy of the gospel in our lives and proclaim the good news of Jesus to those who do not yet know him or have rejected him, to practicing Catholics who have not yet encountered Jesus personally and are not growing spiritually, and to baptized Catholics who are no longer practicing the faith. In all our parish ministries and activities, we regularly and repeatedly offer opportunities for people to declare their faith in Jesus, be forgiven and converted, and make Jesus the Lord of their lives.

- **Relational Discipleship.** We invite every one of our parishioners to become an intentional disciple, committed to following Jesus closely and learning from him every day, all their lives. We expect people to grow in their personal prayer life, their hunger for and understanding of the Word, and their practice of the spiritual disciplines. We believe that this type of intentional discipleship happens best in community, where people can teach, mentor, and encourage each other and hold each other accountable for growth toward maturity.
- **Warm and Welcoming Community Life.** We value every person and make everyone – from newcomers to long-time parishioners – feel welcome, accepted, and loved. We are a community of small communities, and practice caring, grace-filled community life as a witness to the gospel message of being one in Christ. We open up our circles of friendship to receive and include others. We see compassionate service as the norm for every believer, and invite people to become involved and to serve, using their God-given gifts and abilities.
- **Service to the Poor.** We follow Jesus' example in his love for and service to the poor, within our parish, parish boundaries, city, and abroad. We support and help others when their burdens are too difficult to be handled alone. Through our corporal and spiritual works of mercy we offer many ways for our parishioners to serve those who are in greater need. We are a sign of hope and mercy in a world of indifference.

## Parish Dynamics



**Disciple Life Cycle**



**Parish Dynamic Life Cycle**

As depicted in the illustration above there is five essential elements in the life cycle of the Christian disciple. One must first **give** themselves completely to Christ, **grow** in their

faith, then **go** to be a witness to others, while expressing their **love** of God and **love** of neighbor. To assist a Christian disciple to give themselves to Christ, grow in the faith there are five dynamics within the parish that are necessary to foster the Christian life. Parish ministries can be aligned with the parish dynamics that are defined below as portrayed in Annex A.

**Worship.** We want to form worshippers who worship the Lord in Spirit and in truth. Disciples worship God both publicly and privately. Formation for worship includes participating in liturgical worship and celebrating the sacraments. It is built on a biblical understanding of what it means to worship God. It is lived out in the Church and includes the Church's devotional life. It helps disciples grow in personal prayer and to see the many opportunities for worship of God that happen in daily life. Every day that we live can be an act of worship to God, and the kind of self-offering and love that goes into that kind of living forms the heart of worship.

**Community.** God made us for community. Community is a commitment to a shared life as brothers and sisters in Jesus. It's not enough to come to church, remain closed off to others, and then go home again. Our marriages and families are integral parts of our parish community. Our ministries will flow out of our life together. Community life needs teaching, practice, and accountability as we live out the gospel standards for relating to each other – in love, forgiveness, honesty, encouragement, support, and correction.

**Evangelization.** Evangelization is sharing the good news of Jesus with others and inviting a response from them. Who are these "others"? They are the people who don't know God, or even if there is a God. They are the people who identify their religious faith as "none" on surveys. They don't know Jesus or what he has done, and they have never made a conscious, free, personal commitment to give their lives completely to him. They may have grown up in a church and attended Mass faithfully for years, but they haven't yet been fully converted to abundant life in Jesus. They also include the growing number of baptized Catholics who have left the faith. But before we evangelize, work is needed to pre-evangelize -- to sow seeds of charity and trust and earn the right to share the gospel.

### Parish Dynamic Visions

For each parish dynamic there is a vision that helps to develop goals in the pastoral plan

- **Worship.** We are transformed in our encounter with God.
- **Community.** In our community all are loved and cared for.
- **Evangelism.** Our passion for Christ drives us to share Him with others.
- **Discipleship.** We live daily a Christ-like way of life.
- **Apostolate.** We give all to the growth of the Kingdom of God.

**Discipleship.** A disciple is a person who has been baptized and has made a conscious decision to be in personal relationship with Jesus and to continually learn from him. Discipleship is a way of life, not just taking in information or developing an understanding. It is conscious and intentional and relates to how we live our lives, day by day, moment by moment. The Catholic Church is great at catechesis, but discipleship is much more than that. It's relational – large group teaching can be part of it, but discipleship happens most effectively one-on-one.

