

## **Possible Scenarios for the Future Configuration of 2002 Planning Groups**

*The following are a set of scenarios for the 2002 planning groups. It is important to understand that these are not specific plans for the future development of these planning groups, their parishes, and faith communities. Those plans will be developed by the leadership of parishes and faith communities in each planning group and affirmed by Bishop Clark as part of the ongoing five-year pastoral planning cycles. These scenarios are designed to present possible ways that particular planning groups might consider structuring themselves over the next ten years, given what is known about current ministerial opportunities and challenges facing their communities and the projected number of priests available to the planning group through 2013. Although these scenarios are pictures of what particular planning groups might choose to look like in 2013, they might agree on an entirely different arrangement or a combination of the two or three scenarios below.*

### **City East**

#### **Projected number of priests: 2 or 3 for 2003-2013**

##### **Scenario one:**

The parishes of Annunciation, St. Andrew, and St. Philip Neri have merged and determined which one of the three church sites best suits their ministerial needs. The other two churches are used for funerals, weddings, and possibly daily Masses until buyers can be found. St. Stanislaus continues to be pastored by a Polish extern priest. Because an extern Lithuanian-speaking priest is no longer available for assignment to St. George, this parish has been closed. However, the community continues to gather regularly at one of the two remaining churches for prayer and fellowship as well as to share their cultural heritage with the younger generation. The two remaining parishes share a Director of Religious Education who facilitates one process for the Rite of Christian Initiation of Adults, a children's religious education program, a comprehensive sacramental preparation, and adult faith formation. A shared youth ministry coordinator has developed a comprehensive youth ministry serving and involving youth from the two parishes. Each parish has developed a partnership with a suburban parish so that resources can be shared and an appreciation of each other's gifts developed.

##### **Scenario two:**

St. Andrew and St. Philip Neri have merged and chosen to close some facilities. The new parish is led by a pastor or a pastoral administrator. The Church of the Annunciation has closed and its parishioners have chosen to join the community at St. Stanislaus. Both St. Stanislaus and St. George are led by extern pastors. The pastor of St. George and a pastoral associate paid by the three communities coordinate a shared City East evangelization ministry throughout the local communities. Three neighborhood homes and one storefront have been purchased and now house such

outreach and ministry efforts as a food cupboard, a parent education and support center, health services for the elderly, and bible study groups.

**Scenario three:**

St. George Church has closed because no Lithuanian-speaking extern priest was available for assignment. The other four parishes have merged into one and determined which two of the four churches will be kept. This new parish is led by a priest pastor or a pastoral administrator. The pastor (or the pastoral administrator and sacramental minister) are fluent in Spanish. A Polish extern priest serves as parochial vicar and presides at the parish's Polish Mass. An effort is made to share and celebrate the Italian, Polish, and other heritages of parishioners while welcoming new Latino members.

***Flower City Park/Lexington  
Projected number of priests: 2 through 2013***

**Scenario one:**

The parishes of Holy Rosary and Most Precious Blood are consolidated into Sacred Heart Cathedral. The new parish benefits from the presence and participation of the previous Most Precious Blood and Holy Rosary parishioners and staff who bring with them expertise and experience in neighborhood involvement as well as particular devotional celebrations which now enrich the life of the cathedral community. Sacred Heart becomes a model for other dioceses with cathedrals in urban areas. The congregation reflects the ethnic and racial diversity of northwestern Rochester. Liturgies are exemplary examples of multicultural prayer with a diversity of music styles, strong participation by the congregation, and excellent preaching. The high quality of the cathedral's worship and community life draws people from all over the Rochester area, particularly the young and those who have not been a part of a regular worshipping community. This faith community devotes its energy to working with local community organizations to be present in the local neighborhoods and to help stabilize them.

