

# **PASTORAL PLANNING FOR A NEW MILLENNIUM**

## **Strategic Plan for The Our Lady of the Lakes Catholic Community of Yates, Ontario and Steuben Counties**

*St. Andrew's, St. Januarius, St. Mary's, St. Michael's, St. Patrick's, St. Theresa's,  
Keuka College Catholic Community and Hispanic Ministries*

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### **PREFACE**

In view of the changes happening within the Church, Bishop Clark has called the parishes of St. Andrew's, St. Januarius, St. Mary's, St. Michael's, St. Patrick's and St. Theresa's to plan together as a collaborative community to meet the needs of all of our members for the next five years. In the spirit of building a community, we recognized the need to create a group identity. We began this task by choosing to call ourselves the Our Lady of the Lakes Catholic Community acknowledging our location within the diocese.

Since July 1998, representatives from the participating faith communities have been meeting to consider the priority issues of each community and to explore areas of collaboration. Subsequent to the initial self-assessment by each parish, all work has been done collectively by the area-wide planning team and sub-teams. Our planning efforts, borne of necessity, have developed and blossomed with exciting possibilities under the guiding example of our Lord. While our geographic area is vast (see attached map), by working collaboratively we hope to grow to be a sharing Catholic community. Following is the team's recommended five-year strategic plan to make this a reality.

### **VISION**

As we value collaboration among the six Catholic parishes of Our Lady of the Lakes Catholic Community and with the inspiration of the Holy Spirit, we seek to integrate ecumenical cooperation in the

implementation of this pastoral plan. It is our intention that while our goal is to become a sharing Catholic community, each of the faith communities will retain their own identities.

## **KEY ASSUMPTIONS**

- While all parishes and Planning Groups face difficult challenges dealing with the long term increase in the number of Catholics and decrease in the number of priests, Our Lady of the Lakes Catholic Community faces additional issues: its large geographic size and the location of its faith communities, the seasonal influx of lake residents and college students, and the presence of a college campus and Hispanic community.
- Over the next five years, three full-time priests plus a priest who will say three weekend Masses during the summer will be assigned to Our Lady of the Lakes Catholic Community.
- No church in Our Lady of the Lakes Catholic Community will close during the next five years unless local circumstances and the best judgement of local parishes move in a different direction.
- Ministry to the Hispanic community will be done in collaboration with the Roman Catholic Community of Geneva.
- The increased development and use of lay leadership will be a crucial to the success of the plan.
- All parishes will to commit to participation in Our Lady of the Lakes Catholic Community for the next five years.

## **MAJOR ISSUES**

The major issues identified by the six parishes last summer are:

- I. Youth (defined as teens, middle and high school, grades 6+)
  - A. Outreach to this population
    1. Increase parish activity and involvement (particularly leadership, i.e. youth representation on parish council)
    2. Develop growth in faith
    3. Strengthen religious education program
- II. Quality of Worship
  - A. Involve culturally diverse elements in liturgy
  - B. Meet needs of college, Hispanic population
  - C. Allow liturgy to speak to different segments of community
  - D. Create welcoming atmosphere
- III. Young Families
  - A. Provide a sense of support and welcome
  - B. Create Catholic school opportunities for families especially single parent
  - C. Develop children's liturgy

- D. Increase family participation in leadership
  - E. Meet the need for educational programs to strengthen marriage/family
- IV. Young Adults (ages 18 to 35; without children; including college students)
- A. Find a way of “retaining” this age group in active church life (different solutions for college, community and migrant community)
  - B. Groom this population for leadership roles
- V. Social Ministries
- A. Continue Food Pantry for those in need
  - B. Meet needs of those affected by poverty, violence and socio-economic oppression
  - C. Follow consistent life ethic
  - D. Meet economic constraints of rural settings
  - E. Assist migrants in acclimating/adjusting to USA culture
- VI. Reduction in the Number of Priests
- A. Encourage parishioner participation in “priest support” roles to nurture and maintain priests’ wellness.
  - B. Develop lay leadership
- VII. Stewardship Programs
- A. Consider sacrificial giving
  - B. Increase number of participants in giving time, talent, treasure
  - C. Share responsibility to maintain or increase quality of parish life
- VIII. Former and Non-Active Catholics
- A. Expand outreach to this population in parishes, Keuka College, and migrant communities
  - B. Consider transportation issue for migrants, elderly and economically disadvantaged
- IX. Regional Catholic School
- A. Create regional identification with St. Michael’s School
  - B. Outreach to immigrant population
  - C. Market as a viable alternative for education

**STRATEGIC PLAN**

In response to the major issues above, the planning group recommends the following:

## **Configuration**

### **Organization of Priests**

The three priests will be assigned to the six parishes as a team with a designated leader. In order for this strategic plan to be successfully implemented, we feel strongly that there needs to be leadership at the top who believes in the plan and is willing to provide the direction and drive to make the plan happen. One priest must speak Spanish or have a willingness to learn the language.

