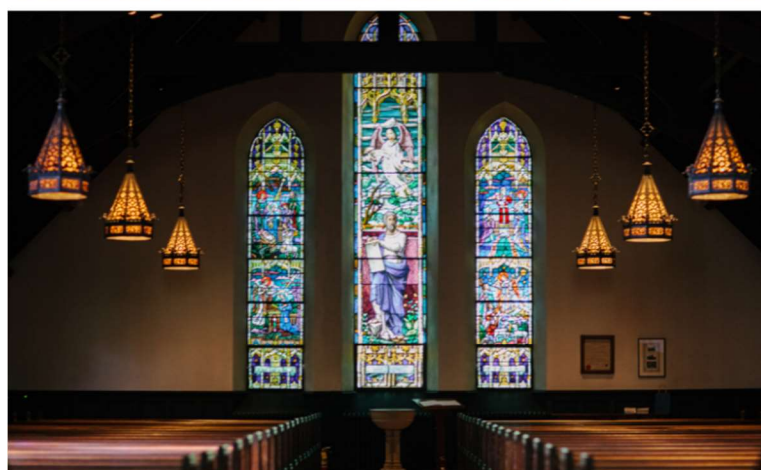


PREPARED BY FLOURISHING CONGREGATIONS INSTITUTE

Report on Catholic Parishes in Canada

Authors: Greg Nakaska,
Joel Thiessen, Keith Walker,
and Arch Wong,
with assistance from
Angie Coutts and Tom Mulhern

