Vision, Mission & Strategic Plans

for

Our Lady of Perpetual Help Church Sherwood Park, Alberta

January 2018

Maureen Landry
Leta Shannon
Halina Solkowski
Robert Gaudet
Raylene Yuzyk
Father Jim Corrigan

OLPH Vision

OLPH is a nurturing, inclusive, welcoming and faith-filled Roman Catholic community of disciples who live for God's glory.

The Great Commission - Matthew 28:19-20

"<u>Go</u> therefore and <u>make disciples</u> of all nations, <u>baptizing</u> them in the name of the Father and of the Son and of the Holy Spirit, and <u>teaching</u> them to obey everything that I have commanded you...."

<u>Currently at OLPH:</u> Baptize – Sacraments, Liturgy, etc.

Teach – Catholic Schools, Alpha, etc. **Go** – Refugees, SSVP, Bissel Centre, etc.

Make Disciples - ??

Opportunity: Make Disciples

Reference – Divine Renovation, Fr. James Mallon pp.20-25

OLPH Mission

Our Lady of Perpetual Help Parish

A Roman Catholic Christian Community

Key Messages

OLPH is a nurturing, inclusive and welcoming faith-filled Roman Catholic Community

The New Vision and Strategic Plans see us reaching out to all God's children, inviting them to fully live out their baptismal promises.

OLPH is a Faith-filled Roman Catholic COMMUNITY

The many gifted parishioners of OLPH who are actively "listening to the Word of God and practicing it"₁ will be instrumental in sharing the Good News.

A community of disciples who live for God's glory help all to understand and embrace their faith and to transform their lives as disciples of Jesus Christ.

The new Vision and Strategic Plans will allow God's grace to transform us into true disciples of Jesus Christ by working together diligently to increase the "fully conscious, and active participation"₂ of our Catholic community in the practice of their faith in their daily lives so "that they may all be one"₃.

Case for Change

The current reality is that active church participation is dwindling, and our Church population is aging. Society is moving away from the practice of faith. As a Catholic community, we have a responsibility to commit ourselves to cope with these challenges. To live out our baptismal call, "**listening to the Word of God and practicing it**", we must reach out to all God's children, walking with them, understanding and embracing our faith together.

This new Vision and Strategic Plans will allow God's grace to transform us into true disciples of Jesus Christ.

What's in it for me?

- This is our GPS for life.
- This is our invitation to be good stewards of our God given gifts.
- It is in giving that we receive.

We are working together diligently to increase the "fully conscious, and active participation"₂ of our Catholic community in the practice of their faith in their daily lives so "that they may all be one"₃.

As we engage in this journey together, God's grace and our cooperation with His Grace will accomplish His loving plans for us.

Our eternal destiny is to be with God forever, in Heaven.

ACTS 2, 42-47 NRSV

"42 They devoted themselves to the apostles' teaching and fellowship, to the breaking of the bread and the prayers."

The current reality is that active church participation is dwindling, and our Church population is aging. Society is moving away from the practice of faith. As a Catholic community, we have a responsibility to commit ourselves to cope with these challenges. To live out our baptismal call, "listening to the Word of God and practicing it", we must reach out to all God's children, walking with them, understanding and embracing our faith together.

This new Vision and Strategic Plans will allow God's grace to transform us into true disciples of Jesus Christ.

"43 Awe came upon everyone, because many wonders and signs were being done by the apostles."

What's in it for me?

- This is our GPS for life.
- This is our invitation to be good stewards of our God given gifts.
- It is in giving that we receive.

"44 All who believed were together and had all things in common;"

We are working together diligently to increase the "fully conscious, and active participation"₂ of our Catholic community in the practice of their faith in their daily lives so "that they may all be one"₃.

"46 Day by day, as they spent much time together in the temple, they broke bread at home and ate their food with glad and generous hearts, 47 praising God and having the goodwill of all the people. And day by day the Lord added to their number those who were being saved."

As we engage in this journey together, God's grace and our cooperation with His Grace will accomplish His loving plans for us.

