



PARISH PASTORAL COUNCIL STUDY SERIES

Participant Guide and Workbook



Diocese of St. Catharines
Where Faith Lives



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INTRODUCTION

WELCOME TO THIS FOUR PART VIDEO SERIES DESIGNED FOR CLERGY AND LAY LEADERS.

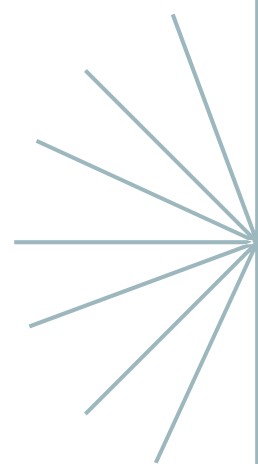
The mission of this series is to support you in implementing your Parish Pastoral Council.

We are going to cover 5 topics in 4 videos:

1. The problem we are seeking to address.
2. Why engaging in the solution is worth your time and effort.
3. Share some knowledge about Parish Pastoral Councils and suggest some next steps
4. Skills to help you work well together.
5. How to celebrate wins, and measure the impact you desire to have as a Parish Pastoral Council.

COHORT RULES OF ENGAGEMENT

1. Do your homework! Watch the video before the session and pray, reflect and write to prepare for the session.
2. Share with courage! Be curious and dare to be vulnerable.
3. Give everyone a chance to speak
4. Stay focused
5. Give your pastor the freedom to choose the Parish Pastoral Council members he feels are the best fit right now
6. Pray for your pastor and for the new Parish Pastoral Council



Your ongoing success as a Parish Pastoral Council depends on:

1. Team work
2. Your commitment
3. Your faithfulness to God

Podcast Conversation:

Bishop Bergie and Ron Huntley

Forming Effective Parish Pastoral Councils

RonHuntley.com/podcast Episode #112

THIS BOOKLET

THIS BOOKLET CONTAINS A SUMMARY
OF EACH OF THE VIDEO TALKS

It is intended as your personal workbook. Use it to take notes as you listen, write and reflect.

You may choose to print the entire booklet, or each section as you listen and respond to the videos.

There is much more material in these videos than can be discussed during your cohort sessions.

These notes are designed to enable you to use them as separate workshop-style conversations with your Parish Pastoral Council or other parish team.

Enjoy!!

1. VISION

HEALTHY, PURPOSEFUL AND DISCERNING

"This synodal path is not so much to theorize about problems as it is about taking the time to encounter the Lord and one another. Listening to what the spirit wants to say the Church"

Pope Frances, October 10, 2021

The Synod

- Our diocesan Synod response has three broad themes: deeper prayer, improved communication and collaborative leadership. Collective improvement in these will help prepare us to respond effectively to the Synod.
- Good leadership is fuelled by relationships before ideas

We want our Parish Pastoral Councils to be healthy, purposeful and discerning.

Good leadership takes character, self-sacrifice and commitment

Exodus 1 - 3

- Moses had a life-changing encounter with God
- God's timing
- Why me?
- God does not ask Moses to go it alone

Leadership and Collaboration

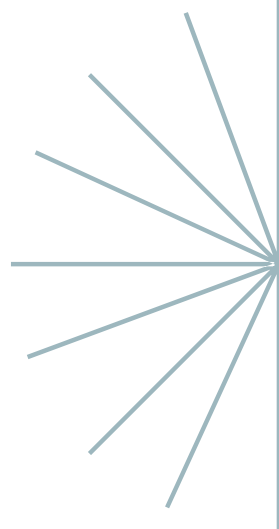
- Is our parish 'up and in' (aging up and looking inward) or 'down and out' (aging down to reflect the local community and outward looking)?
- Divisions are high, resources are low, commitment is carried by a few
- Invitation to collaboration - PPC members are vision carriers
- "Leadership is the gift that when done well allows all the other gifts to flourish."
- our aim is not just to keep parishes open, but to mobilise the baptized for impact
- John 15:8 *'This is to my Father's glory, that you bear much fruit, showing yourselves to be my disciples.'*

QUESTIONS FOR REFLECTION

REFLECT ON THESE QUESTIONS PRIOR TO THE THE SESSION.
PRAY INTO THEM AND LISTEN FOR THE HOLY SPIRIT.
GIVE YOURSELF PERMISSION TO THINK AND DREAM WITHOUT LIMITS.
WRITE, THINK AND THEN WRITE SOME MORE.

1. It is 5 years from today. The 'Globe and Mail' is writing an article about your parish. Your success is undeniable.

- What is the headline?
- What is the subtitle?
- What does your parish look like? Be specific.
- What is the demographic?
- What are people experiencing? What are they feeling?
- What does the leadership structure look like?
- What role is Jesus playing in your life?
- What is challenging for you?
- What has changed for your family?