**Scenario two:**

Holy Rosary and Most Precious Blood consolidate into one parish and, over time, determine which facilities are needed for the ongoing mission of the church community. Sacred Heart Cathedral continues as a separate parish but the two parishes (Sacred Heart and "new name" parish) share one professional staff and consolidate all ministerial programs other than Sunday Masses. This change allows the two parishes to develop a staff of highly qualified, talented individuals and, for example, to conduct quality faith formation programs for adults, youth, and children. As the group of people living within the boundaries of these parishes becomes more diverse racially and more stressed socio-economically, the faith communities take on an institutional role in

stabilizing real estate and addressing the needs of the increasingly non-Catholic population.

***N. Steuben/S. Livingston/SW Ontario (Holy Family)***  
***Projected number of priests: 2 for 2003-2008, 1 for 2008-2013***

**Scenario one:**

Holy Family is now a cluster of three parishes under the guidance of a pastor or a pastoral administrator. Parishioners know that, within the next couple of years, the three parishes will move toward merging into one parish with three worship and ministry sites. The local communities have chosen to close one of the parishes although the church building of that community is still available for weddings, funerals, and other special liturgical celebrations. Each of the three remaining churches has one weekend Mass. The three parishes share a pastoral leader (a pastor or pastoral administrator) and a staff, an arrangement allowing for integrated, professional pastoral care for all people regardless of the parish to which they belong. A single pastoral council collaborates with the pastoral leader to vision and plan for the future of the cluster. The parish finance committees regularly meet together to plan and share resources so that the mission of the community can be carried out most effectively. The one Catholic elementary school remaining in the cluster provides a strong Catholic education to children of the three parishes as well as children from neighboring communities.

**Scenario two:**

Holy Family is now a consolidated parish with two worship and ministry sites located at St. Mary's and St. Joseph. Sacred Heart and St. Pius V parishes have been closed although the church buildings are still available for weddings, funerals, and other special liturgical celebrations. There are two weekend Masses at St. Mary's and one at St. Joseph. The new Holy Family parish, led by a pastor, has a staff including a pastoral associate, a catechetical leader, a youth minister, a financial administrator, and the school principal. The Holy Family Elementary School offers preschool and primary grades at both St. Mary's and St. Joseph, while intermediate grades are consolidated at St. Joseph. The pastoral council collaborates with the pastor to vision and plan for the future of Holy Family, while the finance committee—including members from the original four parishes—aids the pastor in the stewardship of parish financial resources. Collaboration continues with neighboring Catholic parishes, other churches, and Catholic Charities so that emerging and continuing needs are addressed and care available to the most vulnerable.

**North West Planning Group**  
**Projected number of priests: 5 for 2003-2008, 4 for 2008-2013**

**Scenario one:**

Nativity of the Blessed Virgin Mary now has responsibility for the campus ministry at SUNY Brockport as well as the migrant ministry shared with the Diocese of Buffalo. The Catholic campus minister is part of the staff of Nativity, while the coordinator of the migrant ministry attends and participates in parish staff meetings. Pastors or pastoral administrators lead Nativity, St. John, St. Elizabeth Ann Seton and St. Leo. The diocese has assigned full or part-time sacramental ministers to provide the sacramental ministry for whichever communities are led by pastoral administrators. The weekend Mass schedule has been arranged so that the four priests of the planning group can collaborate in meeting the needs of the various communities. There are three Masses in English and one in Spanish at Nativity, four at St. John's, and two each at St. Elizabeth Ann Seton and St. Leo. The priest serving St. Elizabeth Ann Seton presides at one weekend Mass at Nativity, and the priest assigned to St. Leo presides at one Mass at St. John. The leadership of the four communities regularly assess their facility needs, particularly for worship space, and propose changes as needed. The four parishes collaborate in an increasing number of ministries in order to strengthen the outreach to the larger community. A team of representatives from each parish works together with the migrant ministry to understand the needs of the migrant workers and to devise strategies to improve the ministry to and with them. College students and SUNY Brockport staff and faculty are integrated into this effort.