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Strategic Plans – areas of opportunity from PPC Retreat:

- Evangelization/faith formation
- Outreach
- Prayer
- Worship
- · Participate in the sacraments
- Match people who have needs with those who want to contribute e.g. lunch café and/or day care
- Research what other churches are doing to attract and keep youth involved
- Formation courses and information sessions

STRATEGY AREAS THAT WERE CONSIDERED: [From published work in other parishes in North America]

Leadership

Communication

Staff and Human Resources

Evangelization

Education

Facilities

Worship

Parish Community Support

Justice and Peace

Discipleship

Fellowship

Youth

Parish/School Community

Faith Formation & Outreach Ministries

Parish Life

Parish Financials

Liturgy/Sacraments/Prayer

Pastoral Care

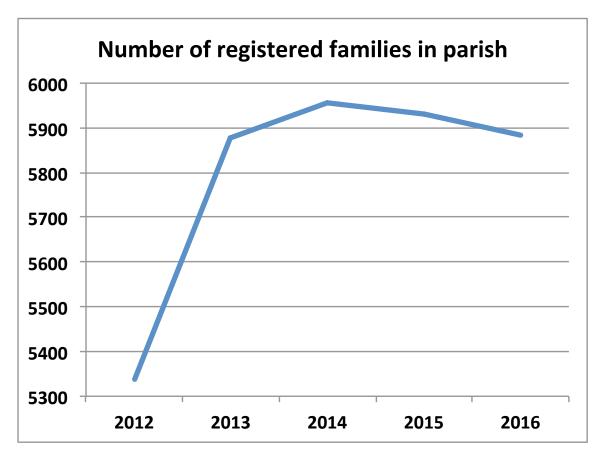
Welcoming

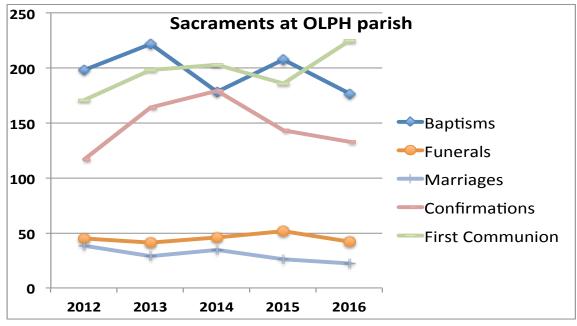
Small Christian Communities

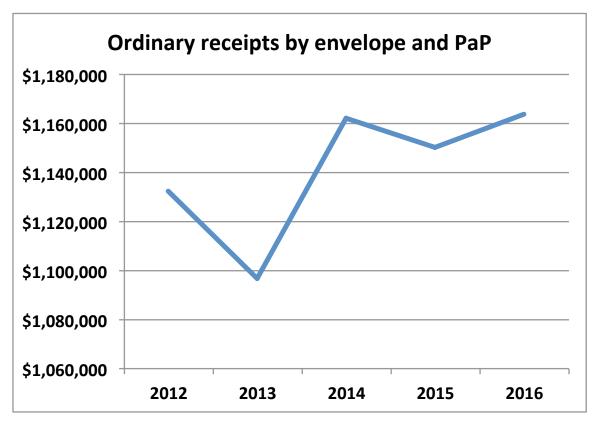
Hospitality & Social Ministries

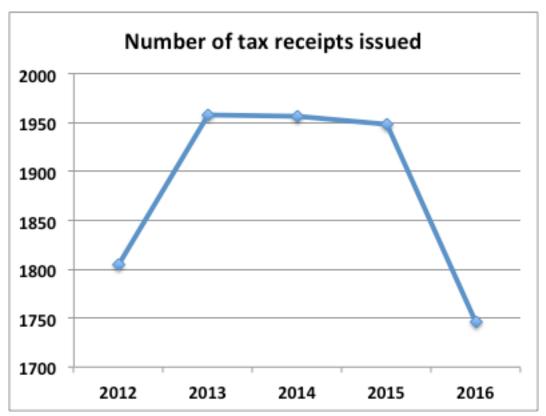
Stewardship – Time, Talent, Treasure

DEMOGRAPHIC DATA – TO ASSIST IN SWOT ANALYSIS [Analysis of OLPH Strengths, Weaknesses, Opportunities and Threats]:









SWOT Analysis for OLPH Parish:

A SWOT analysis is a basic, straightforward model that provides direction and serves as a basis for the development of a strategic plan. It accomplishes this by assessing a parish's strengths (what a parish can do), weaknesses (what a parish cannot do), opportunities (potential favorable conditions for a parish) and threats (potential unfavorable conditions for a parish).