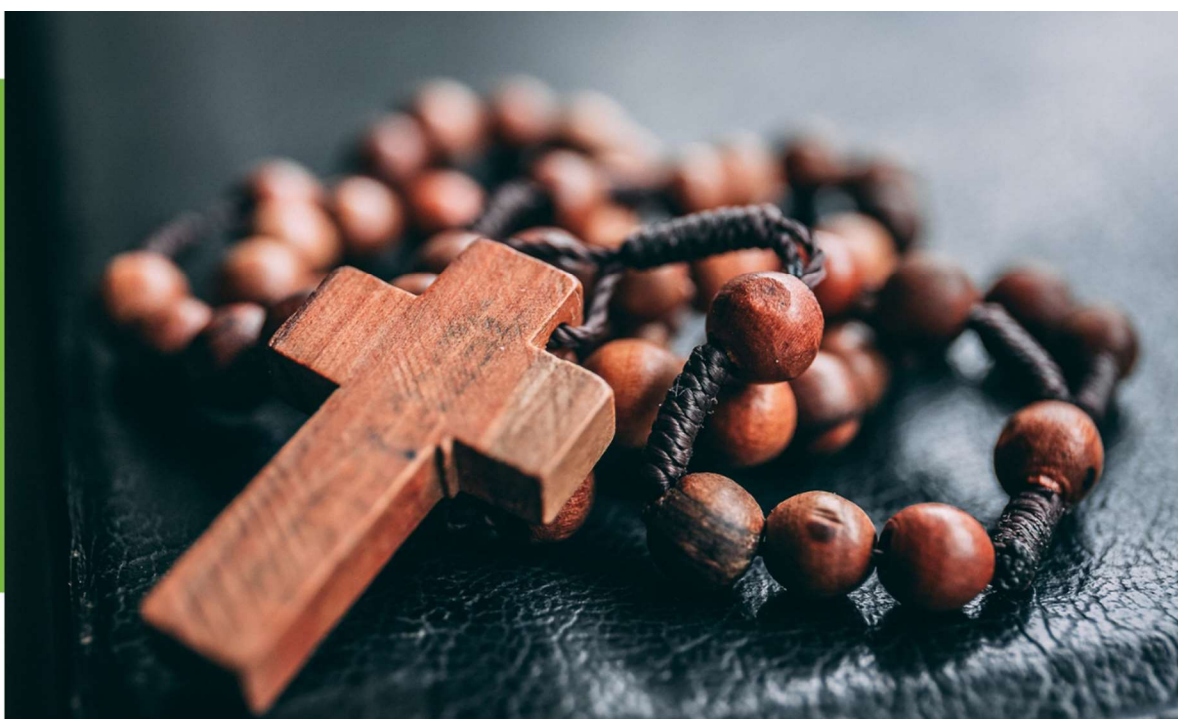


SURVEY RESULTS

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Introduction

Flourishing Congregations Institute

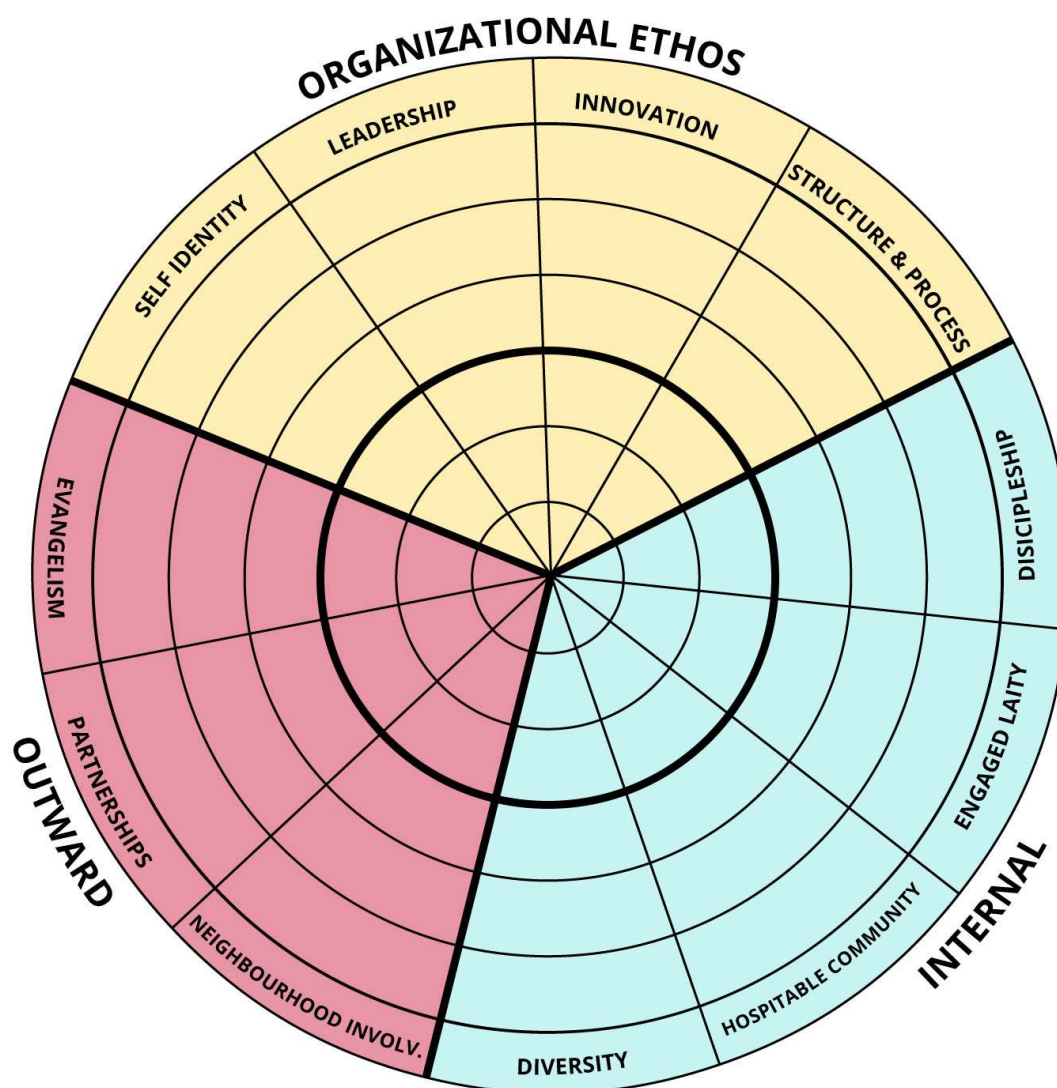
The [Flourishing Congregations Institute](#) started in 2015 at [Ambrose University](#), in Calgary, Alberta. Our mission is to bring together academics and practitioners to research the factors surrounding flourishing congregations in Canada, develop tools and resources to help congregations flourish, and share our research findings with congregations that wish to flourish. Over the years several funding partners have come alongside the Institute to share in this endeavor. These partners include: Ambrose University, Cardus, Christian and Missionary Alliance (Midwest and Western Canadian Districts), Council for Christian Colleges and Universities, Global Leadership Network Canada, Social Sciences and Humanities Research Council, Stronger Philanthropy, Turning Point Consulting, University of Saskatchewan, and World Vision.