**Apostolate.** We are all called to an apostolate – God gives us an apostolate at our baptism and confirmation. This apostolate includes everything that spreads the kingdom of Christ. Forming disciples to be apostles includes helping them discover their vocation and grow in their willingness to live it out and fulfill their mission. The gift of the Holy Spirit is the power to live out this mission and the Spirit also gives charisms that make us fruitful and effective in our mission. Once people recognize their role as apostles, they can be commissioned for their mission.

## Assumptions

The follow planning assumptions have been made with the respect to this 5-year pastoral plan.

- A 5-year pastoral plan is necessary in order to establish long term priorities rather than reacting to short term issues.
- A new pastor will embrace the 5 Year Pastoral Plan without making significant changes.
- The parish human resources and budget allocations will be sufficient to support high priority goals
- The 5 Year Pastoral Plan will be revised to reflect parish surveys and new information from census 2020.
- All major infrastructure needs have been identified and will be addressed by the wider reach campaign pledges of \$752,000 until 2021.

## Constraints

To forecast and plan over the next 5 years the constraints below were taken into consideration.

- External threats and opportunities to the parish were based on dated census information from 2016.
- Governance of ministries and their alignment under parish dynamic leaders is a new concept that will require time to implement.
- A change in the type of parish survey used in 2017 was necessary to address the Canadian perspective and ecumenical concerns. The most recent Flourish Congregation survey in 2019 may not be available in the future.
- The change over of the parish information system requires some information update to measure goals

## Situation Analysis

**Parish Survey.** To plan future parish goals it was necessary assess the current situation and status if each parish dynamic. To assist in this assessment an on-line parish survey was conducted in June 2017 with Reveal Survey developed by Willow Creek Church. The results were benchmarked with 1500 other churches. With a higher than average response, the 161 parish participants answered over 100 questions. Subsequently another parish survey with 202 participants was done in April 2019 – Flourish Congregation sponsored by St Ambrose University. Since the 2017 survey there was considerable improvement in the weekend experience and leadership assessment over the two-year period. The results of the most recent survey are summarized below. Some of the longer-term action plans have been incorporated in the 5 year pastoral plan

### Parish Strengths

- 85% agree on core values
- 75% agree on parish direction
- 84% experience Holy Spirit at mass
- 69% of parish members stay over 10 years
- Well above average members sharing their faith (59% weekly)
- 76% have a sense of belonging
- 76% parish members serve in the parish
- 69% high level of confidence in leadership

### Parish Challenges

- Below average membership in 20 to 50 age group
- Less than one-year tenure is only 9% of the membership.
- Serving local community well below average – only 26% involvement
- Only 29% live within 5 km of parish
- 44% of members never invite somebody to church
- Only 51% agree that bible reading is a high priority
- 40% are resistant to change
- Conflict is handled well: 39% agree, 27% neutral, 15% disagree, 19% unsure.

**Parish Boundary Analysis.** Statistics Canada information for the St Mary's parish boundary 8,496 residents from the 2016 Census was also available on line. This information is helpful to determine what the needs of the local population are and to help brand the parish in order welcome the typical resident "Sherwood Shamir and Sarah." Below is some of the relevant information.

- The median age of residents is 28 while the parish median is over 50

- 2,136 residents live by themselves
- One in four marriages have failed (811 separated or divorced)
- There are 351 single mom or dads parenting 499 children
- One in three couples are common law relationships
- 598 couples are parenting 999 children
- 53% of the residents moved in the last 5 years
- 21% of the residents have immigrated since 1981 – 358 are refugees
- 63% of the residents live in apartment buildings – 14% in subsidized housing
- One third of residents spend more than 30% of income on housing
- 20% of residents are low income

**Analysis Technique.** From Sept 2017 to February 2019, a separate SWOT analysis was done for each parish dynamic as described below. The 2017 parish survey and 2016 census information were used as sources of information. Input was also sought from some key ministries and parish dynamic leaders. The results of the SWOT analysis may be found at Annex B.

- **Strength** – may be leveraged by the parish to achieve results
- **Weakness**- a shortcoming that needs to be addressed in the future
- **Opportunity** – an external potential that can assist in parish goals
- **Threat** – an external pressure that could have negative impact on the parish

## Parish Dynamic Goals and Strategies

Based on the SWOT analysis for each parish dynamic, goals were developed in order to embrace the vision for each dynamic. Every effort was made to develop goals that were Specific, Measurable, Achievable, Relevant and Time Bounded. (SMART). As well, suggested strategies to achieve each of the goals were developed as outlined below.