Each priest will be assigned a specialty area (including but not necessarily limited to Youth, Social Ministry, Evangelization, etc.) Each priest will be assigned primary liaison responsibility for two parishes to allow the people of those parishes to relate to an individual priest. It is our recommendation that the Bishop and Priest Personnel Board assign priests keeping in mind the three priests' skills, experience and talents. With the increase in summer population in our area, we request that our “.1” priest take the form of a full-time priest for the summer months (Memorial Day through September 30<sup>th</sup>.) This priest would not be a summer pastor, but one who would say three Masses on the weekend.

### **Quality of Worship**

Our proposal is that the three full-time priests assigned to Our Lady of the Lakes Catholic Community rotate one weekend per month among the faith communities for Masses. The rotation of priests will provide diversity and enhance the quality of worship. This rotation also provides a vehicle for promoting unity within Our Lady of the Lakes. Our expectation of this plan is that the quality of worship will improve even though parishioners can expect occasionally communion services when a priest is not available. A vehicle to promote this improvement would be the formation of an Our Lady of the Lakes Liturgical Council (including representatives from each faith community), a sub-committee of the Community-Wide Council (see latter Community-Wide Council section.) The Liturgical Coordinator and Pastoral Associate will be members of this council. In addition, utilization of Diocesan resources for the training of all persons responsible for liturgies in Our Lady of the Lakes is a priority. We will collaborate to hold special services open to the entire Our Lady of the Lakes (i.e. Easter sunrise and other special celebrations.)

# MASS SCHEDULES

## Mass Schedule

### WINTER

#### Penn Yan: St. Michael's

- Saturday - 6:00 pm
- Sunday - 7:00 am
- Sunday - 9:00 am

#### Dundee: St. Andrew's

- Saturday - 4:30 pm

#### Naples: St. Januarius

- Saturday - 5:00 pm
- Sunday - 9:30 am

#### Prattsburgh: St. Patrick's

- Sunday - 11:30 am

#### Rushville: St. Mary's

- Sunday - 8:30 am

#### Stanley: St. Theresa's

- Sunday - 11:00 am

#### Keuka College:

#### Newman Community

- Sunday - 6:00 pm

#### Our Lady of Guadalupe (Spanish)

#### St. Francis DeSales

- Sunday - 1:30 pm

### SUMMER

#### Penn Yan: St. Michael's

- Saturday - 6:00 pm
- Sunday - 7:00 am
- Sunday - 9:00 am
- Sunday - 11:00 am

#### Dundee: St. Andrew's

- Saturday - 4:30 pm
- Sunday - 8:30 am

#### Naples: St. Januarius

- Saturday - 6:00 pm
- Sunday - 10:00 am

#### Prattsburgh: St. Patrick's

- Saturday - 4:00 pm
- Sunday - 11:30 am

#### Rushville: St. Mary's

- Sunday - 11:00 am

#### Stanley: St. Theresa's

- Sunday - 8:00 am

#### Keuka College:

#### Newman Community

No summer Mass

#### St. Francis DeSales

- Sunday - 1:30 pm

Reconciliation and weekday Masses to be determined

We request a full-time priest for the summer to say 3 Masses on the weekend because of the influx of summer people. This priest would not be a summer pastor, but one who would say 3 Masses on the weekend.

### **Expansion of the Use of Paid Lay Leadership**

In our attempt to be efficient and to relieve the priests of some administrative duties, we recommend the

following paid lay leadership be shared by Our Lady of the Lakes Catholic Community

1. Full-time Business Manager
2. Full-time Secretary
3. Part-time Bookkeeper
4. Part-time Secretary/Other Administrative Help
5. Full-time Coordinator of Family Ministries
6. Full-time Coordinator of Youth Ministries
7. Part-time Liturgical Coordinator
8. Part-time Hispanic Pastoral Associate (to be shared with Geneva)
9. Pastoral Associate

It is the intention of the Our Lady of the Lakes Catholic Community that each faith community would retain their own music minister, housekeeping and maintenance staffs. The above paid lay leadership would be the shared responsibility of Our Lady of the Lakes members. Once Our Lady of the Lakes members have met their financial obligation to fund these positions, individual faith communities may choose to hire additional staff. Current staff members of the faith communities are encouraged to apply for the above positions.