2. What do you see are the three biggest opportunities that your parish has for impact in the next two years?

3. What are the three biggest obstacles your parish faces in the next two years?

4. How can you begin to pray differently for your parish?

5. What do YOU need from God right now in order to be an effective part of the solution?

2. DEVELOPING YOUR PARISH PASTORAL COUNCIL

Co-responsibility demands a change in mindset especially concerning the role of lay people in the Church. They should not be regarded as “collaborators” of the clergy, but, rather, as people who are really “co-responsible” for the Church’s being and acting.

Pope Benedict, XVI, August 10, 2012

Session Two contains a lot of content. These notes cover the whole Session Two talk. They can also be broken into separate workshop-style conversations with a PPC or parish team.

i. A brief review of church history on Parish Councils

References:

- 1983 Code of Canon Law: 536: §1, §2
- 1995 - *International Symposium on the Thirtieth Anniversary of the Promulgation of the Conciliar Decree Presbyterorum Ordinis, 1995*. Part Four, Cardinal Nicolas de Jesus Lopez Rodriguez, commenting on *Pastores Dabo Vobis* §18
- 2001 *Novo Millennio Ineunte*, Pope John Paul II, §45
- 2012, August 10th - *Message of His Holiness Pope Benedict XVI on the Occasion of the Sixth Ordinary Assembly of the International Forum of Catholic Action*.
- 2013, October 4th - Pastoral Visit to Assisi - *Address of Pope Francis to the Meeting with Clergy, Consecrated People and Members of Pastoral Councils*
- 2020, July 20th - Congregation for the Clergy - *The pastoral conversion of the Parish community in the service of the evangelising mission of the Church*, §109

ii. The Role of a Parish Pastoral Council

- a consultative body, pastoral in nature, which seeks to discern the movement of the Holy Spirit among God's people in the parish
- helps the pastor to foster pastoral activity by investigating those things which pertain to pastoral works and recommend practical conclusions
- meetings occur in a context of prayer

iii. The Purpose of the Parish Pastoral Council

To enhance the process of:

- ensuring everything we do is oriented towards vision and mission
- pastoral planning
- developing pastoral programs
- improving pastoral ministries
- evaluating pastoral effectiveness of programs and ministries

iv. Membership of the Parish Pastoral Council

- full communion with the Catholic Church with good morals and prudence
- reflects the entire portion of the People of God within the parish: regions, social conditions, professions, apostolates, clergy, professed, laity
- 6 to 15 members
- chosen to reflect wisdom of community
- Parishioners can assist in discerning which parishioners are suited for the PPC

v. Qualifications, Skills and Characteristics of Members

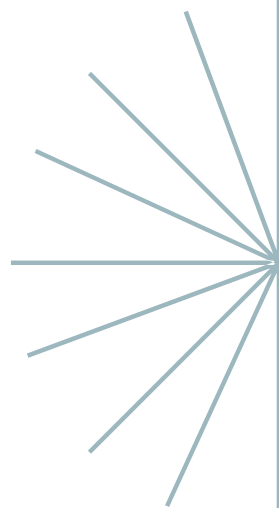
- persons of prayer
- ability to discern pastoral and spiritual needs of the parish
- able to be visionary: to bring a broader, more challenging vision to parish life
- able to bring a perspective that includes the whole parish, not just one group
- able to make decisions through prayerful consensus
- able to engage in vision and planning for the parish
- able to collaborate with the pastor, parish staff, ministry leaders and parishioners
- be a good listener
- able to empower and appreciate others
- not seeking power

Is there anything you would add to this list?

Is there anything you would delete?

vi. The Structural Relationship of the PPC to other Parish Teams

- **Leadership Team:** some pastors have a team of 3-4 people who meet weekly to provide tactical leadership and organisational support.
- **Finance Council:** deals with financial reports, budgets and finding innovative ways to fund the mission. (while the practical wisdom of the PPC leads to pastoral action) Pastoral issues have a financial dimension, financial matters must be guided by pastoral initiatives.
- **Parish Staff:** if you have staff there needs to be clarity on roles and responsibilities.
- **Other Parish Clergy:** must establish clear communication



vii. Models of Parish Pastoral Council

Composition	Focus	Driving Question
Doers	Tasks	What must be done?
Managers	Organizing	Who will do it?
Reporters	Supervision	How is it going?
Representatives	Themselves	What about us?
Passionate dreamers and planners	Strategic/big picture pastoral issues	Where are we going and how will we get there?

from the Divine Renovation Guidebook - Fr James Mallon (p48)

What is the primary model you have been working out of?

