

DIVINE INFANT PARISH

PASTORAL PLAN

(2017 – 2019)



| TABLE OF CONTENTS | | PAGE |
|--|--|---------|
| Pastor's Message | | 1 |
| Pastoral Council's Message | | 2 |
| Pastoral Planning Process | | |
| • Introduction | | 3 |
| • Planning process | | 4 - 5 |
| Pastoral Planning Consultation Survey Analysis & Results | | |
| • Introduction | | 6 |
| • Total Responses by Mass Times | | 7 |
| • Demographic Information | | 8 |
| • Parishioner Interest per Pastoral Core Priority | | 9 |
| Pastoral Plan | | |
| • Introduction | | 10 |
| • Plan Goals and Schedule | | 11 - 13 |
| • Our Mission Statement | | 14 |

INTRODUCTION - PASTOR'S MESSAGE

Dear Friends in Christ,

I am extremely proud to introduce to you our Pastoral Parish Plan. This project is to assist us, as a Parish, in the great work that we do and also to help us to identify our future development. From day one we, as a Parish Council, felt that the whole Parish should be engaged in this project. To make it possible we consulted with our parish groups and ministries, also a survey was put together to give every parishioner and all the families an opportunity to provide their input. All the data collected was just great and it gave us a strong sense that this project is not only needed but also very much welcomed by the parish family.

In front of you is the final version of those 18 months of research and study. The idea is to go three years at this time as we want this project to be realistic and doable. Although there are many great ideas and proposals, we want to start with what was identified as most needed and make our way down to what seem to be more of a "recommended" or "optional" suggestions. Those will be addressed in three year intervals at the time.

Lastly, I'd like to express my deep gratitude for those who worked tirelessly and with such a great dedication to make this project a reality. That is all the wonderful members of our Pastoral Parish Council. We all hope that to have such a well devised tool to work with, it will truly help us to grow strong as a community and to be even more effective in our mission to evangelize and to lead souls to salvation.

"What is God's plan? It is to make of us all a single family of his children, in which each person feels that God is close and feels loved by him, as in the Gospel parable, feels the warmth of being God's family. The Church is rooted in this great plan. . . . The Church is born from God's wish to call all people to communion with him, to friendship with him, indeed, to share in his own divine life as his sons and daughters. The very word "Church", from the Greek ekklesia, means "convocation": God convokes us, he impels us to come out of our individualism, from our tendency to close ourselves into ourselves, and he calls us to belong to his family."

Pope Francis, 5/29/2013—General Audience

In Christ,

Fr. Waldemar Podlask SDS

Pastor

PASTORAL COUNCIL MESSAGE

Dear Parishioners,

Under the authority of our Archbishop and Pastor over the past 18 months, your Pastoral Council has been engaged in the planning and development of a Pastoral Plan for Divine Infant Parish in concert with you - the Parish Family. Together, we have completed the plan for the initial period 2017-2019.

On behalf of the Pastoral Council, I am pleased to deliver the completed Pastoral Plan to you. This plan identifies the key pastoral project areas that the Parish will focus on during the next three (3) years.

I wish to thank the following Pastoral Council Members for their leadership, dedication, focus and teamwork on achieving this important goal.

Father Waldemar (Pastor), Jeff Orser, Pamela O'Connor, Jennifer Millenor, Rob Halpin, Madelaine Langedock, Deacon Mike Seguin and Deacon Gerry Panes.

Guided by the Holy Spirit, this has been a wonderful & exciting journey for the Parish. I wish to extend the Council's sincere thanks to the parishioners for their unwavering support and substantial contributions to the Pastoral Plan.

Over the next three years, the parish will implement projects to achieve the Pastoral Plan Goals. Work has already commenced on the 2017 Pastoral Goals.

God Bless,

Carl Ward

Chair – Pastoral Council

INTRODUCTION - PASTORAL PLANNING PROCESS

In October, 2015, the Pastoral Council developed six (6) core pastoral priorities for Divine Infant Parish and published this information in the Divine Messenger in November, 2015.

- Liturgy & the Sacraments, Prayer & the Word of God
- Marriage, Family Life & the Sanctity of Human Life
- Parish Outreach, Social Justice & Ecumenism
- Faith Formation, e.g., schools, RCIA, vocations, bible studies
- Stewardship, Administration & Finance
- Youth & Young Adults

In January, 2016, the Pastoral Council developed a 12 step pastoral planning process. This process was followed and proved to be invaluable in keeping the Pastoral Council focused with a disciplined approach.

