

Annunciation of the Lord Parish

May 27 2017



Our journey

Phase I – Organize the Process

Phase II – Environmental Scans

Phase III – Analysis & Recommendations

Phase IV – Strategic Game Plans

Phase V – Vision Plan & Strategies

Phase VI – Strategy Consultations - Ministries





Vision Mission Values

Our Mission

- An inclusive community that Loves God, loves our Neighbours and Make Disciples



Our Vision

A Catholic apostolic and welcoming community of Missionary Disciples, growing in the love and knowledge of God, joyfully caring for all in need.

How do we measure / achieve that?

With carefully planned 'Game Plans'!

Draft Values*

- Service: we exist to provide spiritual and corporal works of mercy to all in need
- Workers: As a local church seeking excellence, we value the indispensable contribution made by our volunteers, clergy and staff
- Inclusiveness: We value and respect the diverse backgrounds, histories, identities and life experiences of every member of our community
 - We strive toward excellence in making our policies, processes and actions socially just and equitable
 - We celebrate and embrace all people of goodwill
 - We welcome and include diverse groups and perspectives in building a climate in which all can thrive in an environment where they feel at home, welcome and safe

NB: This slide was not reviewed or approved.



Strategy Game plans

Strategic = How?

Pastoral components:

- Weekend Game Plan
- Evangelization Game Plan
- Stewardship Game Plan

**The Church Survey stands alone
but also informs all Game Plans**

Enabling components:

- Communications Game Plan
- Effective Structures Game Plan
- Infrastructure Game Plan
- Financial Game Plan

Sunday Experience

Strategic Goal – to showcase the “Sunday Experience”

➤ **Strategies:**

- Build acceptance of a culture of ‘Excellence’ as the goal for all masses
- Adopt & teach a standard operations structure for all masses
- “Operations” type team to help with various set up and tear down around children’s ministries
 - Better coordination between ministries Ex: Mass captain “on call” and “on site”
 - Establish a position to oversee the Sunday Experience
- Form a ‘Welcoming & Hospitality Culture’ for all mass events

AoLP's Evangelization Challenges

- AoLP's attracts 1,000 households out of 3,000 in our community
- Large territory & many stakeholders
- Need focused liaison & collaboration with school boards & other stakeholders
- Evangelization is not currently a focused function with strong processes and practices i.e., needs organizational presence



Evangelization - Discipleship

Strategic Goal – establish a culture of missionary discipleship that makes “Disciples”

➤ **Strategies:**

- ❑ Establish a focused evangelization capability with TOR at AoLP
- ❑ Create and implement evangelization and adult faith formation opportunities that are welcoming, engaging, educational, and spiritually enriching
- ❑ Plan and facilitate evangelization through Sacramental preparation programs such as confirmation and the inquiry stage of RCIA in collaboration with appropriate groups /individuals from all walks of life in our catchment area

Stewardship

Strategic Goal – to grow the parish Discipleship Culture by following the "Stewardship Principles" of Time, Talent and Treasure

Strategies:

- ❑ A proactive process of Adult Faith Formation e.g. ALPHA, CCO faith study groups, prayer groups
- ❑ A proactive Leadership formation program for Teams, Operations Leaders and Strategic leaders
- ❑ A semi-annual Stewardship Report to the Parish membership highlighting the major achievements of ministries, volunteers and celebrating the spiritual principles of giving of time, talent, and treasure

Church Survey

Strategic Goal – grow each individual Mass congregation to their full potential

Strategies:

- Engage individual mass groups to
 - Celebrate successes
 - Understand the survey results
 - Build agreement & commitment to excellence
 - Set realistic goals

Mass distinctions matrix

- Empower Leadership
 - Gift-based Ministry
 - Passionate Spirituality
 - Effective Structures
 - Inspiring Worship Services
 - Holistic Small Groups
 - Need-oriented Evangelism
 - Loving Relationships
- **All vs. 10:15**
 - **All vs. 10:15**
 - **5 & 10:15 vs. 8:30 & 6**
 - **All vs. 10:15**
 - **5 & 10:15 vs. 8:30 & 6**
 - **5 & 10:15 vs. 8:30 & 6**
 - **5 & 6 vs. 10:15 & 8:30**
 - **6 vs. All**