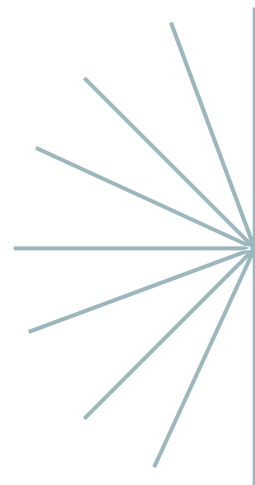
What has been working well?

What has not been working well?

If you are starting a new Parish Pastoral Council, which model do you think would serve your parish best at this time?

If you were to transition to a different model what obstacles may get in your way?

Do you have any concerns or questions?



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CHOOSING A TEAM

This portion of the series can be used for building any team in your parish. It will help you identify and recruit great people

1. Pray

Mobilise the prayer warriors in your parish. Let them know what you are about to do and ask them to intercede for you

2. Vision

"Vision is a picture of the future that creates passion"

Vision is different from a vision statement.

- what type of church do you want to lay down your life to build?
- when you consider where the church is currently at, what frustrates you?
- what is the source of your frustration?
- what would it look like if your parish was amazing?
- take time to think through the questions at the end of the last session

Have vision conversations with people in your parish. Ask what type of church they want.

3. Consider these factors before you invite:

- What model of PPC does your parish currently require?
- How many members?
- Which segments of the parish should be represented?
- Are there any specific skill sets or areas of expertise that would make your pastoral council more effective?
- How often will you meet and for how long?
- When will your first meeting be?

Some of these decisions can be made once you gather as a team.

4. Discernment Tool 1: F.A.C.T. (from Canadian Campus Outreach CCO)

- **Faithful:** faithful to the teachings of the Catholic Church
- **Available:** is their yes a yes? Are they reliable?
- **Contagious:** are they someone others look up to, connect with and relate to?
- **Teachable:** can they express wise perspectives and also listen to and learn from others, so together the team can make wise decisions?

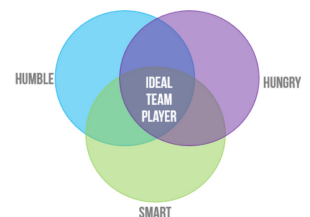
Who comes to mind when you reflect through this lens? Write their names below.

Discernment Tool 2: Ideal Team Player (from Patrick Lencioni)

There are three characteristics you want to look for in an ideal team member

- **Hungry:** great work ethic and drive
- **Humble:** more interested in others – puts team ahead of themselves
- **Smart:** people smarts. Common sense, people skills, emotionally intelligent.

Who comes to mind when you reflect through this lens? Write their names below.



5. Vision Conversation

Once you have listed a few people using the tools above, have a vision conversation with each of them. Ask questions and listen well *before* you share *your* perspectives.

Example:

Betty, I'm really convicted that the church could be more fruitful and alive. In the years to come I want to do everything I can as leader to make our parish have the biggest impact possible.

Ask:

- when you think of a parish that is alive and fruitful, what comes to mind for you?
- what currently frustrates or disappoints you?
- what type of parish do you want to belong to?
- How would the parish need to function and feel for you to be excited to invite your friends?

LISTEN carefully. You will hear their vision and values. You can discern if:

- you have a shared passion
- they can dream God-sized dreams
- they are sincere
- they can think beyond their personal preferences.

6. ICNU Conversation

When you have a handful of people you want to invite onto the team, you will want to have the "I See In You" conversation.

This is the actual invitation to the team.

Example:

Betty, the other day when we talked about the type of parish we want to build and I listened to your passion and saw your love for the church I watched you come alive. I saw your wisdom, your sense of humor, and your faithfulness. You are the sort of person I want to work closely with.

Would you be willing to join me on the Parish Pastoral Council?

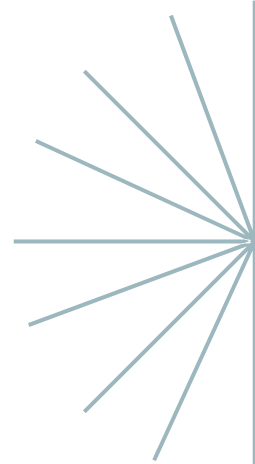
Give the person a few days to think and pray about it if they need.