Our research team includes Dr. Joel Thiessen (Director, Ambrose University), Dr. Arch Wong (Associate Director, Ambrose University), and Dr. Keith Walker (Member at Large, University of Saskatchewan). We also have a Partnership Council, comprised of church, denominational, and parachurch leaders from across theological traditions and Canadian regions. More on this group can be found in the [“about us”](#) section of our website.

Context for the National Survey

This pre-pandemic survey of over 250 congregations/parishes and over 9100 Canadians is part of a larger multi-phase research project that started with interviews and focus groups with over 100 church and denominational leaders across Catholic, mainline, and conservative Protestant settings in five Canadian regions (Vancouver, Calgary, Winnipeg, Southwestern Ontario, and Halifax). During those interviews we asked leaders to describe for us what comes to mind when they think of a flourishing congregation. Among other things, those conversations contributed to what we are calling a “flourishing congregations construct.”¹

¹ One simple definition of a “construct” is that it is an idea or theory containing various conceptual elements, typically one considered to somewhat subjective and based on hunches or educated guesses without definitive empirical evidence.



Of course this construct is not at all definitive, but serves as a common framework to help us more deeply convey the perceptions and experiences of parish life in Canada, across theological contexts and Canadian regions, mindful that some elements of the construct resonate more strongly in some traditions than others. Each Catholic parish may see themselves having unique majors or minors in terms of emphases or descriptions. Our interest – and we hope yours as well – is not only in each of the particular dimensions, but in the whole construct. This survey – piloted before the survey was launched by researchers, church leaders, and congregants – is an attempt to parse out several dimensions or facets of parish life to the overarching construct, from both leaders' and parishioners' vantage points. We do not intend for this construct or these results to infer a hierarchy (i.e., variable 'x' is more important than variable 'y'); nor do we wish to suggest that flourishing equals numerical growth; though interestingly, this was one of the strongest points of contention during our phase one interviews.

How to Read this Report

In an effort to balance our research ethic obligations and our desire to provide all that we can to your parishes, we have included together your parish and paid parish leader data. A few cautionary words at the outset as you read this report:

- In regards to the survey data acquired, this report reflects amalgamated data from across Canada. Despite earnest attempts to hear from Catholic parishes in regions across Canada, most responses in this report came from Ontario (around 4000 of the nearly 4500), including nearly 3700 from the Diocese of Ottawa alone. In other words, while this certainly a strong report of the perceptions of that Diocese, the extent to which the report represents other parishes across Canada will be a matter of one's comfort with the inference of representation. Of course it is always important to keep in mind that there may be regional/diocesan differences which are not reflected in these data.
- The charts throughout this report display the proportion of those in your parishes who completed the survey and responded to the options available to them. For example, if 75% of people say they “agree” on a given item, this percentage captures 75% of those who filled out the survey (see first point above on how indicative this may or may not be of your entire congregation/parish).
- This report is a descriptive account of how those in your parishes perceived and experienced of different aspects to parish life when the survey was done. Perceptions and experiences are important because they shape people’s reality and thus behaviour. These perceptions and experiences do change over time. Regardless of your personal perceptions, experiences, or aspirations, we encourage those who read this report to pay particular attention to the overarching narratives or themes that arise in these data.
- This report is a descriptive rather than prescriptive document, though we offer some suggestions at the end on possible ways for you to make sense of what you have read.
- When you read a chart, you might find it helpful to combine the strongly agree and agree, neutral and unsure, and disagree and strongly disagree percentages. Doing so can give you a snapshot of your denomination across three general perspectives.
- We assume that every parish has strengths and weaknesses. It is reasonable to further assume that respondents will express uneven or varied experiences (positive or negative) across a parish/region and that sub-cultures exist within a variety of contexts. This report will likely affirm some areas where you believe you are already flourishing, validate some hunches you had on different aspects of parish life, and possibly alert you to some unexpected findings. We strongly stress that the aim of this report is not to present a negative image of ministry area or to stir controversy. The data provided in this report can be powerfully used (but there is also possibility of misuse). Consistent with this, we discourage taking these findings and rushing to quick judgments or hasty decisions. Rather, we encourage readers to prayerfully and thoughtfully take time to read, dialogue, and process what you see in this report. Perhaps readers will use these findings as starting points to help name or identify realities in your particular context (parish or Diocese); create opportunities for healthy conversations and process around

these findings; and take strategic next steps that make sense in the context of *your* particular context(s).

- Some demographic data are included in this denominational report which were not provided in the single parish reports. To help provide important context that might be useful at a denominational level but less helpful at the parish level. These contextual data have been integrated into the “Demographics” section of this report.