Key steps in the process involved a detailed Pastoral Council examination of every ministry area in the Parish and mapping it under the applicable pastoral core priority. In some cases a ministry area was applicable to more than one core priority and therefore mapped to more than one core priority. For each ministry area under each core priority, the Pastoral Council then analyzed & documented consensus views using the classifications: Very Good, Satisfactory or Needs Improvement. This analysis also included extensive discussion for each classification. This was all accomplished based on the collective wisdom of our Clergy, Pastoral Council and Ministries within the parish.

The Pastoral Council was able to come to two important conclusions:

1. A majority of what the Parish was currently doing, relative to the six core priorities, was either very good or satisfactory.
2. However, there were specific areas under each core priority that would require improvement/attention/focus.

All of the above provided the necessary data to develop a Pastoral Planning Consultation Survey. The Survey was designed to solicit parishioners' feedback and input into how the Parish was doing across all of the six core priorities and in what areas we needed to improve and focus on. Parishioners' feedback and input would also confirm the Pastoral Council analysis and lead to final adjustments in the pastoral plan.

As each step in the Pastoral Planning Process was completed, the Pastoral Council reported the progress to the Parishioners via presentations, the Divine Messenger, Parish Bulletin and the Parish Annual Report.

Another key step in the process was the development of a Parish Mission Statement that was ratified by the parishioners.

PASTORAL PLANNING PROCESS

| PROCESS STEPS | PASTORAL PLANNING PROCESS | BY WHEN? |
|---------------|---|----------------------------|
| 1 | Finalize six Pastoral Core Priorities | Completed October 2015 |
| 2 | Examine every ministry area in Parish (reference 2015 Parish Annual Report) and map every area under the applicable pastoral core priority. Note that a ministry area may be applicable to more than one core priority. Then for each core priority, analyze & document views using the classifications: Very Good, Satisfactory or Needs Improvement. Discuss reason(s) for each classification. | Completed January 2016 |
| 3 | Document areas that require improvement/attention/focus under each pastoral core priority. Analyze, discuss and summarize final results. Prioritize specific areas that require improvement/attention/focus. | Completed February 2016 |
| 4 | Develop a parish pastoral planning consultation survey that focuses on areas that require improvement/attention/focus. Survey will confirm findings in Step 3 and/or lead to adjustments to reflect parishioner feedback. | Completed March 2016 |
| 5 | Communicate with Parishioners. Distribute survey. Collect completed surveys. | Completed April 2016 |
| 6 | Summarize & analyze survey results. Formulate observations & develop conclusions. Confirm findings in Step 3 and/or make adjustments based on survey feedback. | Completed October 2016 |

PASTORAL PLANNING PROCESS (CONT'D)

| PROCESS STEPS | PASTORAL PLANNING PROCESS | BY WHEN? |
|---------------|--|----------------------------|
| 7 | Create preliminary Pastoral Plan with specific objectives (by year, over 3 year horizon). Review with Parish Ministries and incorporate feedback. | Completed December 2016 |
| 8 | Develop Parish Mission Statement options. Present options to Parishioners. Parishioners vote to select Mission Statement. | Completed February 2017 |
| 9 | Prepare final draft Pastoral Plan with specific objectives (by year, over 3 year horizon). | Completed February 2017 |
| 10 | Review Pastoral Plan with all ministries, secure feedback & support. Finalize Pastoral Plan. | Completed March 2017 |
| 11 | Communicate & distribute Pastoral Plan to Parishioners, Archdiocese, post on Parish Website | Completed April 2017 |
| 12 | Implement Pastoral Plan | |

INTRODUCTION

PASTORAL PLANNING CONSULTATION SURVEY RESULTS

The Pastoral Planning Consultation Survey was designed to solicit parishioners' feedback and input into how the Parish was doing across all of the six core priorities and in what areas we needed to improve and focus on. Parishioners' feedback and input would also confirm the Pastoral Council analysis and lead to final adjustments in the pastoral plan.

The survey contained 54 questions spread evenly across the six pastoral core priorities. In addition, there was a set of questions in the introduction section of the survey dealing with demographic information. The survey also contained an opportunity for Parishioners' comments under each pastoral core priority as well an opportunity to provide general comments.

72% of our parishioners, attending mass, participated in the survey over a three week period, (1150 parishioners were represented in survey results). The participation rate was excellent...well above the average range of 10% to 20% participation rate. Obviously, parishioners appreciated the opportunity to participate and provide their views.

Apart from the survey questions for each core priority, many parishioners took the opportunity to provide both specific comments relative to each of the core priorities and also to provide general comments. The survey results included 334 comments across the six core priorities and as well as 277 general comments. A total of 611 comments were received in addition to the answers to the survey questions.