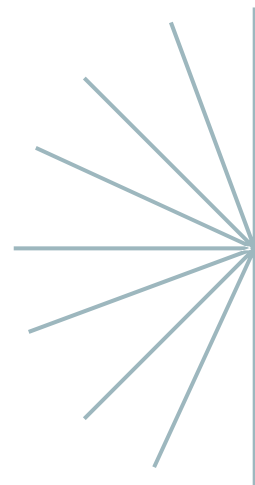
Ask them where their gut feeling is right now. Ask if there are obstacles.

Pray with them.

7. PPC Members Parish Engagement

- let members of the parish pastoral council know that their most important role in the parish will not be the PPC.
- if they're not engaged in the broader parish through weekly worship and service in other ministries, the quality of their discernment as a PPC member will not be as informed.





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Parish Assessment Tools

Who are we and where are we going?

Assessment Tool #1:

Five Systems of a Healthy Church

Rick Warren: *The Purpose Driven Church*

Based on Acts 2:42-49

Evangelization

Making NEW disciples. A new disciple is someone who has had a transformational encounter with Jesus, and as a result has chosen to *surrender* and *follow*.

- Does your parish have a process for making new disciples? Is it working?

Discipleship

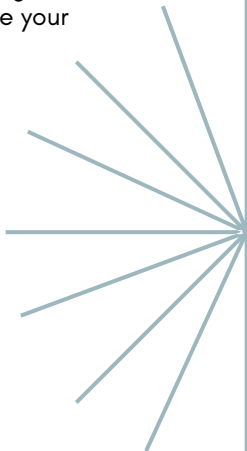
New disciples need to be *discipled* through life-long formation so that they grow in maturity and knowledge of the faith and into an ever-deepening relationship with Jesus. Discipleship processes inspire and motivate your parishioners to take *ownership* of their spiritual health and participate in helping others to do the same.

- What tools do you use to grow disciples in your parish? Are they working?

Fellowship

Welcoming each person into a community where they are known and supported in their call to holiness – especially those struggling, lost or alone. There is a difference between fellowship and socialising. Socialising is spending time with people like ourselves who we feel comfortable with. Fellowship is drawing in those new to our parish or those on 'the outer', and loving them into community. The goal is bringing people together in authentic friendships, to do life as Catholic Christians.

- Does our parish create spaces for people to authentically do life together?



Ministry

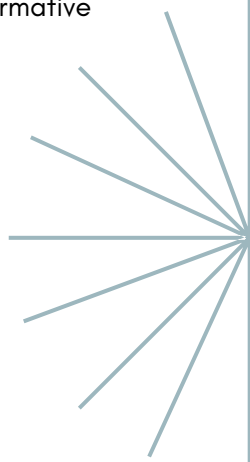
If you are not giving you are not living! Once people are evangelized they need to be mobilized. Holiness and mission go hand in hand. Ministry is when a person uses their God-given gifts to selflessly build up the kingdom of God by loving and serving others both within the parish and in outreach to the poor and marginalised in our neighborhood.

- How many people come to Mass on the weekend?
- How many are serving in at least one ministry? What is the percentage?
- Do we offer both parish-focussed and outward-focussed ministry opportunities? Are we feeding the hungry, visiting the sick and helping the poor and homeless within our parish and in the neighborhood?
- How do we invite people to serve? How are they onboarded into ministry?
- Is what we are doing working?

Worship

The Eucharist is the source and summit of our faith. Healthy parishes offer vibrant and transformative liturgies that lift our hearts and bring us into an encounter with Jesus and a deeper surrender.

- Do our Sunday Masses bring people to a place of surrender?
- Is that our desired outcome?
- Are there ways other than Mass that we aim to do that? Are we successful?



Parish Assessment Tools

Who are we and where are we going?

Assessment Tool #2:

A.P.E.S.T.

Alan Hirsch: *The Forgotten Way*
Based on Ephesians 4:11-14



A missional parish has a five-fold ministry

Apostolic

Outward, focused, pioneering, risk taking, growth oriented, forming partnerships and taking new ground for the kingdom

- Is our parish apostolic?
- How can we make sure our Parish Pastoral Council includes this ministry?

Prophetic

Calling the parish to holiness and obedience. There is a freedom and responsibility to challenge the status quo. The prophetic ministry is also focused on ensuring we feed the poor and reach out to the marginalised.

- does our parish intentionally listen to where the Holy Spirit is calling us? Do we listen to the 'uncomfortable' and challenging voices in our midst?
- How do we reach out to those who poor and marginalised? Is it working?

Evangelistic

Mobilizing, recruiting, communicating, reaching the lost.

- Are we making NEW disciples?
- How do we measure this and tell these stories?

Shepherding

Calling parishioners to help, grow, heal and care for each other and grow in spiritual maturity. Creates a space where people feel they belong.