We have structured this report into broad sections: General Demographics, and Construct Themes (including, Clear Self-Identity, Leadership, Innovation, Discipleship, Engaged Laity, Hospitable Community, Neighborhood Involvement, and Evangelism). At the outset of each we have provided a short overview of our thinking and aims. We then provide select questions from these sections of the survey, with the data specific to your congregation. Because our data collection is ongoing, we are not able to provide any overarching comparisons – but we do hope to provide sector and other comparisons in the future. However, we have published articles and books that capture many of the larger findings from our work to date, available under the “[Resources](#)” tab of our website. One central recommendation is our 2021 book, [*Signs of Life: Catholic, Mainline, and Conservative Protestant Congregations in Canada*](#). Following the results in this report, we provide some recommendations for sharing this information throughout the denomination, next steps, and additional resources.

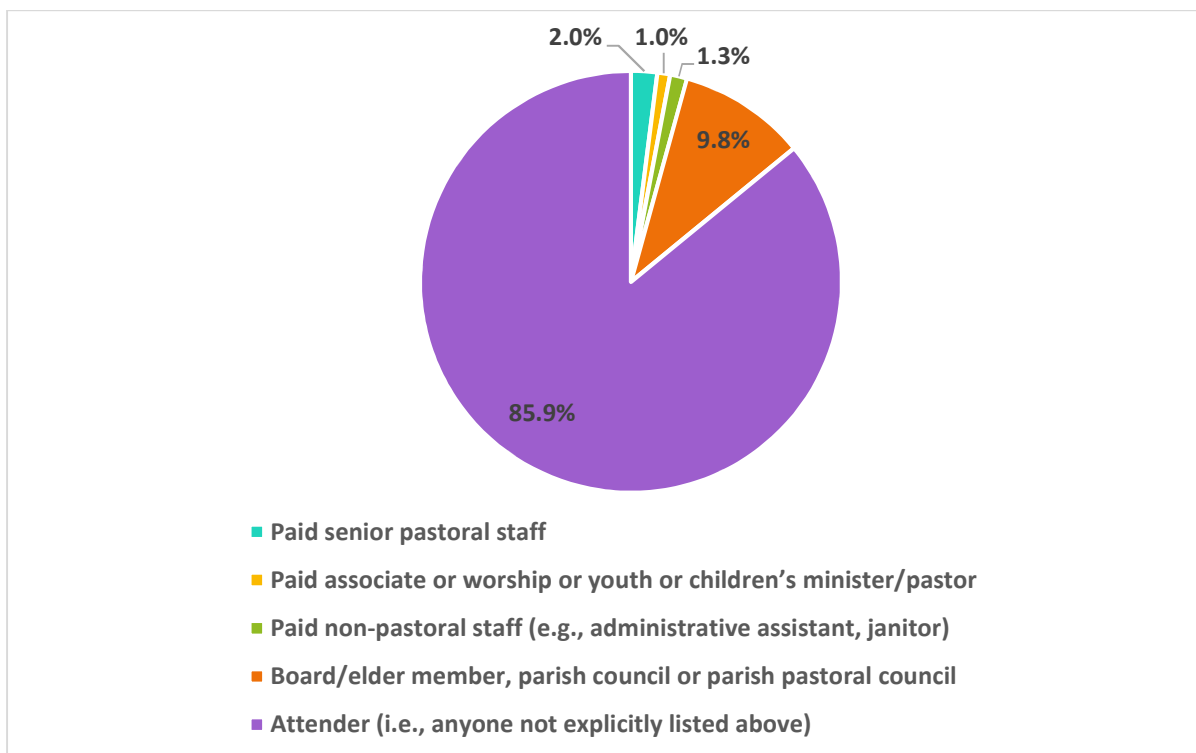
If, after reviewing this report, you have queries about specific questions [contact our research team](#).