**Scenario two:**

The four parishes continue to exist in the same arrangement as that described in scenario one. The pastor or pastoral administrator of Nativity is fluent in Spanish and English and has experience in working with young adults. The weekend Mass schedule is the same as that above except that one of the English Masses at Nativity is scheduled for Sunday evening so that college students--particularly those who have been away for the weekend--and parishioners with weekend work schedules can attend. This Sunday evening Mass is designed to have particularly good preaching aimed at a younger congregation and music of varied styles played on a wide range of instruments. The dance and other artistic talents of students and faculty at SUNY Brockport are incorporated into the liturgy. Persons of all ages share the liturgical ministries. This particular Mass becomes a drawing place for young adults across the western side of Monroe County as well as neighboring communities to the west. The Sunday Spanish Mass is regularly presided over by the pastor of Nativity or its sacramental minister (if a pastoral administrator has been appointed), either of whom is capable of leading a vibrant Mass in Spanish. The other 11 Masses within the parishes of the North West (including the late Sunday Mass at Nativity) are served by all four priests rotating through all the communities. Parishioners comment that they enjoy the variety of presiding and preaching styles and feel this arrangement serves them well. They are also increasingly willing to attend Mass at another community since they know

parishioners of the other parishes rather well through many joint activities and ministries. A campus minister on the Nativity staff serves the students, faculty and staff at SUNY Brockport on a full-time basis. His or her ministry is supplemented by that of other staff members of the four parishes in such areas as social ministry, adult faith formation, and evangelization. The four parishes, including the campus ministry, share one process for the Rite of Christian Initiation of Adults, one ministry with, for and by young adults, one marriage enrichment effort, support groups for the bereaved and for those separated or divorced, and intergenerational activities for blended and single parent families.

### **Scenario three:**

St. Elizabeth Ann Seton and Nativity of the Blessed Virgin Mary are led by a priest pastor and share a parochial vicar. St. Leo and St. John the Evangelist have also clustered with a pastoral administrator leading them and a parochial vicar and a sacramental minister providing the sacramental ministry and some of the pastoral care of the communities. Each of these two clusters is moving toward becoming a merged parish with two worship sites. This arrangement has been chosen so that each cluster can share one pastoral staff and broaden its ministerial efforts. The permanent Latino community centered at Nativity has taken leadership in developing shared responsibility for the ministry with and to migrant workers. Several have gone through certification programs available through the Instituto at St. Bernard's School of Theology and Ministry. In addition to serving directly in the migrant community as catechists, they arrange opportunities for parishioners in all the North West parishes—from the youngest to the oldest—to interact with migrant parishioners and to assist in meeting their needs. They also teach conversational Spanish to all those interested and integrate an understanding of the culture of the Latino migrant workers into the curriculum for the two Catholic schools and the children's faith formation programs.

#### ***Pittsford-Mendon***

***Projected number of priests: three through 2013***

### **Scenario one:**

This planning group continues to experience modest growth although local planning restrictions have resulted in fewer but more affluent households than is true in other suburban and exurban areas of the diocese. A pastor leads one of the communities while the two remaining priests serve as full-time sacramental ministers supporting pastoral administrators leading the other two parishes. Because it is impossible to accommodate all parishioners within nine weekend Masses, the bishop appoints a team of retired priests to assist within the group. Each of the parishes establishes and maintains ongoing partnerships with parishes serving inner city residents or stressed rural populations. These partnerships include regular efforts to build relationships among parishioners and to funnel human resources to the more vulnerable community. The three parishes work together to surface and address issues in the Pittsford and Mendon communities from a Catholic faith perspective.

### **Scenario two:**

Because of modest growth in the area and crowded facilities, the Church of the Transfiguration decides to expand its worship space so that the worshipping community can gather at two Masses rather than four. St. Catherine of Siena devises a two-Mass weekend schedule to be closer to the ideal of an entire worshipping community gathered at one Sunday Eucharist. These changes allow the priests at St. Catherine and Transfiguration to rotate in presiding at one Mass each weekend at St. Louis which has exhausted all possibilities for facility expansion. The three parishes also share a weekday Mass schedule so that their three priests can regularly be available to communities within a 35-mile radius which otherwise would have no weekday Mass. Each parish develops a staff of sufficient size and expertise so that particular staff members (e.g. a pastoral associate, business manager, catechetical leader) can, at parish expense, spend one or more days per week in enhancing the ministry efforts of an inner city or vulnerable rural parish.