Worship Goals	Suggested Worship Strategies
<p>W1. By 2020, 70% of the parish singing and praising in communal settings (approximately 245 members).</p> <p>W2. By 2022 75% of parish members (225 adults) will have daily prayer of 20 minutes</p>	<p>1. Parishioners will have received a clear and compelling instruction of our core value of worship. A shared repertoire will be available for worship at mass. Choir leaders will have a discerned charism for worship.</p> <p>2. Homily series on prayer. Share and encourage prayer life in small communities. Promote the adoration chapel. Parishioners will have received a clear and compelling instruction of our core value of worship</p>
Community Goals	Suggested Community Strategies
<p>C1. By 2019 clarify and communicate who is a member in our community.</p>	<p>1. Form a subcommittee to develop minimum criteria for membership of the parish (eg attendance, service, donations, prayer). 2015 parish handbook may be a guideline as well as leadership team 2017 draft membership expectations.</p>
<p>C2. By 2020, establish a ministry to support Christian family life.</p>	<p>2. Provide resources to families. Host a 1 day family retreat to identify family ministry leadership. Create a best practise Christian family forum. Host a Lord's Day Meal for families.</p>
<p>C3. By 2020 communicate and invite commitment to parish expectations of 'membership'.</p>	<p>3. Incorporate the Portal session as part of the membership process. Refresh the 2015 parish handbook – a tool for a welcome ministry. Pledge approach similar to the Wider Reach Campaign. Home visits by the welcome ministry with new parishioners to communicate expectations.</p>
<p>C4. By 2021 every parishioner will be contacted once per year to see how they are doing</p>	<p>4. Utilize existing network in SCC and Knights of Columbus. Contact ministry would follow-up responses to an annual letter to each parish member with focus on irregular attenders.</p>
<p>C.5 By 2023 double the number of leaders to lead Small Christian Communities (SSC) - current baseline 15 leaders.</p>	<p>5. Some of the existing 15 SCC leaders would shepherd new communities for 6 months to delegate responsibilities within the SCC and identify new leaders to take over. Training of new leaders would be 'on the job' training as well as formal teaching compiled from leadership formation program</p>

Discipleship Goals	Suggested Discipleship Strategies
<p>D1. By 2020 provide guidelines on how a Christian disciple lives the vision of the Love Love Give Grow Go (LLGGG) life cycle.</p> <p>D2. By 2021, develop a parish disciple map to grow in the Christian way of life settings.</p> <p>D3. By 2022 provide mentoring relationships or small groups to foster Christian maturity for 50 % of the parish (150 adults).</p>	<p>1. Align suggested practices that fosters growth of the Christian disciple such as prayer, sacramentals, human relationships, sexuality, speech, forgiveness, finances, schedule, service, vocation, work life, social justice and study of scripture to the LLGGG model. Use Fr Bedard's Discipleship book and draft parish commitment as a resource.</p> <p>2. Create a phased path for growth in the LLGGG life cycle with phases of discipleship maturity as proposed in Annex C.</p> <p>3. Leverage existing small groups leaders and other mature leaders as mentors to help implement practices of Christian disciples. Consider the Catholic to Catholic mentoring model of women and men's groups implementing several teachings for one year commitments.</p>
Evangelism Goals	Suggested Evangelism Strategies
<p>E1. By 2019, form an evangelization training committee to enlist, equip and empower others to identify with the parish vision and mission.</p> <p>E2. By 2021, 75% of parish members (225 adults) will engage in relational evangelism to connect people to St Mary's</p> <p>E3. By 2023, increase young people (age 20 to 39) from 23% to 36% - 69 to 108 adult members of parish to match boundary demographics.</p> <p>E4. By 2023, increase parish boundary members of the parish from 10 to 20% - current base line 35 members.</p>	<p>1. Parishioners with evangelism gifts identified in the Called &amp; Gifted workshop will be trained on the evangelism process and faith sharing. Worship and forum for evangelization experiences.</p> <p>2. With up to 3 new relationships per year, pray and use intellectual, testimonial and invitational approach to church events or small groups</p> <p>3. Connect w/ CCO at Carleton University and RC schools near parish. Promote social justice.</p> <p>4. Ecumenical collaboration with other churches; eg, artisan show, the Big Give, door to door ministry, BBQ, sacramentals &amp; prayer</p>