General Demographic and Contextual Information

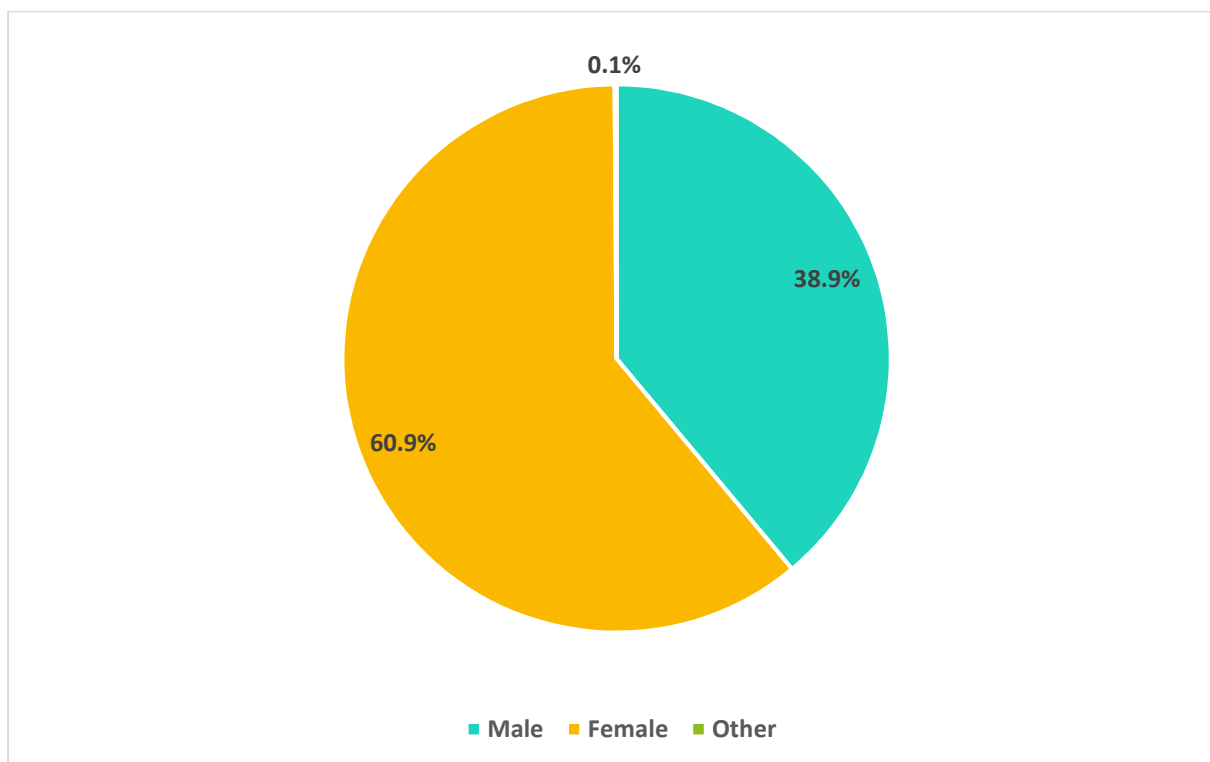
4480 people from nearly 90 Catholic parishes completed this survey, including over 300 parish leaders and over 4100 parishioners (i.e. not priests nor staff members). The following questions capture a handful of demographic and contextual questions about those in the parishes involved in this study, as well as some general perceptions that people have about their parish.