- How are we caring for one another's physical and spiritual needs?
- Are we creating places for people to be welcomed and where they can belong?

Teaching

Equipping people with the skills and the information to live their baptismal call effectively in our culture.

- Do we have ministries where disciples are equipped to do what God is calling them to do?
- Do we encourage people to grow in their knowledge and deepen their love of Jesus?



Three Guiding Principles

Most parishes are under-resourced. We can only thrive through the generosity and unity of our people. Make sure everything we take on is:

1. Sustainable

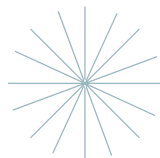
- Everything we do needs to be done in a way that's healthy for the pastor and leaders who are serving in ministry. Don't put people at risk of burning out.
- We need to be able to say no to good ideas if we do not have the financial or human resources. (but also pray for miracles!)

2. Scalable

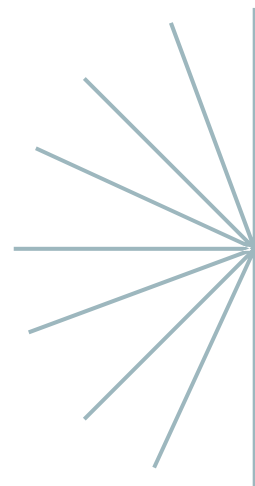
- Many ministries are done by people with a lot of capacity, skill and passion but if they moved or stepped down, the ministry would be at risk.
- Encourage leaders to apprentice new people so that ministries can grow and be healthy beyond one impactful leader.

3. Transferable

- Make success transferable. Understand the principles that lead to our ministry success so that you can give it away to others.
- Grow a spirit of generosity towards other parishes, freely sharing your failures, learnings and successes.



*The PPC is a small piece of a bigger puzzle that is parish leadership.
Great parish teams start as co-workers,
then become friends and when done well friends become family.
We are a family of faith.
If that sentiment is going to be everywhere in your parish it has to start somewhere.
It starts with you!*



3. GETTING STARTED

1. Where are we going?

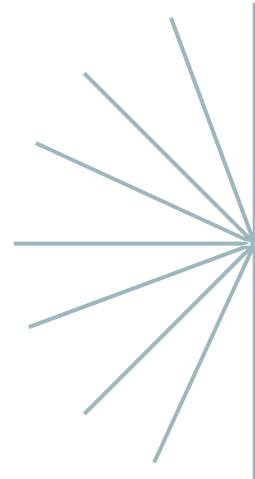
- this is a question of vision. The picture of a future that creates passion in us.

2. Why does it matter?

- Your "why" matters. It must inspire you and others and connect the mind to the heart. Remind each other about your why.
- Book: Simon Sinek 'Start with your Why'

3. What are we going to do when we get there?

- this is your strategy, the work you are going to do together.
- the tools from the previous session will be very helpful for discerning where you are now, including your level of financial and human resources.
- set priorities and create a process for making and deploying disciples



4. How are we going to go about doing it?

PARISH CULTURE

- 'Culture eats strategy for breakfast' Peter Drucker
 - * if your culture is toxic the best strategy in the world will not bear fruit.
- John 15:2 - *He cuts off every branch in me that bears no fruit, while every branch that does bear fruit he prunes so that it will be even more fruitful.*
 - * God expects us to be fruitful, not simply busy