#### **Our Lady of the Lakes Catholic Community -Wide Council**

We recommend that the Our Lady of the Lakes Council be established to oversee the implementation and development of this plan. The council should consist of two members appointed by the parish councils of each faith community. The Council will operate with a consensus decision-making model. The Our Lady of the Lakes priests will be ex-officio members of the council.

#### **Capacity of Buildings and Recommended Utilization**

We propose that the pastoral and ministry support center be housed in the St. Januarius Rectory. Currently equipped as a business office, this facility would provide office space for all of the Our Lady of the Lakes Catholic Community paid lay leadership and priests with the exception of one part-time secretary who would be located at St. Michael's Rectory. St. Michael's Rectory is recommended as the primary residence for the priests. A priest who chooses to live alone can do so at the apartment of either St. Januarius or St. Theresa's. The Our Lady of the Lakes Council will investigate the possibility of selling or renting any under-utilized properties. In addition, the Council will investigate alternative locations for worship and other Our Lady of the Lakes activities (i.e. St. Mary's religious education space, Keuka College.)

#### **Pastoral Wellness**

The Our Lady of the Lakes Catholic Community encourages members to be aware and sensitive to the growing changes of both the ministerial priesthood and the priesthood of all the faithful through baptism. Both are urgently needed to give life to the Church. The future calls Our Lady of the Lakes members to recognize their unique call to ministry within the Church and the changing role of the ordained priest who serve our community. For over one hundred years, in each of our communities priests have served the many needs of our parish family.

Since the beginning of the Church, the role and ministry of the ordained priest has undergone change and will continue to do so as our pilgrim Church responds to contemporary issues and needs. In particular, responding to the new demands and the new roles of the ordained priest, we call on the faithful to continue to be supportive of any priest who ministers among us. With fewer numbers of priests to serve our local church it may become more difficult for those who do serve among us, to attend to their personal, spiritual and physical needs. However, we, as a community of faith, recognize and value that they are human and have human needs.

We expect that the priests who minister to our community take a scheduled day off weekly and use all earned vacation time. We encourage them to respond to their need for personal prayer and yearly retreat. We will support them when they participate in ongoing pastoral and educational renewal. We become a richer community not only by the one who cares for our pastoral and temporal needs but even more so by the one who does so after attending to his own needs.

Flowing from our own baptismal call and to demonstrating our support of the ordained priests who serve among us, we pledge to continue to respond to the many pastoral needs of all our members. We acknowledge each member's role and responsibility in strengthening the life of our faith community by responding to the pastoral and temporal needs of our parish. We strongly believe that we as a community of faith will be made stronger both by the presence of an ordained priest as well as by our commitment to the Church and our own response to our baptismal call.

#### **Hispanic Ministry**

We value the accessibility of a Spanish Mass to members of the Geneva and Penn Yan communities. In order to insure this access, planning with the Roman Catholic Community of Geneva is necessary.

#### **Keuka College**

We also value the presence and contributions of the college-age members of Our Lady of the Lakes Catholic Community. To best meet their unique needs, a Mass said on the college campus is most appropriate.

### **Collaborative Programming**

#### **Faith Formation for Youth, Families and Young Adults**

*A Coordinator of Youth Ministries* will be hired for Our Lady of the Lakes. This individual will be responsible for facilitating comprehensive youth ministry through planning, administration of program, developing a leadership system of youth and adult volunteers (including their recruitment, training and support) and advocating for youth in Our Lady of the Lakes.

*A Coordinator of Family Life Ministries* will be hired for Our Lady of the Lakes. This individual will be responsible for developing programs for life-long faith formation for families and building up of a partnership among youth, families and the greater Catholic community through inter-generation learning sessions and enrichment activities. This individual will work with existing religious education and faith formation committees or recruit people for these positions, whether paid or volunteer. In addition, *the Coordinator of Family Life Ministries* will be responsible for seeking out young adults to develop a program that will provide social, spiritual and social gospel outreach activities for young adults.

These individuals will be hired by and are responsible to the Our Lady of the Lakes pastor in consultation with the Community-Wide Council.