Now for the survey results.

1. Generally, the comments were extremely positive in terms of support for our clergy, administrative staff, lay leaders and ministries.
2. The parishioners view that the general health and wellness of the parish, in terms of the six pastoral core priorities, is very good. Parishioners generally feel that they are part of a welcoming Parish Family. Liturgical celebrations are celebrated with full and active participation of the congregation. Parishioners also believe that the liturgical celebrations enable a close connection with Jesus.
3. The survey results also identified several opportunities to improve Parish life. The majority of Parishioners want a modernized website. Communications can be improved within the Parish, (e.g., more frequent financial updates, better advertisement of parish activities, disciplined follow-up on time & talent survey, etc.), more emphasis on welcoming parishioners at every mass, expand faith formation opportunities, expand youth programs. Parishioners would also like to see the youth more involved in the Parish.
4. The survey results also confirmed many of the earlier findings of the Pastoral Council in terms of areas that require incremental focus during the next three years. It also provided the basis to make adjustments and finalize the Pastoral Plan.

Parishioners' input was vital to the
Pastoral Planning Process and Pastoral Plan.

PASTORAL PLANNING CONSULTATION SURVEY RESULTS

TOTAL RESPONSES BY MASS TIMES

324 TOTAL RESPONSES RECEIVED

- Each response representing one family
- 3.5 parishioners per family

1150 PARISHIONERS WERE REPRESENTED IN SURVEY RESULTS

- Responses covered a cross-section of all mass attendees

ATTENDANCE AT WEEKEND MASSES
1600-1800 PARISHIONERS

- 2,937 families registered with the parish (January 2017)

- SATURDAY 5PM
- SUNDAY 8AM
- SUNDAY 9:30AM
- SUNDAY 11:15AM
- SUNDAY 6:30PM

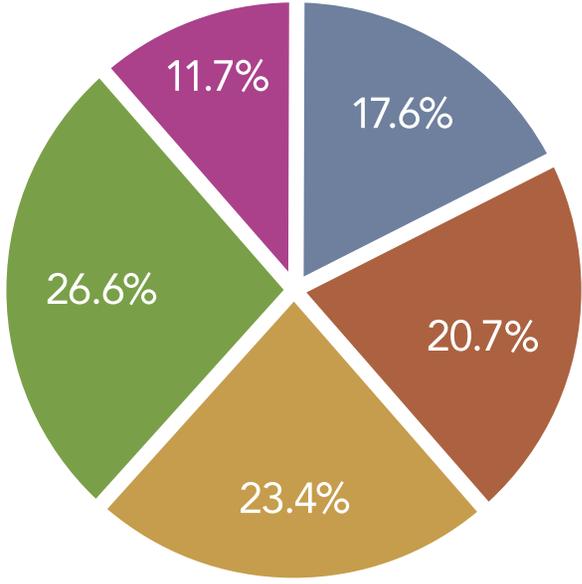


Figure 1:
Percentage of household responses by weekend mass time.

PASTORAL PLANNING CONSULTATION SURVEY RESULTS

DEMOGRAPHIC INFORMATION

AVERAGE HOUSEHOLD SIZE OF RESPONDENTS WAS 3.5

BREAKDOWN OF AGE RANGES INDICATES THAT LARGEST 3 AGES BANDS ARE:

- 60+ years
- 50 - 59 years
- 18 - 29 years

- 0-5 years
- 6-13 years
- 14-17 years
- 18-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60+ years