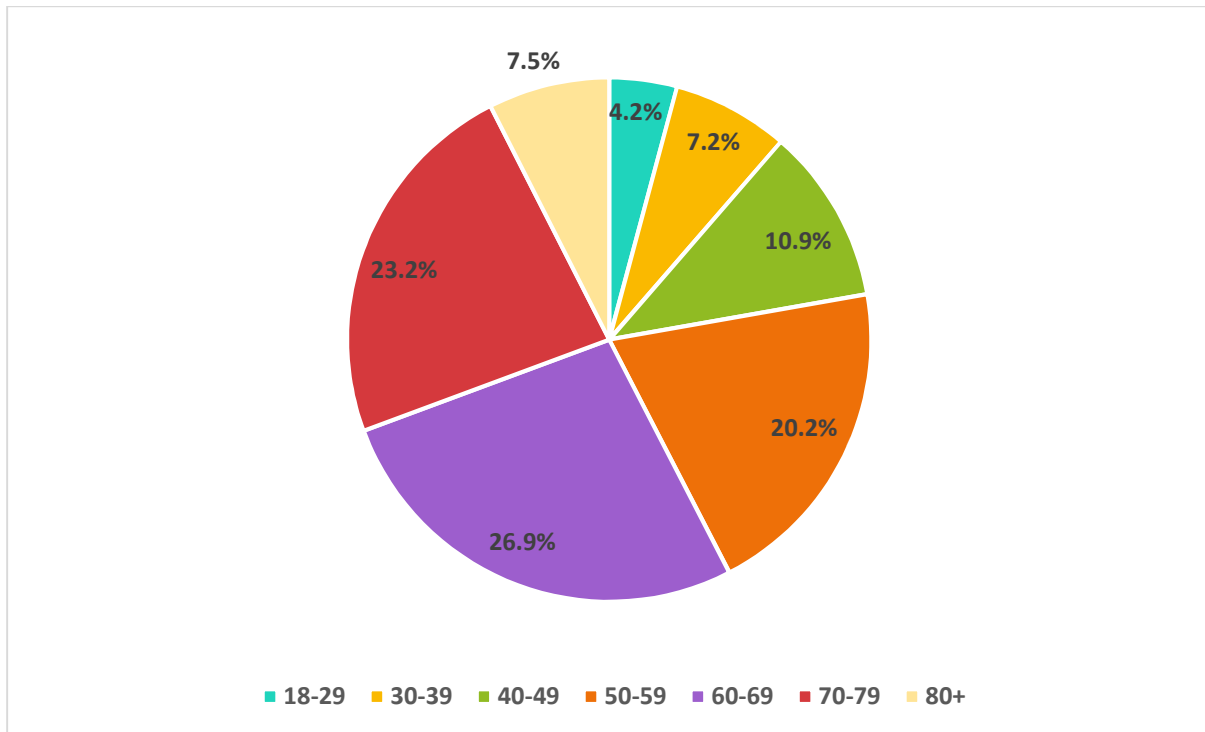
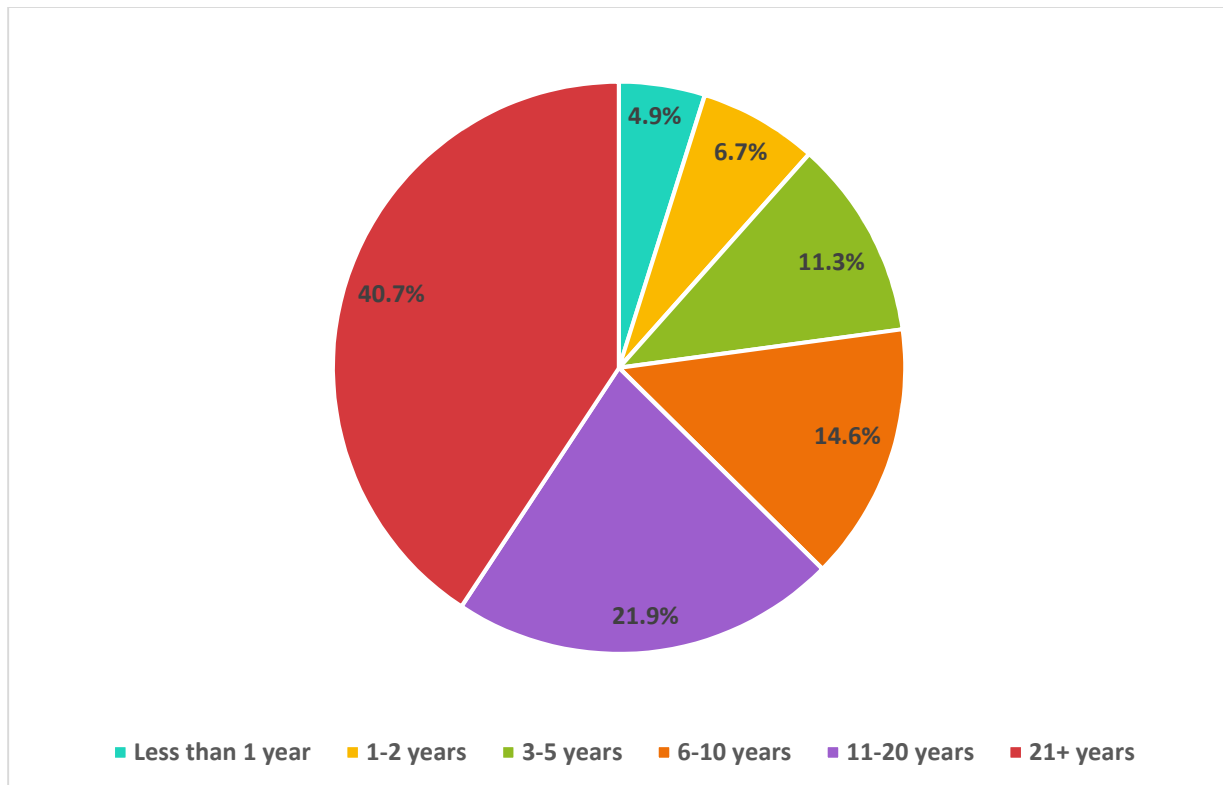


Who from your parishes filled this survey out?