S (Strengths)	W (Weaknesses)
 Liturgy Priests (Stability, Engaging, Experience) Dedicated/passionate/engaged parishioners Dedicated/passionate staff Multiple Ministries with diverse talents Catholic school system offers a place to reach our youth Chaplains are in all schools Clergy committed to visiting schools on a weekly basis 	 % of engaged parishioners % of contributing parishioners Lack of compassion Welcoming – lack of Cultural acceptance No plan Disconnected parish groups Faith formation Current youth engagement Unchurched youth Failure of families to make faith a priority
O (Opportunities)	T (Threats)
 Filipino/Latino community Area affluence Engaging more Catholics in area Outreach Evangelization Faith Formation Ministry Integration Engage more parishioners Communication School sports-using ABJ Football as a model, incorporate Chapel and prayer into sport activities Work in cooperation with EICS Schools Use sacramental preparation as a way of reaching out to youth 	 Moral complacency Un-engaged society # of un-engaged Catholics "Siloing" of existing ministries Communication Small core of volunteers General apathy Economy Physical Assets [roof, parking lot, aging facility] Distractions of our society-electronic and moral Breakdown of the family Current economic climate

DRAFT Strategic Plans

[These are 3 to 5 Year Plans, reviewed annually]

Our Lady of Perpetual Help Parish Strategic Plans:

- Outline all strategy areas with defined goals that are supported by action plans/tasks.
- Will guide our Parish through the next 3 to 5 years
- Are the product of extensive analysis, discernment, and discussion
- Were developed based on the unique characteristics of OLPH and our extraordinary parishioners
- Will be used as a tool to help our Parish community continue to thrive and grow

Each strategy area will need to have a liaison on the PPC or staff who is responsible for ensuring steady progress toward the defined goals, and who will work with existing and new committees to implement the various plans.

The success of the Strategic Plans will depend on the participation of many parishioners! There are and will be many opportunities for involvement.

OLPH Vision Elements

These are the chosen key areas of focus for Strategic Plans based on identified weaknesses and threats from the SWOT analysis done for OLPH:

- 1.0 Parishioner Engagement Plans to address the low level of parishioner involvement in activities beyond weekend masses and the low level of registered parishioner participation at weekend masses.
- **2.0 Youth Engagement Plans** to address the outreach, evangelization and formation of youth (ages 3-18) who are part of the OLPH community as well as young adults (ages 18 35).
- **3.0 Evangelization and Outreach Plans** to address the required evangelization, formation and outreach of our parishioners in order to create disciples of Christ.
- **4.0 Ministries Plans** to address the siloing nature of how our ministries function and in some cases compete for resources and for involvement of parishioners too.
- 5.0 Community Plans to address the low level of visibility that we have in our local community, to drive a greater level of involvement with the marginalized and suffering in our own backyard and to reach out to non-practicing Catholics to welcome them back to their faith.
- **6.0 Leadership Plans** to address the needs for greater amount of oversight, coordination and leadership in order to be able to drive our parish to the new Vision.
- **7.0 Financial Plans** to address low number of contributing families, economic reality of current times as well as foreseen and unforeseen expenses increasing with the aging physical assets.
- **8.0 Infrastructure Plans** to address the fact that we have an aging facility that tends to be both underutilized at some times as well as over-booked at other times.

For each of these Vision elements, we will create at least one Strategic Plan to enable our Vision. These plans will be realized through the creation and implementation of key action items or tasks. Each Strategic Plan will have a number of these action items or tasks. These will be identified as we roll out the Vision, Mission, Vision Elements and Strategic Plans to our wider parish community, starting with Staff and Ministry leads and will continue with parishioner input through a consultation and review process.