#### ***Tompkins***

***Projected number of priests: 4 for 2003-2008, 3 for 2008-2013***

### **Scenario one:**

The Tompkins pastoral planning group has decided to make fairly minor changes in the ways communities are structured and, instead, has emphasized expanding churches as warranted. Because the Diocese and the Cornell Catholic Community were able to recruit a priest for Cornell in a national search, there are actually four priests working in the Tompkins area. Somewhat reversing past history, St. Catherine of Siena and All Saints have merged but continue to maintain two worship and ministry sites. Church buildings have been adapted so that the priest serving this new parish (whether as pastor or sacramental minister) presides at one weekend Mass at the All Saints' church and two at the St. Catherine of Siena church. Holy Cross and St. Anthony have also merged into a new parish with two worship sites and three weekend Masses. Facilities have been expanded to accommodate this change. Both of these merged parishes maintain one staff providing leadership at both churches. Where possible, ministries such as children's religious education, sacramental preparation, adult faith formation, and social ministry, are offered at one site only. Because the priest assigned to Immaculate Conception presides at only two parish Masses on weekends, he is able to preside at one Mass at Ithaca College, whose campus ministry is led by a lay campus minister. A second Mass at Ithaca College is usually possible, because of the presence of extern priests studying at Cornell.

### **Scenario two:**

All Saints, Holy Cross, and St. Anthony have merged into a new parish, led by a pastor or pastoral administrator, with one worship site, probably at Holy Cross. The one shared staff, in conjunction with parish lay leaders, maintains an active presence and

ministry in each of the communities. St. Catherine is led by a pastoral administrator with an assigned full-time sacramental minister who presides at three weekend Masses and shares responsibilities for sacramental ministry at the hospital and other institutions with the two other priests of the Tompkins planning group. The pastor of Immaculate Conception, experienced in young adult and campus ministry, presides at one of the two parish weekend Masses while an extern priest studying at Cornell presides at the other. Immaculate Conception is also the site for a late Sunday morning and a Sunday evening Mass, designed with the lay campus ministers of Ithaca College and Cornell and aimed toward college students and other young adult Catholics. Dinners, discussions, and other activities are often scheduled in conjunction with these Masses for those who can participate. Graduate students and young faculty and staff new to the Ithaca area find this combination of parish/campus ministry particularly attractive. Lay or deacon campus ministers lead the campus ministries at Cornell University and Ithaca College with the pastor of Immaculate and one or more student extern priests presiding at a rotating schedule of weekday Masses at the two campuses and Immaculate.

### **Scenario three:**

Because the Diocese and the Cornell Catholic Community were able to recruit a priest for Cornell in a national search, there are actually four priests working in the Tompkins area. However, there are no weekend Masses at Cornell during the summer so that this priest can provide coverage at the other parishes, thus ensuring that all four priests receive time for vacation, retreat, and continuing education. All Saints, Holy Cross, St. Anthony, and St. Catherine have chosen to merge into one parish on multiple sites. The new parish has a shared staff although some members are assigned to ministry at a particular church. The staff and the parish pastoral council regularly look for ways to provide ministry more effectively by combining efforts as well as regularly assess the use of all parish facilities. The two priests of this new parish (pastor and parochial vicar or two sacramental ministers) preside at a total of six Masses each weekend. The priest assigned to Immaculate Conception presides at two weekend Masses there and one at Ithaca College. He also presides at weekday Masses and provides ministry within both communities.