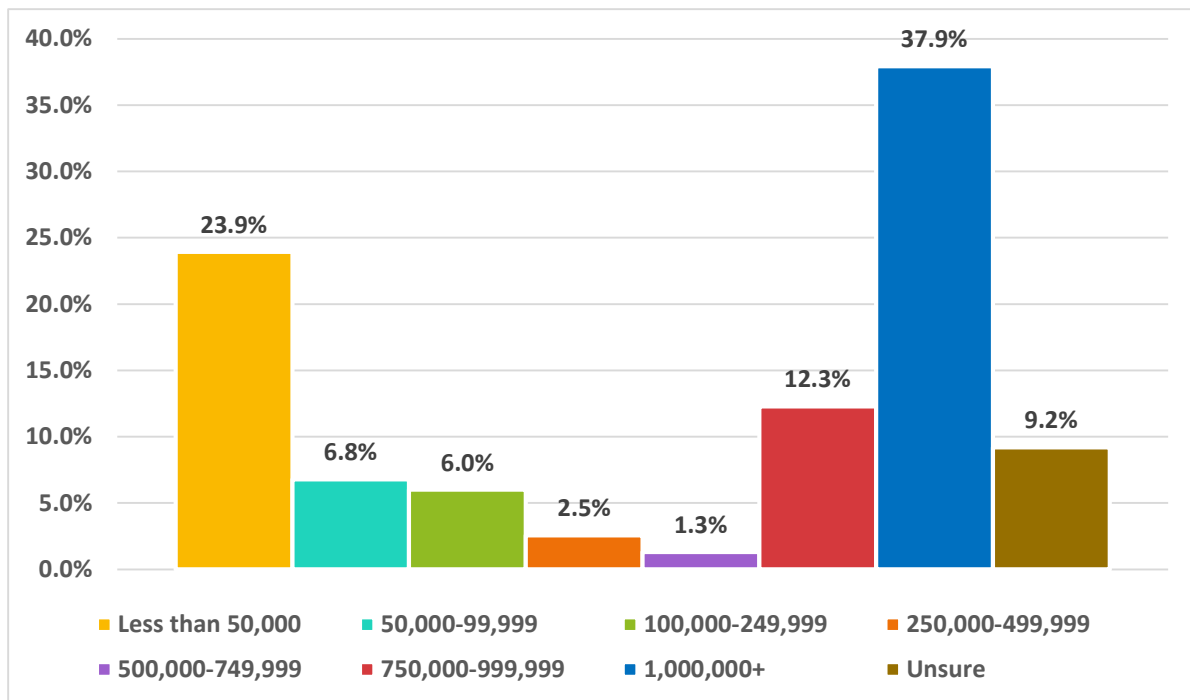


Gender

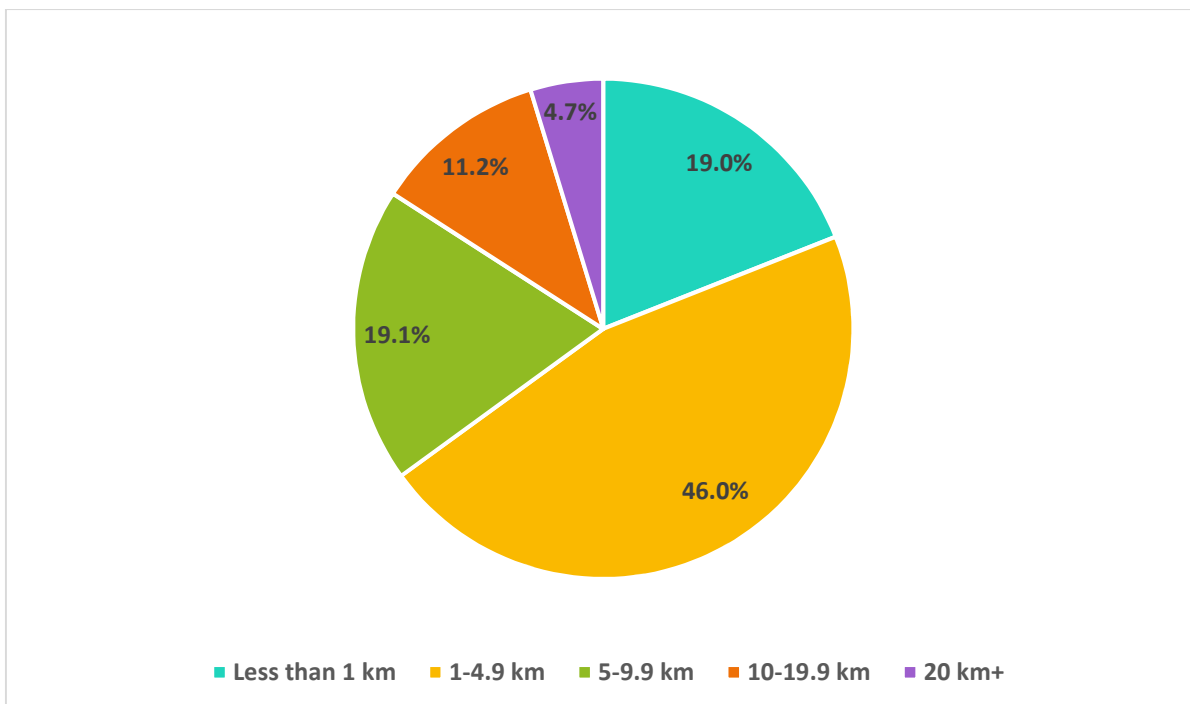


Age categories of respondents in your parishes**We asked: "How long have you