DRAFT Strategic Plans

- **1.0 Parishioner Engagement Plans** to address the low level of parishioner involvement in activities beyond weekend masses and the low level of registered parishioner participation at weekend masses.
 - 1.1 By 2022, over 50% of our parishioners will be involved in social Church activities beyond attending mass [soup & bread, potlucks, shrove pancake supper, parish picnic, Valentine Dance, SSVP, Clothing Nook, JETS, etc.]
 - 1.2 By 2022, over 50% of our registered parishioners will be attending Masses every weekend.
 - 1.3 By 2022, we will have increased our registered parishioners by 20%.
- **2.0 Youth Engagement Plans** to address the outreach, evangelization and formation of youth (ages 3 18) who are part of the OLPH community and young adults (ages 18 35).
 - 2.1 By September 2018 a list and description of all youth centered activities currently running through OLPH Parish will be compiled and shared amongst the ministries and with the Parish as a whole. This should help to illuminate areas that are currently lacking.
 - 2.2 By September 2019 OLPH Parish will have a Youth Ministry Leader who will be qualified to create, promote and execute programs for our youth both at the Parish and school level.
 - 2.3 By September 2020 our Parish will be traveling to and participating in youth conferences and youth rallies. The intent of these youth activities is to groom youth to

- become junior youth leaders and youth leaders so that a succession plan can be successfully created.
- 2.4 By September 2021 a dedicated facility for youth will exist at OLPH Parish. This may include renovations to the lower level of the Parish or the addition of a portable to make this happen.
- **2.5** By September 2022 our parish will have over 40% of youth attending Mass and involved in liturgical ministries.
- **3.0 Evangelization and Outreach Plans** to address the required evangelization, formation and outreach of our parishioners in order to create disciples of Christ.
 - 3.1 By February 2018, over 1000 of our parishioners will have subscribed to FORMED and will be utilizing this resource for Catholic formation, education and entertainment.
 - 3.2 By 2018, our parish will have a comprehensive plan in place for all sacraments that provides a greater amount of parishioner involvement and formation. This will assist us in maintaining parishioner involvement in parish activities beyond baptism, first communion, confirmation or marriage.
 - 3.3 By 2019, our parish will have a plan in place for theological formation of parishioners in order to provide more trained resources for faith formation programs.
 - 3.4 By 2022, over 50% of our parishioners will have participated in at least 3 evangelization and outreach initiatives in our parish.
 - 3.5 By 2022, our parish will have exposed over 1000 parishioners to Alpha through active participation and volunteering.
- **4.0 Ministries Plans** to address the siloing nature of how our ministries function and in some cases compete for resources and for involvement of parishioners too.
 - 4.1 By 2018, OLPH will have a cross functional ministerial team established to ensure that all parish ministries work together to serve our diverse parish.
 - 4.2 By 2022, all parish ministries will have increased

- membership by 15%.
- 4.3 By 2022, 50% of all parish ministries will have Christcentered trained leaders in place leading the various ministries.
- 4.4 By 2020, an annual parish ministry enrollment event coinciding with Stewardship will be firmly established to continue to inform, recruit and mobilize parishioners to join existing and new parish ministries.
- **5.0 Community Plans** to address the low level of visibility that we have in our local community, to drive a greater level of involvement with the marginalized and suffering in our own backyard and to reach out to non-practicing Catholics to welcome them back to their faith.
 - 5.1 By 2018, establish an OLPH Community Connections team to drive parish/community integration.
 - 5.2 By 2020, OLPH will be known in Sherwood Park and Strathcona County for the delivery of parishioner services to those less fortunate in our community.
 - 5.3 By 2022, OLPH will be well known as not only the "local Catholic parish", but as a strong voice for the marginalized and the suffering.
 - 5.4 By 2022, over 20% of our registered parishioners will be involved in service to our local community.
 - 5.5 By 2020, the OLPH Community Connections team will be actively drawing non-practicing Catholics from our local community back to their faith.
- **6.0 Leadership Plans** to address the needs for greater amount of oversight, coordination and leadership in order to be able to drive our parish to the new Vision.
 - 6.1 By the end of first quarter 2018, all Strategic Plans will have an owner identified who will champion the execution of plans and action items/tasks.
 - 6.2 By 2018, parish staff succession planning processes will be in place to ensure an on-going adequate supply of well-trained staff to provide the support and resources required for us to achieve our Vision, given the ambitious plans we have in place.
 - 6.3 By 2018, our PPC team will evolve into a Parish Leadership

Team that will serve to drive the implementation of our new Vision.

