

# STRATEGIC PLAN

## Phase I

Holy Cross Pastoral Vision

*12 September 2016*

# Strategic Plan Phase I Holy Cross Pastoral Vision

## Introduction

This strategic plan was developed to support a new direction for our Parish as outlined in the Pastoral Vision for Holy Cross Church issued in May of this year. It provides the framework for the assessment, development and implementation of pastoral practices to support the needs of our parish in the world in which we find ourselves today.

This plan was developed with input from the Senior Leadership Team and has been reviewed, edited and is supported by the Pastoral Council. This plan provides the focus of activities to be coordinated and carried out during the next 1-3 years, and will be updated annually.

## Current Situation

Many of our pastoral practices of fifty years ago are no longer relevant in the culture of today. These practices require revision to meet the needs of our people and to support the mission of the Church in this time.

## Our Vision

Our Pastoral Vision document established the vision for our Parish in the years ahead:

***Holy Cross Parish is a healthy, vibrant, enthusiastic and growing faith community, who welcomes all, and brings people to Christ, forms disciples and sends them out to transform the world. Every member is committed to worship, to grow, to engage and to give.***

## Our Purpose

We are established in this community as the local church:

***To raise up disciples who joyfully live out the “Great Commission” given to the Church by Jesus Christ.***

## SWOT Analysis

During this phase of the Strategic Plan, an analysis of our programs and practices will be undertaken. This general SWOT (strengths, weakness, opportunities, threats) analysis will be done against ten common values shared by healthy and growing churches. These common values are identified in the book “Divine Renovation – From a Maintenance to a Missional Parish.” These values are:

- Giving Priority to the Weekend
- Hospitality
- Uplifting Music
- Great Homilies

- Meaningful Community
- Clear Expectations
- Strengths-Based Ministry
- Formation of Small Communities
- Experience of the Holy Spirit
- An Invitational Church

## **Major Goals**

The following goals outline areas of research, development, process alignment, and implementation activity to support the vision and mission purpose of our Parish. The key areas are starting points in areas where no in-depth SWOT analysis has been completed. Each goal has specific objectives to be achieved during this phase of the strategic plan.

### **Evangelization**

- Assess the various ways in which people encounter our parish.
- Explore opportunities where we can reach out through these encounters.
- Create a welcoming and caring approach in particular for those who are outside the Church.
- Establish the Alpha course as a first step in welcoming everyone to experience a relationship with our community and with Jesus Christ.
- Explore ways in which we can be a more invitational church.
- Create opportunities where we can receive testimonies and witness changed lives.

### **Liturgy**

- Review our current liturgical practices, especially the Sunday Liturgies.
- Explore opportunities for improvement.
- Create an environment to raise up leaders in various ministries.

### **Discipleship Formation**

- Consider processes for readiness-based sacramental initiation.
- Explore and develop family-centered faith formation for elementary-aged children and their families.
- Establish a youth group for teens.
- Implement follow-up formation opportunities after the Alpha experience.
- Evaluate pre-evangelization courses and opportunities.
- Research materials and leadership needs for various types of discipleship formation.

## **Strengths-Based Ministries**

- Research avenues and resources for understanding strengths-based ministries.
- Create a parish ministry leadership approach.

## **Formation of Small Communities**

- Consider and evaluate the formation of small groups for ongoing discipleship formation.
- Explore the establishment of mid-sized groups to extend the Christian community experience after Alpha.

## **Hospitality “Building community”**

- Develop a Hospitality Ministry for Sunday liturgies and other special liturgy events.
- Create the environment that fosters membership in an informed and intentional process.
- Encourage opportunities to know people by their name.
- Organize occasional welcome events for new parishioners
- Implement comfort and assistance measures.
- Employ screens to display prayers of the Mass and lyrics, setting up everyone for success.
- Create a “Welcome Team” and during Sunday Liturgy, provide a manned “Welcome Booth”, the point of contact for any questions and inquiries.

## **Engagement**

- Foster a sense of belonging to the Church and ownership of what is happening and where it is heading.
- Conduct a parish-wide survey to assess the spiritual health of the parish.

## **Communications**

- Develop a communications strategy.
- Develop a new monthly parish publication to be available on-line as well as provide hard-copy to be accessed at Mass.
- Explore advertising opportunities in the monthly publication.
- Explore Social Media opportunities for evangelization

## **Evaluation**

The Senior Leadership Team will report to the Pastoral Council on a regular basis on the progress of these goals and objectives.

- Milestones
- SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis
- Measureable Outcomes