Top Challenges by Mass

10:15 am

Service

Empowering Leadership

Joy

teamwork

accountability

5 pm

Fellowship

Loving relationships

joy

compassion

accountability



Top Challenges by Mass

8:30 am

Faith

Passionate spirituality

everyday-faith

welcoming

joy

6 pm

Faith

Inspiring worship service

relevance

Joy

prayer

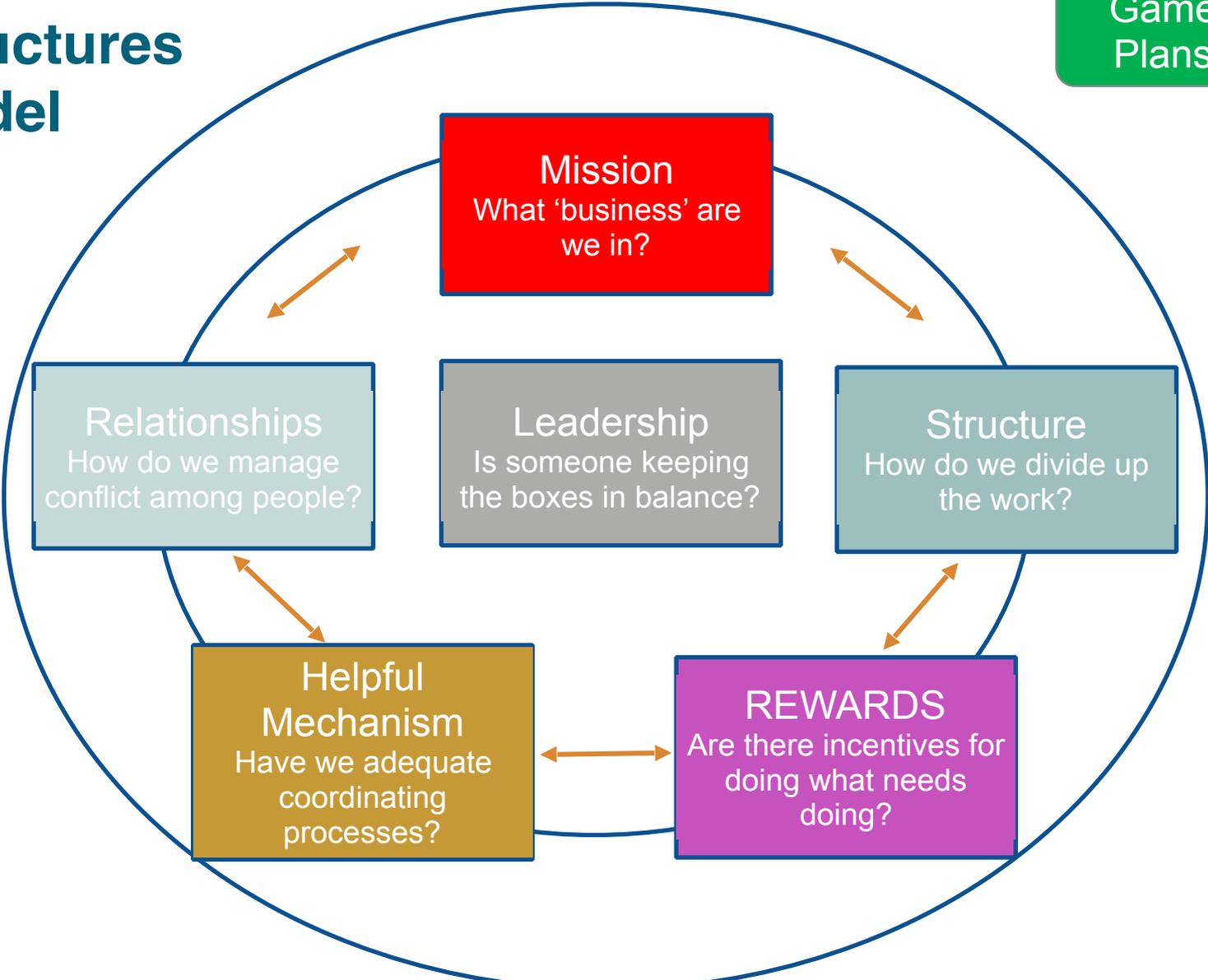




Enabling Components

Effective Structures Model

Game Plans



Adapted from Weisbord's Six-box model

eStructures

Overview

Strategic Goal – to develop and put in place leadership, planning and operating policies, plans and practices necessary for the success of AoLP