- 6.4 By 2018, all Strategic Plans and supporting action items/tasks will be reviewed quarterly [Quarterly Strategic Plan Reviews] to identify areas requiring addition attention and resources.
- 6.5 By 2022, all ministry leaders will have received Christcentric leadership training to better lead their ministries.
- **7.0 Financial Plans** to address low number of contributing families, economic reality of current times as well as foreseen and unforeseen expenses increasing with the aging physical assets.
 - **7.1** By 2019, average contributions by registered parishioners will be increased by 10%.
 - **7.2** By 2019, parishioners will understand the real costs associated with holding weekend masses, etc.
 - **7.3** By 2022, average contributions by registered parishioners will have increased by 25%.
 - **7.4** By 2022, all parishioners will have had the opportunity to attend a financial planning and giving workshop to understand parish needs and to prayerfully consider their level of planned contribution.
 - **7.5** By 2022, 50% of all registered parishioners will be signed up for PAD [pre-authorized deposit].
- **8.0 Infrastructure Plans** to address the fact that we have an aging facility that tends to be both underutilized at some times as well as over-booked at other times.
 - 8.1 By 2019, OLPH will establish an infrastructure team to assess, manage and maintain the long-term viability of parish facilities and optimized utilization of our gathering spaces.

These plans, action items and tasks all need to be **SMART** – **Specific**, **Measurable**, **Actionable**, **Realistic** and **Trackable**.

Our Lady of Perpetual Help Strategic Planning 2016 - 2017

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Our Lady of Perpetual Help Parish A Roman Catholic Christian Community

1.0 Parishioners	2.0 Youth	3.0 Evangelization & Outreach	4.0 Ministries	5.0 Community	6.0 Leadership	7.0 Financial	8.0 Infrastructure
1.1 By 2022, over 50% of our parishioners will be involved in social Church activities beyond attending mass [soup & bread, potlucks, shrove pancake supper, parish picnic, Valentine Dance, SSVP, Clothing Nook, JETS, etc.]	2.1 By September 2018 a list and description of all youth centered activities currently running through OLPH Parish will be compiled and shared amongst the ministries and with the Parish as a whole. This should help to illuminate areas that are currently lacking.	3.1 By February 2018,	4.1 By 2018, OLPH will have a cross functional ministerial team established to ensure that all parish ministries work together to serve our diverse parish.	5.1 By 2018, establish an OLPH Community Connections team to drive parish/community integration.	6.1 By the end of Q1 2018, all Strategic Plans will have an owner identified who will champion the execution of plans and action items/tasks.	7.1 By 2019, average contributions by registered parishioners will be increased by 10%.	8.1 By 2019, OLPH will establish an infrastructure team to assess, manage and maintain the long-term viability of parish facilities and optimized utilization of our gathering spaces.
1.2 By 2022, over 50% of our registered parishioners will be attending masses every weekend.	2.2 By September 2019 OLPH Parish will have a Youth Ministry Leader who will be qualified to create, promote and execute programs for our youth both at the Parish and school level.		4.2 By 2022, all parish ministries will have increased membership by 15%.	known in Sherwood Park and Strathcona County	6.2 By 2018, parish staff succession planning processes will be in place to ensure an on-going adequate supply of well-trained staff to provide the support and resources required for us to achieve our Vision, given the ambitious plans we have in place.	7.2 By 2019, parishioners will understand the real costs associated with holding weekend masses, etc.	