Apostolate Goals	Suggested Apostolate Strategies
A1. By 2019 all ministries assess spiritual gift needs/ Strength-Finder talents and gaps to effective ministry.	1. Ministry members participate in Called and Gifted and Strength-Finder to discern ministry needs.
A2. By 2020 assess the opportunity to assist in existing volunteer work or address gaps.	2. Networking initiatives and activities, parish partnership with charitable/NGOs.
A3. By 2020, 85% of parish members (225 adults) will serve having developed their charisms and SHAPE (Spiritual Gifts, Heart, Ability, Personality and Experience) profile.	3. Attend Spiritual Gifts seminar for strength-based ministry in accordance with their SHAPE profile.
A4. By 2021, identify charitable/ NGO engaged in works of mercy in parish boundary.	4. Map the high need areas in the parish boundary. Eg halfway house, injection sites. Use of Way Base application will help.
A5. By 2021 a true missionary partnership with a sister diocese outside our own will be developed.	5. Liaise with other isolated parishes that our parish could support eg mission work for the youth group
A6. By 2023, increase unaffiliated church attendance to bridging events by 10% per year by meeting needs in the parish boundary.	6. "Bridging" events in homes/ church to care for youth, parents, single parents eg Grey Cup party, young mom group, financial advice, Alpha Marriage/Parenting courses, Big Give.

### Five Year Pastoral Plan (Sequenced and prioritized goals)

Parish Dynamic	2019	2020	2021	2022	2023
1. Worship		W1		W2	
2. Community	C1	C2, C3	C4		C5
3. Evangelism	E1		E2		E3, E4
4. Discipleship		D1	D2	D3	
5. Apostolate	A1	A2, A3	A4, A5		A6

Annex A to

St Mary's Parish 5 Year Plan May 2019

Alignment of Ministries to Parish Dynamics

<b>WORSHIP</b>	<b>COMMUNITY</b>	<b>EVANGELIZATION</b>	<b>DISCIPLESHIP</b>	<b>APOSTOLATE</b>
Adoration	Coffee Ministry	Alpha	1st Communion	Funeral Receptions
Altar Servers	Pastoral Care	Baptisms	Audio Media	Heart of Mercy
Children's Liturgy	Prayer Connection	Marriage Prep	Confirmation	~SGH Sandwiches
Decorating	Receptions	New Life	K of C	Prayer & Presence
EMHC	Responsible Ministry	Young Adults	Library	Natural Family Planning
Greeters	Small Communities		Missions/Events	Prolife
Lectors	Welcome Ministry		NOWM	Spiritual Gifts
Music Ministry	Youth Ministry		Personal Prayer	
Sacristans			RCIA	
Sound			Unbound	
Ushers				
Weddings				

42 ministries do not include: pastor welcome, kitchen, book store, ground keeping, money counters, veni sanctu spiritu, welcome materials, visual media, newsletter, little ladies, men/women's ministry.

**Worship Parish Dynamic**

<b>Dynamic Strength</b>	<b>Dynamic Weakness</b>
<p>Openness to the Holy Spirit – eg tongues                      Adoration chapel available (261 adorers)                      Dedicated prayerful choirs                      More enthusiasm than at other churches                      Night of Worship and Ministry                      Thank God daily 55%, listen to God 52% (above avg)                      Worship time in small communities                      Prayer teams after mass                      Multi-age altar servers                      Music and prayers on screen                      Children liturgy every 2<sup>nd</sup> week                      Intentional welcoming (ushers/greeters)                      Beautiful church decorations                      Model of worship by our priests                      Challenging homilies</p>	<p>Satisfaction with weekend service (50%)                      Sporadic church attendance 89% (3-4 Sundays)                      Low key worship lacks leaders with worship charisms                      Children liturgy age gap (9-11)/frequency                      Little testimony- no intercessory/thanksgiving baskets                      28% confess sins daily (below average)                      Lived reality of personal prayer is low                      Church promotes prayer life (69%) - below average                      Challenging/thought provoking mass (76%) - below average                      Ministry task focus - negative impact on worship                      No explanation of tongues/spontaneous praise                      Community and hospitality still lacking                      Worship team fellowship – worship for the team</p>
<b>Dynamic Opportunity (External)</b>	<b>Dynamic Threat (External)</b>
<p>Worship becomes a defining charism of the parish                      Encounter of the Holy Spirit at mass                      Adoration opportunity (61% not parish members)                      Worship potential in every ministry                      Video communication – social media/testimonies                      Intercession themes in the adoration chapel                      Parish is located in a residential area                      Small community impact on corporate worship                      Corpus Christi procession potential</p>	<p>Tongues are threatening to the stranger                      Do we know “Sherwood Shamir”?                      Too busy for personal prayer (priorities)/social media obsession                      Generational resistance to change                      Virtual church – TV, podcast, live stream                      Smorgasbord religion – pick and choose faith                      People will travel to a better church                      Worship is only a feeling or individual experience                      Poor use of technology can detract from worship</p>

