



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

2016 - 2017

## PREPARING FOR THE FUTURE

"Vision without Action is a Daydream  
Action without Vision is a Nightmare"



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## COMMITTEE MANDATE

We are committed and devoted to providing the leadership necessary to create and sustain a more vibrant, healthy Catholic community in the Archdiocese of St. John's.

OFFICE OF THE ARCHBISHOP  
P.O. BOX 37  
ST. JOHN'S, NL A1C 5H5



TELEPHONE (709) 726-3660  
FAX (709) 753-5600  
E-MAIL: [abpcurrie@rcsj.org](mailto:abpcurrie@rcsj.org)

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## Archbishop's Message – Preparing for the Future

**March 04, 2016**

For many years now, we in the Archdiocese of St. John's have felt the impact of a more rapidly changing social and economic environment in our province. In recent years, there has been a significant shift in our population to more urban areas. Added to this, we all recognize that we have an older population, much lower birth rates, and declining participation in Church activities. While we recognize and accept these realities, we must respond to these times and find new and creative ways to deliver the Church's message, the Good News of Jesus Christ.

I wish, to the best of my ability, to respond to these realities by providing positive and proactive leadership in a fashion that strongly supports our ongoing mission. With that in mind, I have appointed a Strategic Planning Committee to review the issues facing our Archdiocese and to provide recommendations as to how to balance the Pastoral and Administrative dimensions related to them. The mandate of this committee is to create and sustain a vibrant, healthy, Catholic Community in the Archdiocese of St. John's. I have asked Mr. Vince Withers, a community leader, to lead this planning exercise. To help move this forward, we have assembled a knowledgeable and committed group of people to provide the oversight and advice on the steps that are necessary to meet the expectations and needs of our people, both now and in the future.

Over the years there has been much work done by various other committees and groups on how to meet the needs of the people in our Archdiocese in the face of these realities. This committee will build on this work and consider new realities associated with the time in which we live. I will be asking the planning group to conduct their deliberations in a timely fashion while insuring that our stakeholder groups (our clergy and lay people, committees etc.) are involved and given a reasonable opportunity to share their thoughts and ideas on how best to proceed on this journey. This process will involve communications at several levels and many consultations and discussions will take place throughout our Archdiocese.

As your Archbishop I want to emphasize the importance of this planning initiative, and am confident that it will result in a more proactive approach to the future needs of our Church. It is my belief and hope that your cooperative and generous participation in this planning exercise will result in a more collaborative and inclusive church. Together we can make a difference.

**In Mercy,**

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**Most Reverend Martin W. Currie, D.D.**  
**Archbishop of St. John's**



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## PREAMBLE

The intent and primary focus of this planning initiative as pointed out in the Archbishop's letter is to create and sustain a vibrant, healthy Catholic community in the Archdiocese of St. John's.

The leadership team assembled to facilitate this work is committed to and recognize the need for a comprehensive consultation process, hopefully resulting in a broad understanding and acceptance of the need for this renewal effort. Much good work has been done in previous planning exercises; however, changing times now dictate that we broaden our planning efforts to include both the administrative and pastoral needs of our Church.

The ongoing implementation of Strategic Planning objectives requires the goodwill and understanding of its stakeholders. Knowing we have that we are confident and optimistic that in time we can substantially improve the support services and resources required to carry out and deliver the everyday mission of the Church.



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## COMMITTEE MEMBERS

Vince Withers -Chairperson

Rex Anthony

Stephanie Colford

Sister Elizabeth Davis

Genevieve Dawson

Gerry Duggan

Father Paul Lundrigan

Father Francis Puddister

Blair Trainor

Anne Walsh



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## CORE VALUES

Core Values are key beliefs and fundamental principles that are non-negotiable for the Church. All related activities must reflect and be consistent with its core values.

### Leadership, Inspiration and Positive Change

- An organization with the willingness to lead, including the creative elements to inspire, and the will to foster and encourage social justice and environmental changes.

### Motivation

- To celebrate success, recognizing and rewarding the achievements of individuals and groups.