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1.3 By 2022, we will have increased our registered parishioners by 20%.	2.3 By September 2020 our Parish will be traveling to and participating in youth conferences and youth rallies. the intent of these youth activities is to groom youth to become junior youth leaders and youth leaders so that a succession plan can be successfully created.	3.3 By 2019, our parish will have a plan in place for theological formation of parishioners in order to provide more trained resources for faith formation programs.	4.3 By 2022, 50% of all parish ministries will have Christ-centered trained leaders in place leading the various ministries.	5.3 By 2022, OLPH will be well known as not only the "local Catholic parish", but as a strong voice for the marginalized and the suffering.	team will evolve into a Parish Leadership Team that will serve to drive	7.3 By 2022, average contributions by registered parishioners will have increased by 25%.	
	2.4 By September 2021 a dedicated facility for youth will exist at OLPH Parish. This may include renovations to the lower level of the Parish or the addition of a portable to make this happen.	3.4 By 2022, our parish will have exposed over 1000 parishioners to Alpha through active participation and volunteering.	4.4 By 2020, an annual parish ministry enrollment event coinciding with Stewardship will be firmly established to continue to inform, recruit and mobilize parishioners to join existing and new parish ministries.	5.4 By 2022, over 20% of our registered parishioners will be involved in service to our local community.	6.4 By 2018, all Strategic Plans and supporting action items/tasks will be reviewed quarterly [Quarterly Strategic Plan Reviews] to identify areas requiring addition attention and resources.	7.4 By 2022, all parishioners will have had the opportunity to attend a financial planning and giving workshop to understand parish needs and to prayerfully consider their level of planned contribution.	
	2.5 By September 2022 our parish will have over 40% of youth attending Mass and involved in liturgical ministries.	3.5 By 2022, over 50% of our parishioners will have participated in at least 3 evangelization and outreach initiatives in our parish.		5.5 By 2020, the OLPH Community Connections team will be actively drawing non-practicing Catholics from our local community back to their faith.	6.5 By 2022, all ministry leaders will have received Christ-centric leadership training to better lead their ministries.	7.5 By 2022, 50% of all registered parishioners will be signed up for PAD [pre-authorized deposit].	

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3.0 Evangelization & Outreach	Action Plans
Outreach 3.1 By February 2018, over 1000 of our parishioners will have subscribed to FORMED and will be utilizing this resource for Catholic formation, education and entertainment.	3.1.1. Postcard: Full-color, 2-sided, 5x7 postcard that provides basic information on FORMED and simple instructions on how to register. Postcards will be always available in the foyer. Other strategies include: * Handout at Soup & Bread dinners, potlucks, all GiFT events, etc. * Handout to people leaving Easter Sunday Masses as a "Free GiFT" from the parish (if the parish renews its subscription next year, this strategy could also be used after all Christmas Masses). * Share with members of the Strathcona ecumenical ministry group (I don't know the actual name). 3.1.2. Pulpit Pitch: A GiFT committee member offers a brief (2-3) minute pitch for FORMED after Communion – preferably at all Palm Sunday or Easter Sunday Masses. FORMED has provided a script that can be adapted to our needs (Attachment A). Encourage our pastors to mention FORMED during their homilies throughout the year. 3.1.3. Banner(s): Portable, pull-up vertical banner and stand that can be used for displays. Could also have horizontal banner(s) for inside the foyer and/or outside above the front doors. 3.1.4. Projection Slide: Launch/promotional slide to be shown before Mass during all weekend Masses following Easter Sunday (for 4 weeks). 3.1.5. Parish Website: Embed a FORMED link on the parish website that will send parish users to the FORMED website, with the parish code pre-populated. From there, parishioners will just need to complete a simple registration process for immediate access to FORMED. 3.1.6. Weekly Bulletin Ad: Create a regular half-page notice for the bulletin that provides suggestions for using FORMED resources, from the monthly calendar provided by FORMED (e.g. Saint days/movies) and other relevant content (e.g. preparing for Mass with the weekly Opening the Word). 3.1.7. Monthly Parish Connection Ad: Create a regular notice for the Parish Connection newsletter that promotes FORMED and provides suggestions for using different resources. 3.1.8. Email: Create an ePostcard that can be sent to EICS RE Consultant to send to all sta
	3.1.10. Sherwood Park News: Could consider running a newspaper ad to promote FORMED as a free gift for the whole community. This would, of course, come with a cost! But might enable us to reach Catholics and others who we cannot reach through traditional (i.e. in-house) channels.