**Discipleship Parish Dynamic**

<b>Dynamic Strength</b>	<b>Dynamic Weakness</b>
<p>Strong relationships in the small groups                      35% of parish members are knowledgeable                      66% of parish members know, love and serve God (above average)                      50% of parish members live sacrificial lives                      Christ centered lives (above average)                      The Love Love Give Grow Go disciple vision                      Jesus is our model of discipleship                      Gift based leaders in discipleship ministries                      Christianity is more than church attendance                      Parish is unique – a niche church                      Safe place to access ministry- prayer teams, call &amp; gifted, unbound</p>	<p>No discipleship path for parish members                      Accountability for personal prayer - only 22% with mentors                      Transient attendance of mass and other events                      Low score in virtues self assessment – average of 24%                      Life style is first – Christian lifestyle is secondary                      Buy in to parish mission versus personal holiness (need both)                      Passive approach to spiritual growth – parish is responsible not the individual                      Preoccupation of spiritual feeding versus contributing                      Membership outside of parish boundaries</p>
<b>Dynamic Opportunity (External)</b>	<b>Dynamic Threat (External)</b>
<p>Abundance of spiritual growth resources on line/library                      People are looking for something</p>	<p>Self determination –"I will decide what a disciple is"                      Practical atheism and distractions from discipleship                      Emotion trumps rational decision making                      Culture of apathy/complacency, society divide (15% attend church), antagonism against Christianity</p>

**Evangelism Parish Dynamic**

<b>Dynamic Strength</b>	<b>Dynamic Weakness</b>
<p>Conversations with non-Christians (41%)                      Diversity in parish population -12%                      Alpha, New Life, NOWM outreaches                      Reliance on gifts of the Holy Spirit                      Above average Christ centered lives (35%)                      Becoming more welcoming                      New Life retreat revenue, diocese impact                      Parish mission, values, evangelism dynamic                      Connection of parish to CCO and NET                      Support available in small communities</p>	<p>Spiritual coasting, no passion (Real survey)                      -only 13% equipped to spread faith                      Need for evangelization tools, funding                      Undeveloped parish plan for evangelism                      Need for New Life/Alpha follow-up                      Lack of evangelism focus in ministries                      No teaching on outreach in workplace                      Retreats not targeting parish boundary                      Poor inter-generational passage of the faith                      Children liturgy pipeline to youth groups</p>
<b>Dynamic Opportunity (External)</b>	<b>Dynamic Threat (External)</b>
<p>Parish boundary potentials :                      - 860 youth ranging from 5 to 19                      -1753 young adults (age 20-29)                      -1,196 parents – 351 single parents                      New condo construction, immigration                      New young adult group 18-39                      Youth group is city wide                      Carleton University campus of 30,490 in parish boundary                      CCO Rise Up in Ottawa Dec 2017                      Survey: 62% open to worthwhile church</p>	<p>Aversion to commitment – 40% single in boundary                      Natural relationships not within parish boundary                      Parish hall renovation schedule                      Age of Christian commitment – 85% under 15                      Only 39% of church members are RC                      No follow-up to CCO                      30% of 18-30 year olds are in the 'none' category (growing 1% per year) – increase in secularization                      Religious belief not supported by science or society                      Culture of busyness, materialism, and fear</p>