➤ **Strategies:**

- ❑ Aligned Leadership & Decision-making processes;
- ❑ A proactive Leadership formation program for Teams, Operations Leaders and Strategic leaders
- ❑ Develop and implement a ‘Communications Function’ to advance the missional role of the Parish
- ❑ Adopt basic Project and Program Management processes for staff and volunteer leaders
- ❑ Develop and put in place leadership, planning and operating policies, plans and practices to preserve the integrity and safety of our facilities

eSTRUCTURES

Leadership & Decision-making

Strategic Goal – Overarching structure for effective leadership to take place

- **Strategies** for improvements in structures & processes:
 - ❑ Implement a Leadership (strategic) Team
 - ❑ Strategic & Operational Planning
 - ❑ Risk Management policy and process - appoint a privacy officer
 - ❑ Strengthen Ministries by offering leadership training, and support
 - ❑

eSTRUCTURES: Spheres of Leadership

Leadership
Is someone keeping
the boxes in
balance?



eSTRUCTURES: Leadership & Alignment

Strategic Goal – recognize that leadership is something that can be learned

Strategies:

- ❑ Adopt a learning organization culture posture for all leadership roles, i.e. continuous learning
- ❑ 1st 6-months implement the proposed Team Leadership Development for Adult Faith Formation
- ❑ 12 to 24 months
 - Operation Leadership - Operational Leadership - please refer to section on Program and Project Management, e.g. Leader of the Alpha program
 - Strategic Leadership – director level roles responsible for developing vision, purpose, values, and have significant communication responsibilities

eSTRUCTURES

Communications

Strategic Goal – develop and implement a ‘communications function’ to advance the missional role of the Parish

Strategies:

- Adopt a Communication Strategy that
 - Is message focused in weekly homily
 - Addresses key Targets in our community
 - Utilizes multiple communication channels
 - Builds progressively on current strengths e.g. website, broad range of programs, etc.

eSTRUCTURES: Volunteer Management

Strategic Goal – strengthen Ministries by offering leadership training, and support

Strategies:

- ❑ Short-term - Director of Volunteers to develop a volunteer management program with a working group
- ❑ 12-18 Months - Adapt the Volunteer Canada Model
 - develop a volunteer handbook
 - Develop & deliver volunteer orientation and evaluation program
 - Coordinate with Adult Faith Formation Team to offer Leadership Training
- ❑ 18 – 36 months - assess current position descriptions and modify where needed
 - introduce volunteer evaluation process
 - develop “Guide to Volunteering at AoLP” and other tools to highlight opportunities and engage new volunteers

eSTRUCTURES: Project & Program Mgt.

Strategic Goal – to provide basic project and program management processes for staff and volunteer leaders

Strategies:

- all new programs and projects will require a written plan
- introduce “Project and Program Management Framework”
- develop and deliver training in project management
- identify a resource person to assist parishioners in process

eSTRUCTURES

Staff Management

Strategic Goal: to provide human resource management function for staff and volunteer leaders

Strategies:

- well-trained staff who have the tools and skills to perform their duties are vital to the parish.
- With a small staff who are called upon to do so much with few resources, it is important to have effective HR policies and process in place

Relationships
How do we manage
conflict among
people?

REWARDS
Are there incentives
for doing what needs
doing?

eSTRUCTURES Administration

Relationships
How do we manage
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REWARDS
Are there incentives
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doing?

Strategic Goal: to improve critical Administrative processes for staff and volunteer leaders

Strategies:

- administrative policy and procedures manual should be reviewed every two years and updated as required unless the Archdiocese issue new procedures
- insurance policy should be reviewed annually to ensure adequate coverage
- develop process around incident reporting to insurer
- Implement an annual independent “review and compilation” of parish financial statements

eStructures Infrastructure

Strategic Goal – to develop and put in place leadership, planning and operating policies, plans and practices to preserve the integrity and safety of our facilities

Strategies:

- Finalize and implement 2017 interim Facilities Maintenance Plan
- Establish Facilities Management Structures and Processes
 - Implement a Planning & Approvals process
 - Reinstate Building Committee (ToR)
 - Create Tools: checklists, etc
- Develop a Facilities Management Plan
 - Building Condition Assessment
 - Space Needs Assessment



Financial Game Plan

Financial

Goal – responsible growth of AoLP’s financial capacity to address urgent needs for Pastoral work especially ‘discipleship’; and, to undertake Infrastructure repair and maintenance deficiencies

➤ **Strategies:**

- ❑ 3-year Financial Plan be prepared annually by staff
- ❑ Increase Parish revenues through a parish wide <Stewardship Commitment Sunday> campaign
- ❑ Implement a proactive policy for Legacy Giving
- ❑ Establish a leaders committee to set the stage for a Capital Campaign for the refitting and modernization of our facilities