OLPH Vision Implementation - Next Steps - PPC Update Jan 10/18

- 1. Start to roll "teasers" on A/V screens prior to masses Jan 6/7, 2018.
 - a. First weekend masses, examples: "IT'S COMING January 27/28" and "DON'T MISS IT be here Jan 27/28!" Video messages from Father Jim the weekends of Jan 13/14 and Jan 20/21.
- 2. Ministry leads and Office Staff they get the first look at the new Strategic Plans and Vision Jan 18 and Jan 20, 2018.
 - a. Ministry leads selected by Father Jim and Raylene done
 - b. Communicate to them the need to attend a rollout meeting and to be the drivers/leaders for this large change initiative at OLPH Raylene
 - c. Hold roll-out meetings on Jan 18th evening and Jan 20th afternoon Vision Team, Father Raj and Father Joe.
- 3. Assemble Communications Team to review key messages and to ensure that all suitable communications channels available are used to their full capabilities for this roll-out. Team has started to generate Communication Messages and provide valuable advice on parishioner consultation. Done
- 4. Continue to drop messages via A/V screen and special Pastor Note via bulletin insert Jan 13/14, 2018 and Jan 20/21, 2018
 - a. Communication team to create a one page insert for the bulletin the weekend of Jan 20/21 explaining what will happen on Jan 27 & 28 and Feb 3 & 4.
- 5. Full launch with parishioner feedback portion in Church foyer after all weekend masses Jan 27/28, 2018 & Feb 3/4, 2018
 - a. Robert to purchase supplies five large paper boxes, glue, post-its, etc.
 - b. Leta to print out all materials to populate boxes Robert to advise sizes.
 - c. Robert to design and Office Staff to print out a handout pamphlet to hand out to all parishioners.
 - d. Robert and team to assemble large boxes prior to weekend of Jan 27/28 Vision Team to meet January 24^{th} or January 25^{th} evening to put this together.
 - e. Robert to meet with Fathers Joe and Raj to review "green version" prior to Jan 27/28 weekend. done
 - f. All parish priests, Vision Team members and PPC Members required after <u>all</u> masses the weekend of Jan 27/28 and Feb 3/4 to assist in data collection with parishioners [handing out post-its and pens, answering questions, etc.]

- g. Ministries to be responsible for refreshments at all masses weekend of Jan 27/28 and Feb 3/4 can PPC do the refreshments at 10:30 masses on both weekends? Lead by example?
- h. Everyone helping with the roll-out on both weekends will be provided with a Hawaiian Lei to wear, easily identifying themselves to parishioners as being part of our team includes Vision Team, Communications Team, PPC Members, Ministry Leads and some EICS students.
- 6. Small group feedback after all daily masses, week of Jan 29 to Feb 2, 2018
 - a. Robert and team members that are available will work after all daily masses to gather group feedback the week of Jan 29 to Feb 2, morning and evening masses.
 - b. Vision Team to compile data collected, make changes to "green version" as necessary and gather names of interested parishioners for the Vision Implementation Team.
- 7. Targeted Focus Groups Feb 2 to 16, 2018
 - a. Raylene to work with Robert to identify 5 targeted Focus groups of 25 to 40 parishioners for 5 Focus group evenings before Feb 16.
 - b. Vision Team members and parish priests to be available at these 5 Focus groups to assist with collection of input and answering questions.
 - c. Gather names of interested parishioners for the Vision Implementation Team.
 - d. Communicate through bulletin/short video the next steps Father Jim
- 8. Creation of Vision Implementation Team Feb 26, 2018
 - a. Based on input gathered, Robert and Father Jim will work with the Vision Team to name the Vision Implementation Team and to ensure that it is chartered adequately.
 - b. Communicate through the bulletin/short video the named Vision Implementation Team – Father Jim.
 - c. Vision Implementation Team will receive training on their roles, the work involved and the methodology they will follow to drive the full Vision implementation at OLPH. Robert will organize and deliver, with help from Father Jim and the team.
- 9. Continue with regular feedback to PPC from Vision Implementation Team [quarterly]
 - a. Provided by Robert to PPC on a quarterly basis.
 - b. Look to provide similar feedback to parishioners through bulletin and/or A/V system video clips to come from Father Jim.