**Apostolate Parish Dynamic**

<b>Dynamic Strength</b>	<b>Dynamic Weakness</b>
<p>Clarity in the dynamic vision.                      Existing ministries: Funerals, Heart of Mercy (13 ministries), Prayer and Presence, Prolife, and NFP.                      Called and Gifted workshop to identify spiritual gifts and follow-up.                      Desire for spiritual gifts to bear fruit.                      Racial and cultural diversity                      Tapping into diverse spiritual gifts.</p>	<p>Limited number of ministries. Eg prisons                      Ministry HR gaps are not communicated – Hearts of Mercy in particular.                      Unsure where or how to apply spiritual gifts.                      Ministries gifts/strengths needs not known.                      Participation in Called and Gifted (less than 50% of parish members).                      Strength-finder not offered to identify strengths.                      Gifts and talents not in parish data base.                      Ministry sustainment/burn-out – 130 serve in several ministries.                      Are all needs in the parish boundary known?</p>
<b>Dynamic Opportunity (External)</b>	<b>Dynamic Threat (External)</b>
<p>Participate in Big Give.                      2,136 live alone in parish boundary (29%).                      34% of single people are in poverty.                      1,753 young adults under 29                      1,250 children under 20 in parish boundary.                      351 of 1,196 parents in the parish boundary are single (29%) and need support.                      11% of families below poverty line.                      SHAPE profile for each disciple.                      Halfway houses. Rooming houses 70%                      CW</p>	<p>Full membership of disciple not understood and necessity of apostolate to the mission.                      Church values contrary to liberal social justice.                      Divorce/separation (12%) vs 29% married in parish boundary.                      Average Canadian consumer debt \$22,082.                      Average Canadian mortgage \$198,781.                      23,600 to 46,900 illicit drug users in Ottawa (not including cannabis). 2 safe injection sites                      390,600 births per year,                      100,100 abortions per year</p>

Annex B to

St Mary's Parish 5 Year Plan May 2019

SWOT Analysis of Parish Dynamics

**Community Parish Dynamic**

<b>Dynamic Strength</b>	<b>Dynamic Weakness</b>
<p><b>Small Christian Community (SSC) SWOT</b>                      -113 parish members in 15 small communities – strong friendships                      -Faithfull attendance/support at least every 2 weeks                      -Small communities encourage prayer life, service as a community, bible study and witnessing the faith.                      SSC leadership dedicated to build small communities                      Sense of belonging due to greeters and welcomers.                      Heart of Mercy care for parish members in need                      Community socials at Easter vigil, new year's eve, feast days and coffee after mass supported by generous ministers                      Welcome ministry engages newcomers</p>	<p><b>Reveal Survey</b>                      -church helps me feel I belong (below avg)                      -participate in a small group (below avg)                      -satisfied with small group (well below avg)                      Unawareness of community involvement opportunities                      Can not keep up with the SCC demand                      Belief that one can attend multiple parishes                      Lack of direction of discipleship in SSC                      Geographic spread impact, Destination church vs home church                      On-going need for ministers to serve at receptions                      Emotional intelligence for healthy face to face communication                      Inflexibility in SSC structure  <b>Small Christian Community (SSC) SWOT</b>                      -Busyness of life may interfere with meetings, no fellowship between meetings,                      -Not all small communities are serving, Aging of small communities                      -Spiritual gifts are not being manifested in small community meetings                      -Infrequent gatherings of all communities for teaching prophecy or worship                      -Change in small community membership can be discouraging                      -More preparation before meeting needed for edification</p>
<b>Dynamic Opportunity (External)</b>	<b>Dynamic Threat (External)</b>
<p>25 % of residents in the parish boundary live alone                      2018 community survey - 25% of Canadians are lonely                      2016 survey of university students 66% are lonely                      Young adults hunger for community and purpose                      Medium age of parish boundary residents is 28 vs 50 in parish                      53% of residents in parish boundary moved in the last 5 years</p>	<p>Virtual relationships in social media,                      To busy to be involved                      Independence encouraged versus interdependency,                      Decrease in marriage                      Lack of knowledge of community and how a parish member can contribute</p>