### ***Western Livingston***

***Projected number of priests: 3 by 2003-2008; 2 by 2008-3013***

### **Scenario one:**

The five parishes are consolidated into three parishes. One (perhaps Holy Angels/St. Patrick) is served by a priest-pastor or a pastoral administrator/sacramental minister team. The other two parishes are clustered (perhaps a consolidated St. Mary/campus community and a consolidated St. Lucy/St. Thomas) and served by a priest-pastor or a pastoral administrator/sacramental minister team. There are three worship sites (perhaps Geneseo, Mt. Morris, and Retsof). The two priests live together in a residence separate from the three worship sites. A single staff serves the three parishes who together provide a mission-related presence in selected areas that do not have a worship site (perhaps Nunda and/or Leicester with appropriate facilities as needed).

Lay-led pastoral care in campus ministry, prison ministry, and social ministry—especially responsive to the Hispanic population needs (in collaboration with Catholic Charities)—is a model for the Diocese. Pastoral care at St Mary's church and with the campus faithful is integrated, built on common needs but with sensitivity to unique needs. An expanded St. Mary's (or a new facility) is the worship site for the campus faithful. Prison ministry is supported by lay ministers and/or deacons, and the two priests offer weekday Mass(es).

### **Scenario two:**

The five parishes are consolidated into two parishes (perhaps St. Lucy, St. Mary and the campus; and Holy Angels, St. Patrick, and St. Thomas) served by two priests—this could be two priest-pastors or two pastoral administrator/sacramental minister teams, or one of each. There are two worship sites (perhaps Geneseo and Mt. Morris). The two priests live together in a residence separate from the two worship sites. A single staff serves the two parishes who together provide a mission-related presence in selected areas that do not have a worship site (perhaps Nunda and/or Leicester with appropriate facilities as needed). Lay-led pastoral care in campus ministry, prison ministry, and social ministry—especially responsive to the Hispanic population needs (in collaboration with Catholic Charities)—is a model for the Diocese. Pastoral care at St Mary's church and with the campus faithful is integrated, built on common needs but with sensitivity to unique needs. An expanded St. Mary's (or a new facility) is the worship site for the campus faithful. Prison ministry is supported by lay ministers and/or deacons, and the two priests offer weekday Mass(es).

### **Scenario three:**

The five parishes are consolidated into a single parish served by two priests: a priest-pastor or pastoral administrator/sacramental minister team and a parochial vicar. There are two worship sites (perhaps Geneseo and Mt. Morris). The two priests live together in a residence separate from the two worship sites. The parish provides a mission-related presence in selected areas that do not have a worship site (perhaps Nunda and/or Leicester and/or Retsof with appropriate facilities as needed). Lay-led pastoral care in campus ministry, prison ministry, and social ministry—especially responsive to the Hispanic population needs (in collaboration with Catholic Charities)—is a model for the Diocese. Pastoral care at St Mary's church and with the campus faithful is integrated, built on common needs but with sensitivity to unique needs. An expanded St. Mary's (or a new facility) is the worship site for the campus faithful. Prison ministry is supported by lay ministers/deacons, and the two priests offer weekday Mass(es).

### *Start-from-Scratch Approach to Envisioning the Future*

#### ASSUMPTIONS

- This is 2002.
- You are part of a large group of faithful in the Western Livingston area.
- You have NO pastors, NO buildings.

- You will have two “pastoral units”\* available to serve the area in 2008-2013. (Chaplains will continue to be the primary pastoral leaders for the campus and prison ministries).

*\* A pastoral unit is either a priest-pastor or a pastoral administrator/sacramental minister team. The sacramental minister could be full time or part time.*

## **CHALLENGE**

- What is the best way that you—the faithful in Western Livingston—can carry out your mission as the Church in this area?
- How should you be configured?
- What infrastructure do you need--size of worship sites and where? Other buildings?

THEN ...

After visioning the ideal, how close can you reasonably come to this ideal given the infrastructure that already exists?