Luke 8:5-8 Parable of the Sower

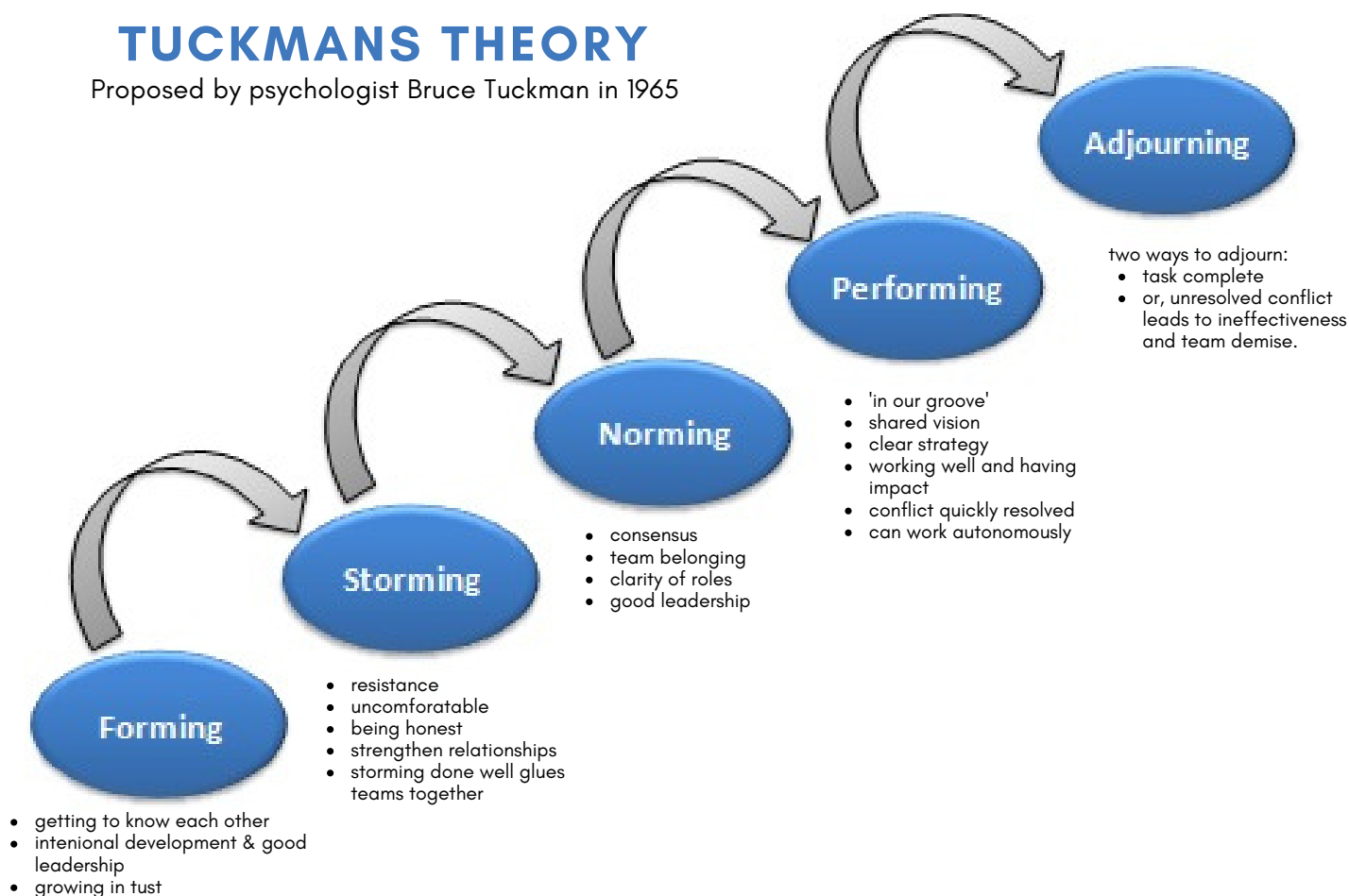
A farmer went out to sow his seed. As he was scattering the seed, some fell along the path; it was trampled on, and the birds ate it up. Some fell on rocky ground, and when it came up, the plants withered because they had no moisture. Other seed fell among thorns, which grew up with it and choked the plants. Still other seed fell on good soil. It came up and yielded a crop, a hundred times more than was sown." When he said this, he called out, "Whoever has ears to hear, let them hear."

- The soil is your parish culture. How you treat one another. What you take for granted. Your parish will only be as fruitful as your relationships are beautiful.

- Healthy teams
 - * require healthy members.
 - * owning our own impact
 - * trust is the key ingredient 'Teams travel at the speed of trust' Stephen Covey

TUCKMANS THEORY

Proposed by psychologist Bruce Tuckman in 1965



TOOLS TO HELP YOU FORM

A.P.E.S.T. Vocational Assessment

Alan Hirsch

LINK: <https://5qcentral.com/product/apest-vocational-assessment/>
Coupon Code: RHcoaching

- identifies the two themes that dominate your particular ministry passion/gift
- reviewing your results together as a team is both fun and insightful in helping you understand each other and work together.
- people feel safe on a team where they are understood and appreciated

If you were a star:

Strength Finders describes what type of star you are.

A.P.E.S.T. results tell you where you fit into the constellation of stars which is the church.

CLIFTON STRENGTH FINDERS

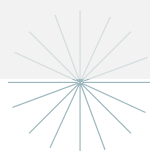
Dr. Neil Clifton: *'Growing an Engaged Church: The Catholic Edition'*

LINK: gallup.com/cliftonstrengths

Cost: \$25 for Signature Themes Assessment

There are 34 talent themes that fall into four categories:

1. executing – getting things done
 2. influencing – being able to create momentum with teams and people
 3. relationship building – helping create strong, loyal, fun relationships
 4. strategic thinking – able to see patterns, make decisions, think thoroughly
- **Your top 5 themes** are called your Signature Strength Themes, and working with these gives you energy, you get results and you have tons of fun.
 - **Your bottom 8-12** are your 'non-patterns'. They leak energy from you and if used a lot over an extended time you risk burnout. Life becomes a grind.