**Dynamic Opportunity (External)**

-14% in subsidized housing, 63%  
in apartments

-21% immigrants since 1981, 358  
refugees

**Reveal survey** – *Sense of  
belonging to the church below avg*

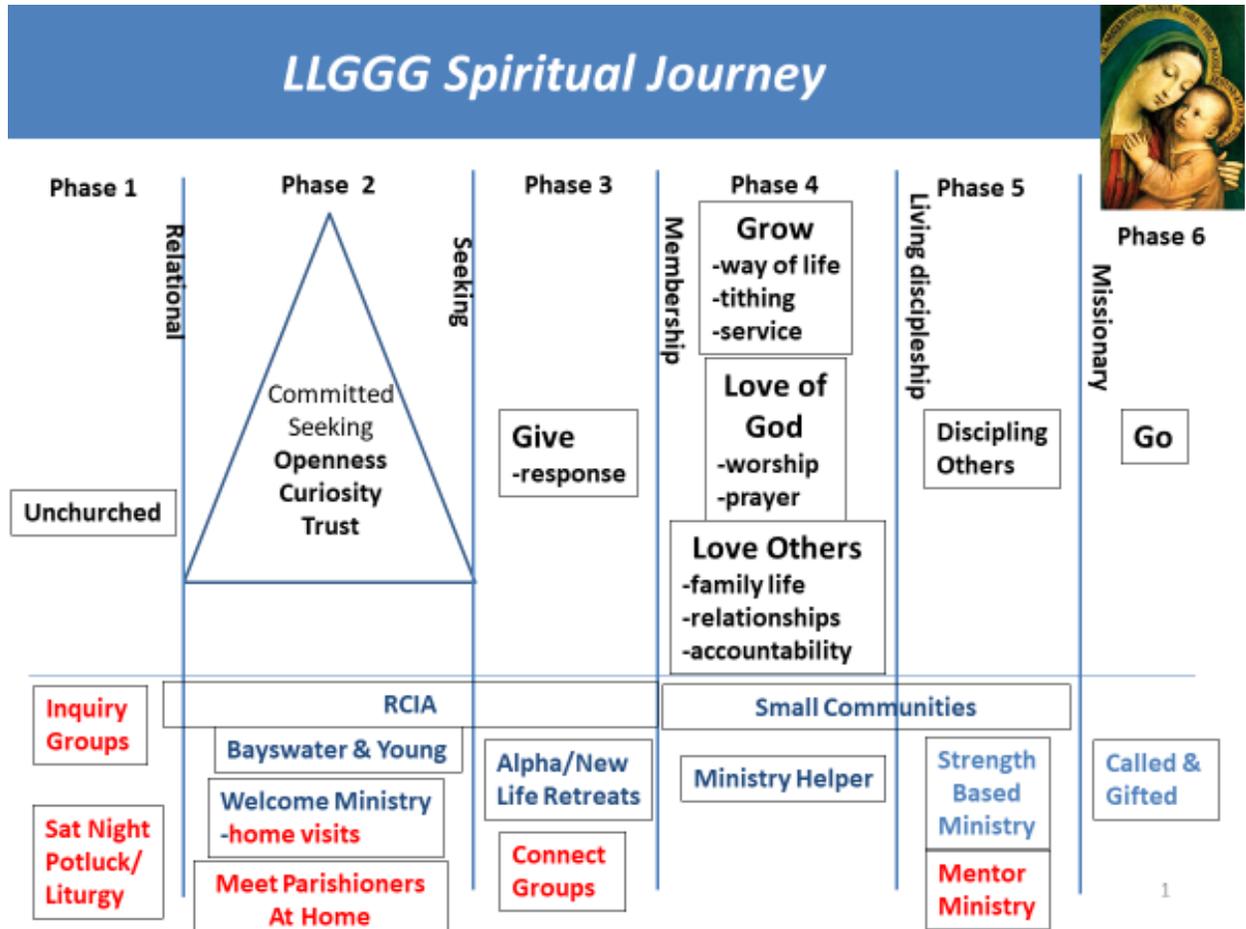
*-below avg 30 to 50 yrs of age,*

*-below avg church identity*

Annex C to

St Mary's Parish 5 Year Plan May 2019

**Draft Phased Discipleship Map**



Ministries with red font do not yet exist

**DRAFT**

Annex D to

St Mary's 5 Year Pastoral Plan May 2019

**Performance Metrics for Pastoral Plan Goals**

<b>Dynamic</b>	<b>5 Year Pastoral Plan Goals (Key Metrics in Grey)</b>	<b>Source</b>	<b>Survey Question</b>
Worship	W1. By 2020, 70% of the parish (245 members) singing and praising in communal settings.	Self reporting. Current baseline 35% (122 members). Survey 2019: 92% high priority, 84% sense HS, 67% emotionally moved.	47, 63, 64
Worship	W2. By 2022 75% of parish members (225 adults) will have daily prayer of 20 minutes.	Current baseline of 52% in Reveal survey 2017. Survey 2019 51% high pri for bible study- 7% prayer in top 3 sources of spiritual growth.	22
Discipleship	D1. By 2020 provide guidelines on how a Christian disciple lives the vision of the Love Love Give Grow Go (LLGGG) life cycle.	PDL self reporting. Draft leadership team 2018 membership expectations. Survey 2019 65% agree there is an explicit discipleship process.	59
Discipleship	D2. By 2021, develop a parish disciple map to grow in the Christian way of life.	PDL self reporting. Draft in Annex C 5 Year Pastoral Plan. Survey 2019 65% agree there is an explicit discipleship process	59
Discipleship	D3. By 2022 provide mentoring relationships or in small groups foster Christian maturity for 50% of the parish (150 adults).	SCC members in DDMS. Self reporting PDL Discipleship. Current baseline 30% in SCCs.	
Evangelism	E1. By 2019, form an evangelization training committee to enlist, equip	Self reporting by PDL Evangelism	

<b>Dynamic</b>	<b>5 Year Pastoral Plan Goals (Key Metrics in Grey)</b>	<b>Source</b>	<b>Survey Question</b>
	and empower others to identify with the parish vision and mission.		
Evangelism	E2. By 2021, 75% of parish members (225 adults) will engage in relational evangelism to connect people to St Mary's.	Current baseline 41% on Reveal survey 2017. Survey 2019 16% daily, 43% weekly, 30% monthly gospel sharing.	90, 91, 92