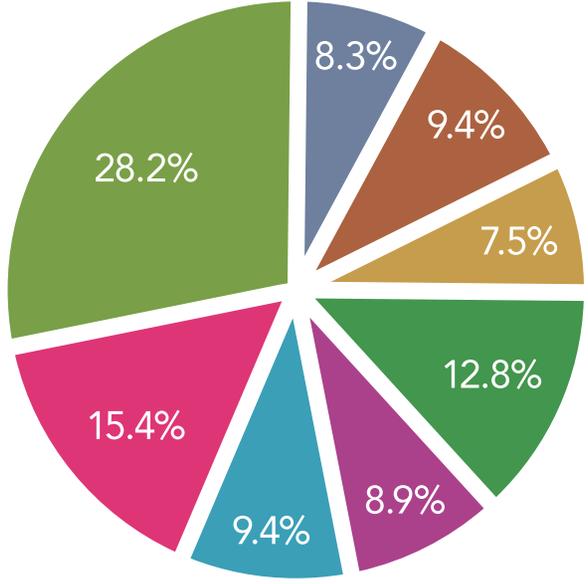


Figure 2:
Age breakdown of parishioners represented in survey

PASTORAL PLANNING CONSULTATION SURVEY RESULTS

PARISHIONER INTEREST PER PASTORAL CORE PRIORITY AREA

THE PASTORAL PLANNING SURVEY FOCUSED ON THE SIX PASTORAL CORE PRIORITIES

A TOTAL OF 334 COMMENTS WERE RECEIVED FOR THE SIX PASTORAL CORE PRIORITY AREAS

IN ADDITION, A TOTAL OF 277 GENERAL COMMENTS WERE RECEIVED ABOUT THE STATE OF THE PARISH COVERING BOTH PASTORAL AND TEMPORAL AREAS

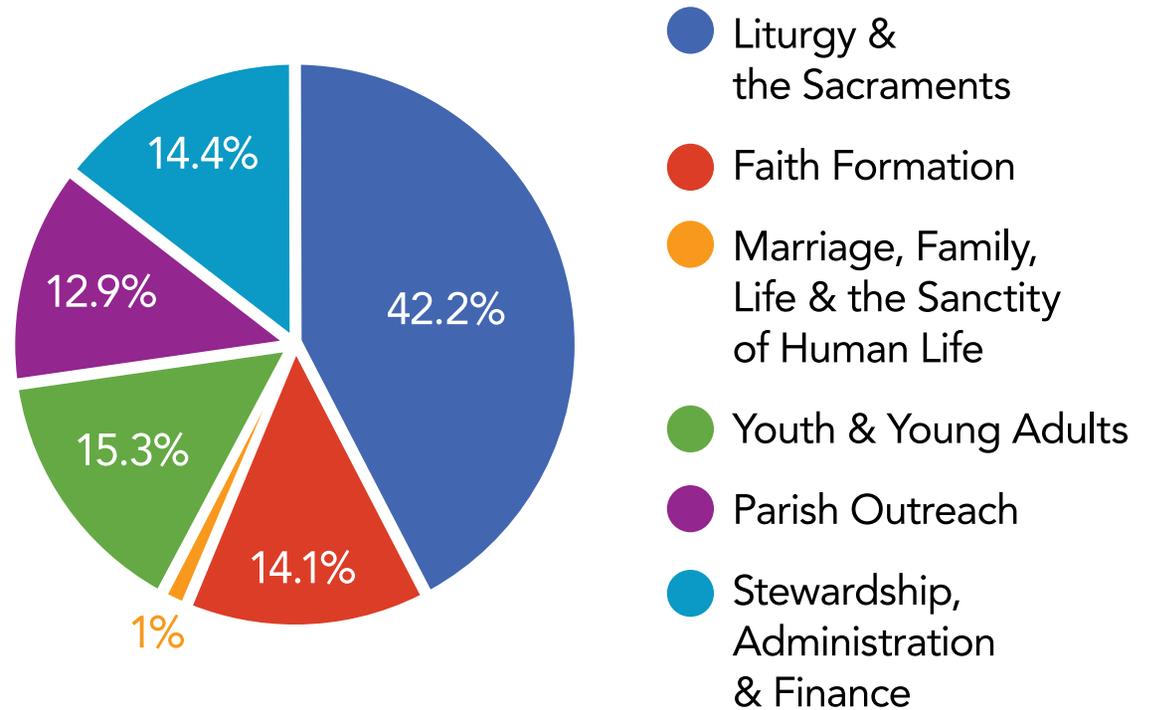


Figure 3:
Breakdown of comments received per core priority area

INTRODUCTION – PASTORAL PLAN (2017 – 2019)

The culmination of the pastoral planning process is the Pastoral Plan... a key deliverable of the Pastoral Council under the authority of the Archbishop of Ottawa and the Pastor of Divine Infant Parish.

Based on a thorough analysis of all the various inputs from the clergy, ministries and parishioners of Divine Infant Parish, the Pastoral Council developed a pastoral plan that identifies specific projects, within each of the six core priorities, along with timeframes. They will be implemented over the next three years, (2017 – 2019).

The actual projects with associated timeframes are covered on the following three pages. The timeframes are denoted by the three main liturgical colours. Purple symbolizes "preparation" (i.e., lent/advent). In project terms, it denotes the project initiation and development. Gold symbolizes the "main feast", (i.e., culmination of preparation). In project terms, it denotes project implementation. Green symbolizes "ordinary time". In project terms, it denotes ongoing assessment/monitoring.

The projects will be undertaken by the various ministries and special project teams and support teams within the Parish. Work has commenced on the 2017 projects.