You may wish to ask everyone on your team to do one, or both, of these assessments and either:

- * spend 30mins each meeting reviewing your results in order to grow in understanding of each other OR
- * host a one or two-day off-site to spend time intentionally forming (perhaps with an external facilitator)

MEETINGS

There are few things more irritating than terrible parish meetings!

Great meetings:

- require clarity
- need a talented person to facilitate
- have a purpose and a desired outcome
- are ones you look forward to attending and when they finish, you're glad you went.

At the end of a meeting ask each person:

- what are they taking away?
- to rate the meeting on a scale of from 1 to 10 on impact for time spent?
If the score is lower than a 9, ask them one thing that would have made the meeting more effective

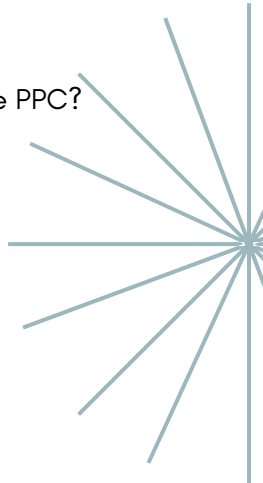
The Role of the PPC Chair

Suggestions:

- be like the 'captain' of the team
- create unanimity of vision
- identify and work for resolution of conflicts prior to a meeting
- ensure people are enjoying themselves and growing in their faith life
- take responsibility for a healthy team culture
- meet with the Parish Priest once a month

Summary

- Culture matters disproportionately
- how we treat each other is critical
- if you want your parish to be healthy everywhere it has to start somewhere - why not the PPC?
- model the health you want to see in the rest of the parish.
- learn to storm well, its the glue of a great PPC. Be gracious.
- great leaders move towards conflict, not away from it.



Health vs Toxicity Exercise

See Ron use this exercise:

<https://www.shalomworld.org/episode/episode-03-6>

start at 26:06 mins, watch to 35:11 mins

Use this exercise with your Parish Pastoral Council (or any parish group) early in your formation process. It is something that should be revisited each year and when new members join your team.

You will need someone to lead the process, a whiteboard and about an hour of time

1. Think of a time that you were a part of a team that you loved belonging to. You loved the results you were getting. You loved showing up. You loved the people you were engaged with.
2. Give the group a couple of quiet minutes to think
3. What characteristics and behaviours were going on in that team that made it so fun?
4. Using a whiteboard, write up the one-word answers from the group. When people run out of answers, ask them for 10 more! Don't be afraid of silence. Keep the answers coming. These characteristics and behaviours are the secret sauce of healthy teams.
5. Then recall a time in your life when you were involved in a team that was not fun to be a part of. You didn't like going. It was hard to show up. You couldn't stand it, but felt like you couldn't get out of it.
6. Give the group a couple of quiet minutes to think.
7. Ask them what was going on in that culture, in that team, in those relationships that was not good?
8. Using a whiteboard, write up the one-word answers from the group. As before, fill the board until people run out of answers then ask them for 10 more examples. What undermines health on teams? These are toxic behaviours.
9. When you have your lists completed, take in what you have written down. Commit as a leader and as a team to do everything you can to create a PPC that is healthy. Commit as a team to actively avoid behaviours that are toxic.

Ron says:

When I do this exercise I confess to everyone... The problem is that sometimes I can be toxic. I don't want to be. I don't give myself permission to be. But if I'm honest, I am.

I need your help if I'm going to be a great leader. So ask of you a favor. If I ever treat you in a manner that undermines team health, if I ever make you feel less or if you ever see me treat others with these toxic behaviours, will you love me enough to bring it to my attention?

Then I continue, if I can be toxic from time to time, is it possible that you can too?

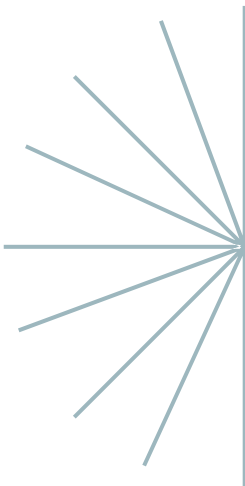
Can I ask you for your permission, if I see you treat others in ways that undermine health or I experience you in ways that undermine health, can I bring it to bring it to your attention?

Last question, if you see one another behaving in ways that undermine health, will you give each other permission to bring it to your attention?