#### **Revitalization or Establishment of Social Ministries in Each Parish to Promote the Consistent Life Ethic Individually and Collectively**

We recommend that Our Lady of the Lakes utilize Catholic Charities to implement a Parish Social Ministry Training Program throughout the Our Lady of the Lakes community. Parishes that are interested

in establishing a Social Ministry Committee will network with parishes that have existing Social Ministry Committees. In addition, we recommend the continuation and expansion of existing ministries such as: outreach to the needy (food/clothing cupboards) and to the sick and shut-in; political activity to advocate for Christian social teachings and values; and funding and advocacy for the existing migrant ministry through the shared position of Hispanic Pastoral Associate.

### **Promotion and Marketing the Importance of a Catholic Education in Support of the Regional Catholic Schools**

We will invite Catholic schools to hold Catholic Schools Awareness nights in Our Lady of the Lakes faith communities. Parishes should cooperate with Catholic schools in the area through bulletin announcements, posters and other forms of publicity for the school and school activities.

### **Evangelization to Former and Non-Active Catholics**

We recommend the formation of a Our Lady of the Lakes Evangelization Council, a sub-committee of the Community-Wide Council, with the purpose of educating parish representatives in the reasons for the large number of Catholics no longer practicing their religion. Diocesan evangelization staff will provide information regarding successful methods of reaching out to and encouraging non-active Catholics and the unchurched to join the community. The Evangelization Council will meet regularly to discuss challenges and results.

## **IMPLEMENTATION**

The strategic planning committee understands that we have created a five-year plan that needs to be phased in. The time line is based on finances, the time and talents of parishioners and a continual evaluation of needs of the community. With those thoughts in mind the following implementation schedule is proposed.

### Planning Phase - Now thru June 30, 1999

- Proposal completion and submission to all parishes and faith communities of Our Lady of the Lakes and Bishop Clark
- No changes to existing staffing or financial considerations

### Phase One - July 1, 1999 thru June 30, 2000

- Three priests co-located in St. Michael's rectory
- Priests responsible for six parishes and two Catholic communities
- All other staffing and financial commitments unchanged from prior year except for one less priest. St. Michael's to pay for one priest's salary during sabbatical from July 1 thru December 31.
- All parishes to share ministries to Keuka College, Hispanics, Jail, Hospital
- Administrative staffs to remain intact but begin developing and planning toward common systems and procedures.
- Ministerial staff to remain as is but to assess requirements and priorities for Phase Two.
- Our Lady of the Lakes Council to meet regularly to assess requirements and priorities for Phase Two
- Our Lady of the Lakes Council reassess and update 5 year plan
- Hire one business administrative staff person by January 1, 2000



- Administrative staff to begin implementation of common systems and procedures.

Phase Two - July 1, 2000-June 30, 2001

- Priests to reassess living arrangements and relocate as they see fit
- Hire one ministerial staff person based on experience of Phase One (To be determined by the Council)
- Parishes to fund these positions by releasing redundant staff. Parish staff can reapply for Our Lady of the Lakes positions
- Office location to be determined by experience in Phase One
- Our Lady of the Lakes Council and staff reassess and update 5 year plan

Phase Three - July 1, 2001-June 30, 2002

- Set up common Our Lady of the Lakes office
- Parishes now free to sell or rent unused buildings
- Hire remaining administrative staff
- Hire second priority ministerial staff (To be determined by the Council)
- Our Lady of the Lakes Council and staff reassess and update 5 year plan

Phase Four - July 1, 2002 - June 30, 2003

- Hire third ministerial staff (To be determined by the Council)
- Our Lady of the Lakes Council and staff reassess and update 5 year plan

Phase Five - July 1, 2003 - June 30, 2004

- Hire final ministerial and administrative staff members (To be determined by the Council)
- Original plan should be fully implemented
- Our Lady of the Lakes Council and staff reassess and update 5 year plan

**FINANCE**

The planning team has called for the immediate formation of a Finance Council who will continue the work of the planning team's Finance Committee. Following this plan is the budget for the implementation of Phase One of the plan. Each parish will contribute the annual amount currently paid by the parish for clergy to fund Phase One. Our Lady of the Lakes Council will determine how the budget of the plan in subsequent phases of implementation will be met.

**CONCLUSION**

While acknowledging our ongoing challenges, we embrace this opportunity for our individual communities to come together as one community of faith to share resources for the good of all as is the example of our Lord Jesus Christ.

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