### Empowerment

- To empower our employees and stakeholders to take the initiative and responsibility to do what is expected of them.

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# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## **Accountability**

- To accept responsibilities for our actions and support our decisions through experience and good judgements.

## **Teamwork and Balance**

- To support each other's efforts, loyal to each other, and to help stakeholders strike a healthy life balance.

## **Integrity and Respect**

- To act with honesty and integrity, promoting a culture of respect and sensitivity while recognizing the need for diversity.

## **Communications**

- To develop, promote, and commit to a culture of open communications and the sharing of people's opinions and views.

## **Financial Sustainability**

- To insure that sufficient resources are available to carry out the Church's Mission



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## THE RATIONALE FOR STRATEGY PLANNING REVIEW

- Significant shift of rural populations to more urban locations.
- Concentration of people in Northeast Avalon and more urban areas
- Improved transportation/communication systems
- Cost of Maintaining/retaining seldom used facilities
- Matching capacity with need now and in the future
- Population demographics dramatically changing – lower birthrates, older population.
- Declining participation in Church activities.
- Availability of human resources to carry out Church's mission
- The Catholic community expectation/anticipation for leadership renewal.
- Current system built on historic model of past demographics.





# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## Some Planning Considerations

1. To review and assess overall parish structures and administrative support systems/ processes.
2. To determine what opportunistic changes/improvements are available to ensure continuity, efficiency, and consistency in church operations.
3. To oversee the development of a 2 year Strategic direction and Plan of Action, highlighting the shorter term and longer term best practices opportunities.
4. To provide oversight in prioritizing the approved goals of the organization based on reasonable timelines and available resources.
5. To oversee the development of a Financial Management Plan, including mandated internal and external control processes.
6. To provide ongoing advice and direction to Church leadership.
7. To facilitate periodic “leadership workshops”.
8. To monitor external/ internal influences/attitudes needed to determine pace and rate of the change process.



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## STRATEGIC PLANNING SCOPE

- ✓ Parish and Pastoral Renewal
- ✓ Archdiocese Challenges / Opportunities
  - ✓ Financial Sustainability
- ✓ Communications – Internal & External
- ✓ Human Resources Management
- ✓ Asset & Facilities Management
  - ✓ Leadership Focus
  - ✓ Governance Practices
  - ✓ Best Practices Review
- ✓ Community Outreach Programming



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## COMMUNICATIONS STRATEGY

The initial and shorter term communications strategy will focus on internal / stakeholders groups and consist of Let's Talk Roundtables.

- Archdiocesan Administrative Advisory Council February 2016
- Presentation to Presbyteral Group February 2016
- Archbishop's letter for Church Bulletins March 13, 2016
- Archdiocesan Staff March 2016
- Stakeholders/Partners Group April 2016
- Review and assess Parishioners Feedback Survey (MUN) April 2016
- Provide for Parishioners social media access to obtain feedback on planning ideas/suggestions May 2016
- Burin Peninsula – Deanery March/April 2016
- St. John's East – Deanery March/April 2016
- Placentia/SMB/Salmonier – Deanery March/April 2016
- St. John's West/South – Deanery March/April 2016
- St. John's Center – Deanery March/April 2016



# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

## STRATEGIC PLAN METHODOLOGY

The strategic planning process and assignment of Priority Ranking takes into consideration the following:

- A sense of urgency to firmly establish a committed, timely and inclusive planning process
- Recognition that some objectives & goals are currently under review by the Church's Advisory Committees/Staff
- That timelines have to reflect a reasonable and inclusive communications effort
- That the human resources needed to implement strategy to be balanced with that of the existing job responsibilities of staff/committees

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# ARCHDIOCESAN STRATEGIC PLANNING REVIEW

- That early successes are important to demonstrate commitment to planning process
- That the Strategic Planning Committee will be a permanent committee of the Archdiocese thereby assuring continuity of strategic plan activities.
- That a willingness exists to embrace renewal and transformation at leadership levels in the Diocese
- That pastoral restructuring can only be justified to the degree that it is a way of better responding to the mission of the Church