Evangelism	E3. By 2023, increase young people (age 20 to 39) from 23% to 36% - 69 to 108 adult members of parish to match boundary demographics.	DDMS. Baseline of 23% in 2017 Reveal Survey. Survey 2019 20%.	3
Evangelism	E4. By 2023, increase parish boundary members of the parish to 20%.	Current baseline 10% - 35 members. DDMS. Survey 2019 11% members less than 1 km, 19% from 1 to 5 km.	10
Apostolate	A1. By 2019 all ministries assess spiritual gift needs/ Strength-Finder talents & gaps to effective ministry.	DDMS via PDL self reporting. Survey 2019 66% are in gift based ministry.	71,
Apostolate	A2. By 2020 assess the opportunity to assist in existing volunteer work or address gaps.	PDL Apostolate self reporting. Survey 2019 72% believe serving community needs is high priority	58
Apostolate	A3. By 2020, 85% of parish members (225 adults) will serve having developed their charisms & SHAPE profile.	DDMS via PDLs self reporting. Baseline of 61% serve once per month Reveal survey. Survey 2019 76% volunteer in the parish.	70
Apostolate	A4. By 2021, identify charitable/ NGO engaged in works of mercy in parish bdry.	PDL Apostolate self reporting.	

<b>Dynamic</b>	<b>5 Year Pastoral Plan Goals (Key Metrics in Grey)</b>	<b>Source</b>	<b>Survey Question</b>
Apostolate	A5. By 2021 a true missionary partnership with a sister diocese outside our own will be developed.	PDL Apostolate self reporting. Survey 2019 51% believe mission work is a high priority.	
Apostolate	A6. By 2023, increase unaffiliated church attendance to bridging events by 10% per yr by meeting needs in the parish boundary.	PDL Apostolate self reporting. Need to know baseline for each type of event. Eg Big Give 400	?
Community	C1. By 2019, clarify and communicate who is a member in our community.	Self reporting by PDL Community. Survey 2019 90% agree that sense of community is a high priority.	66
Community	C2. By 2020, establish a ministry to support family life	Self reporting by PDL Community. Survey 2019 67% agree family life is a high priority.	45
Community	C3. By 2020, communicate and invite commitment to the parish expectations for 'membership'	Self reporting by PDL Community.	
Community	C4. By 2021, every parishioner will be contacted once per year to see how they are doing	Self reporting by PDL Community. Survey 2019 58% agree we take care of each other - 22% neutral	50, 79
Community	C5. By 2023, double the number of Small Christian Community leaders to start new communities (baseline 15 leaders)	Current baseline 15 leaders. DDMS and self reporting by PDL Community.	