### ***Western Steuben Projected number of priests: 1 by 2003-2008***

#### **Scenario one:**

The four parishes consolidate into three parishes each with a Sunday worship site. There is one Sunday obligation Mass at each site. A single staff allows for integrated, professional pastoral care for all people regardless of the parish they attend. Led by the staff, committed volunteers provide model social ministry support for the economically depressed. The pastor acts as a theologian-chaplain for the trained volunteers who provide quality pastoral care for St. James hospital and the homebound sick. A single pastoral council collaborates with the pastor in visioning the future for the three parishes. The parish finance committees meet jointly to plan and share resources for optimum effectiveness. Still challenged by unpredictable enrollment and financial stress, St. Ann’s School remains in doubt.

#### **Scenario two:**

The four parishes consolidate into a single parish with two worship sites and three Sunday obligation Masses. During this process, it is determined which facilities are needed for the ongoing mission of the church. The larger staff, enabled by reduced facility expenses, provides professional pastoral care for all people regardless of the church they attend. Led by the staff, committed volunteers are a national model in rural ministry as they provide support for the economically depressed. The pastor acts as a theologian-chaplain for the trained volunteers who provide quality pastoral care for St. James hospital and the homebound sick. The pastoral council collaborates with the pastor in visioning the future for the parish. The parish finance committee plans

resources for optimum effectiveness. Still challenged by unpredictable enrollment and financial stress, St. Ann's School remains in doubt.

### **Scenario three:**

The four parishes consolidate into a single parish and a single Sunday worship site. There are three Sunday obligation Masses. During this process, it is determined which facilities are needed for the ongoing mission of the church. There is a chapel at Rexville for funeral and wedding use. The larger staff, enabled by reduced facility expenses, provides professional pastoral care for all parishioners. Led by the staff, committed volunteers are a national model in rural ministry as they provide support for the economically depressed. The pastor acts as a theologian-chaplain for the trained volunteers who provide quality pastoral care for St. James hospital and the homebound sick. The pastoral council collaborates with the pastor in visioning the future for the parish. The parish finance committee plans resources for optimum effectiveness. As the Catholic school supporting and supported by the entire area, St. Ann's School maintains its viability.

#### ***Western Wayne***

***Projected number of priests: 4 by 2003-2008; 3 by 2008-3013***

### **Scenario one:**

The five parishes/clusters form into three regional parishes, each with a single Sunday worship site: Ontario/Sodus/Sodus Point (at St. Mary, expanded); Macedon/Palmyra/Marion (in a new site near Gananda); Newark (at St. Michael, expanded). A chapel near the lake (Epiphany or St. Rose) offers a summer Sunday Mass in place of one of the other Masses. Each regional parish is served by a pastor or a pastoral administrator/sacramental minister combination and an integrated staff works with volunteers to provide professional pastoral care for all people in the region. Staff members collaborate with staff from the other two regions to optimize efficient and effective pastoral care for all people in the planning group area. The planning group wide social ministry program is a model for serving the economically disadvantaged. There is an especially strong collaborative arrangement with the area migrant ministry that sets the standard for the diocese. There are periodic joint meetings of the three pastoral councils to vision the future of the three parishes. St. Michael School provides an excellent education with fiscal integrity and just wages.

### **Scenario two:**

Four of the five parishes/clusters (St Mary/Epiphany/St. Rose/St Patrick/St Anne/St Gregory) form into a regional mega-parish with two Sunday worship sites. A pastor or pastoral administrator, who leads the parish, serves along with two (if a pastor) or three (if a pastoral administrator) other full time or part time priests. A chapel near the lake (Epiphany or St. Rose) offers a summer Sunday Mass in place of one of the other Masses. The fifth parish, St. Michael, Newark, leaves the planning group and

consolidates with St. Michael, Lyons. A single staff works with volunteers to provide professional pastoral care for all people in the region—especially the economically disadvantaged--through satellite ministry sites in the larger towns that do not have a Sunday worship site. There is an especially strong collaborative arrangement with the area migrant ministry that sets the standard for the diocese.