Culture is created by what we reward and what we tolerate. Today you have my promise that I will do everything I can to make sure that I reward positive behaviour. I will not tolerate toxic behaviour on our team from anyone including myself starting right now.

If we do that, and mean it, health starts today.

As a PPC team member you will need to tackle poor attitudes and behaviour with staff, and key volunteers who have been in leadership for long time. It is not easy but it is important. Your collective courage to root out toxicity and reward health will form your culture.



4. STAYING ON TRACK

What does winning look like? How can we grow a fruitful team and a fruitful parish?

- **Exodus 17** - Moses and the battle with the Amalekites
 - What does it mean to win in the kingdom of God?
 - What does it mean to win and lose as a PPC?
- 1 Corinthians 9:24 -26 "*They do it to get a crown that will not last, but we do it to get a crown that will last forever.....*"
- Matthew 20:1-16 Parable of the workers at the vineyard
- 2 Corinthians 8:9 "*Christ though he was rich, yet for your sake became poor...*"
- **Read Hebrews 11**
 - they were all commended for their faith
 - Is it possible being faithful is what winning looks like in the kingdom of God?

For a parish to be faithful to the will of God requires prayerfulness, discernment and collaboration

How Does God Guide Us - the 5 CS's (Alpha)

- * Commanding Scripture
 - * Compelling Spirit
 - * Common Sense
 - * Circumstantial Signs
 - * Communion of Saints
- The more significant the decision, the more of the five CS's come into play.
 - Each of the above points make the assumption that the people discerning have an intimate relationship with Jesus and are disciples

How can our PPC encourage its members to be praying with scripture and growing closer to Jesus?

Leadership Matters

- Book of Kings 1 & 2
- Everything rises and falls on leadership
- Are you are being invited to be on the PPC?
 - * pray that your team will collectively accept the opportunity for influence
 - * seek first to grow in your intimacy with God
 - * strive to be faithfilled as a team.

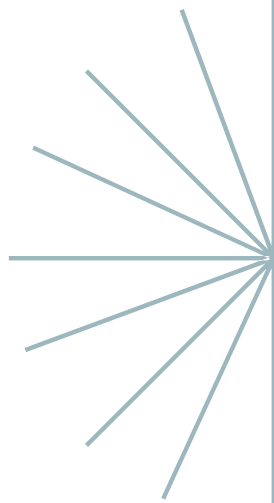
QUESTIONS FOR REFLECTION

Take some time to think about your responses to these questions:

Your assignment is to be intentional about reinforcing behaviours and attitudes that will have the impact God is calling your parish to have.

As a Parish Pastoral Council:

- What can you pay attention to and what can you measure as a PPC?
- How will you know if your PPC is working?
- How will you know if it is not working?
- How can you deal with the need to correction/Change?
- How can you celebrate wins?



Closing

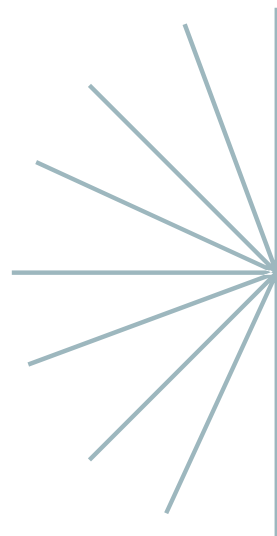
Pray:

- for your pastor
- for the staff of your parish
- for the Parish Pastoral Council that currently exists or is being formed – and for the other teams and structures that will be collaborating

Be daring and courageous

Be open to everything the Father has for you

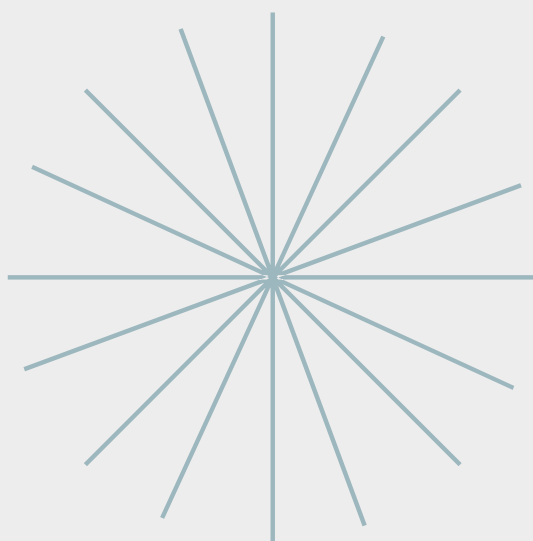
- together, and with God, we are capable of so much more than we can imagine!





Diocese of St. Catharines

Where Faith Lives



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LEADERSHIP

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