The Pastoral Council will provide oversight and will review the plan and progress annually.

Work on a new Pastoral Plan for the next three years will commence in 2019.

The Council has high confidence that this plan reflects the guidance of the Holy Spirit and the collective wisdom of the Parish.

PASTORAL PLAN GOALS

Development / initiation ■
 Implementation ■
 Ongoing self-assessment / monitoring ■

| LITURGY & THE SACRAMENTS, PRAYER & THE WORD OF GOD | 2017 | 2018 | 2019 |
|---|--------------------------|--------------------------|--------------------------------------|
| Establish an effective and sustainable altar server ministry, (Recruit a dedicated leadership team; Employ good and consistent training; Monitor success) | Development / initiation | Implementation | Ongoing self-assessment / monitoring |
| Organize & implement a new Lay Ministry to operate the electronics (laptop/projectors), (Recruit dedicated team members; Provide necessary training; Implement across all liturgical celebrations; Monitor success) | Development / initiation | Implementation | Ongoing self-assessment / monitoring |
| Enhance Homilies (Keep the message(s) relatable to today; Ensure message(s) understood by all ages; Length does not add to traffic congestion (pre/post masses) especially for special occasions) | Development / initiation | Implementation | Ongoing self-assessment / monitoring |
| MARRIAGE, FAMILY LIFE & THE SANCTITY OF HUMAN LIFE | 2017 | 2018 | 2019 |
| Organize & implement two weekend retreats per year (Catholic education on current issues, e.g., marriage, family life, forgiveness, sanctity of life, assisted suicide, abortion, theology of the body, etc.) | | Development / initiation | Ongoing self-assessment / monitoring |
| YOUTH & YOUNG ADULTS | 2017 | 2018 | 2019 |
| Establish a Leadership Team to develop & implement a Youth Program, (Results driven & measureable; Maximize opportunities to increase participation in parish; Enable closer collaboration with Catholic Schools within Parish) | Development / initiation | Implementation | Ongoing self-assessment / monitoring |

PASTORAL PLAN GOALS

Development / initiation ■
 Implementation ■
 Ongoing self-assessment / monitoring ■

| STEWARDSHIP, ADMINISTRATION & FINANCE | 2017 | 2018 | 2019 |
|---|------|------|------|
| Deliver a Parish Mission Statement (Develop statement option short list; Parishioners select which one to implement) | | | |
| Make our parish a more welcoming place (Establish welcome ministry, including Usher & Youth Ministries; Develop & implement training; Develop welcome brochure; Meet & greet before all masses) | | | |
| Redesign & enhance the Parish website (User-friendly to all ages; Make it helpful & informative; Integrate Time & Talent Survey (paper copies for those not online); Integrate Parish Registration) | | | |
| Organize and coordinate cooperation between/amongst Parish Groups & Ministries (Regular meetings, Leadership workshops) | | | |
| Engage in a more effective dialogue with the Parish Community regarding the financial health of the Parish | | | |
| Develop a Parish facilities inventory | | | |

PASTORAL PLAN GOALS

Development / initiation ■
 Implementation ■
 Ongoing self-assessment / monitoring ■

| FAITH FORMATION/ NEW EVANGELIZATION | 2017 | 2018 | 2019 |
|--|------|------|------|
| Organize & implement a program for Adult Faith Formation, (Catechesis/Bible Studies; Focus on the basic tenets of our shared Faith and provide parishioners with necessary tools (language) to communicate/evangelize to others including non-practicing Catholics; Implement Alpha) | | | |
| Organize & implement a monthly prayer/adoration program, (Praise, worship and short talks, Tailored for specific audiences) | | | |
| Organize and conduct annual Lenten Missions | | | |

| PARISH OUTREACH | 2017 | 2018 | 2019 |
|---|------|------|------|
| Sponsor a refugee family should conditions allow. | | | |

OUR MISSION STATEMENT

WE, THE PEOPLE OF DIVINE INFANT PARISH,
ARE CALLED THROUGH BAPTISM TO
CELEBRATE THE PRESENCE OF JESUS CHRIST IN
WORD AND SACRAMENT.

IN THE SPIRIT OF FAITH, SERVICE, AND
COMMUNITY, WE STRIVE TO BRING EVERYONE
CLOSER TOGETHER AND CLOSER TO GOD.
THIS WE ACCOMPLISH BY:

- Shaping our lives in the image of Christ through worship and prayer.
- Contributing to the growth of our parish by being faithful stewards of the Gospel by word, witness, action and evangelization.
- Lending support to the parish leadership and working together to fulfill the mission.