attended Mass at your parish?"**

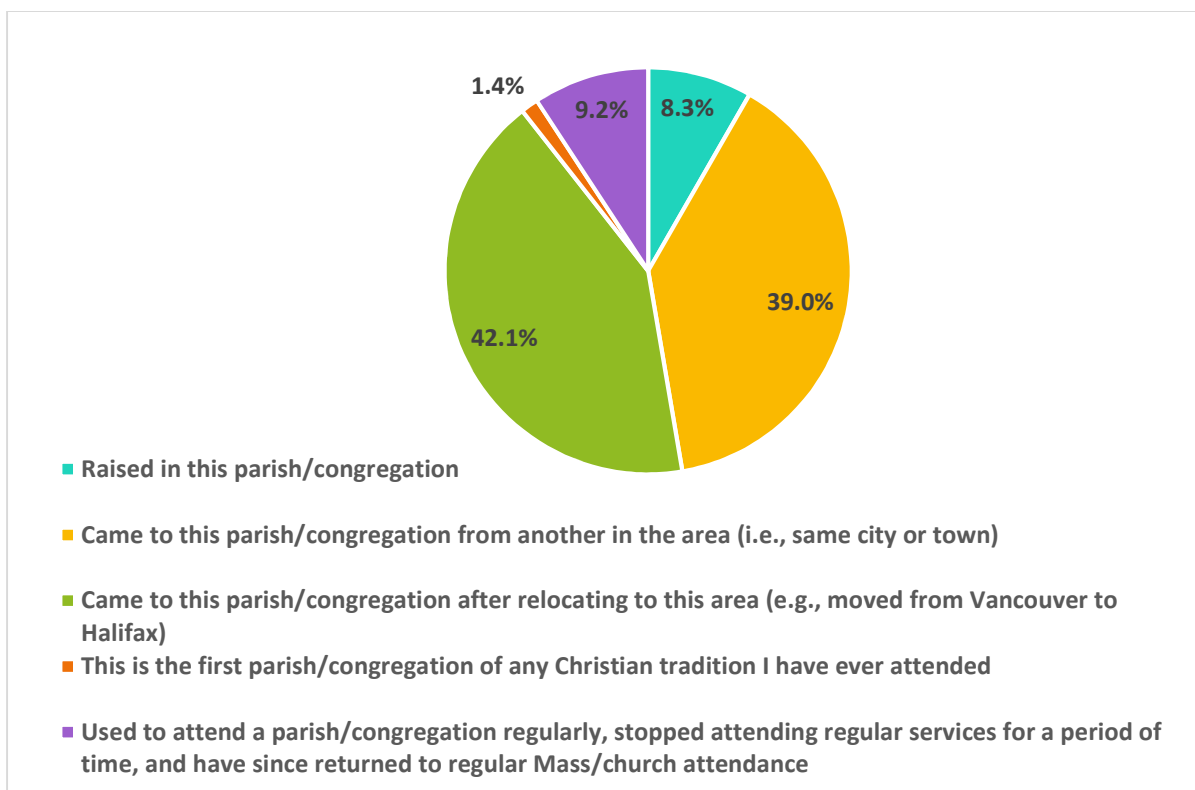
Approximately how many people live in the city/town/rural district that your parishes are located?



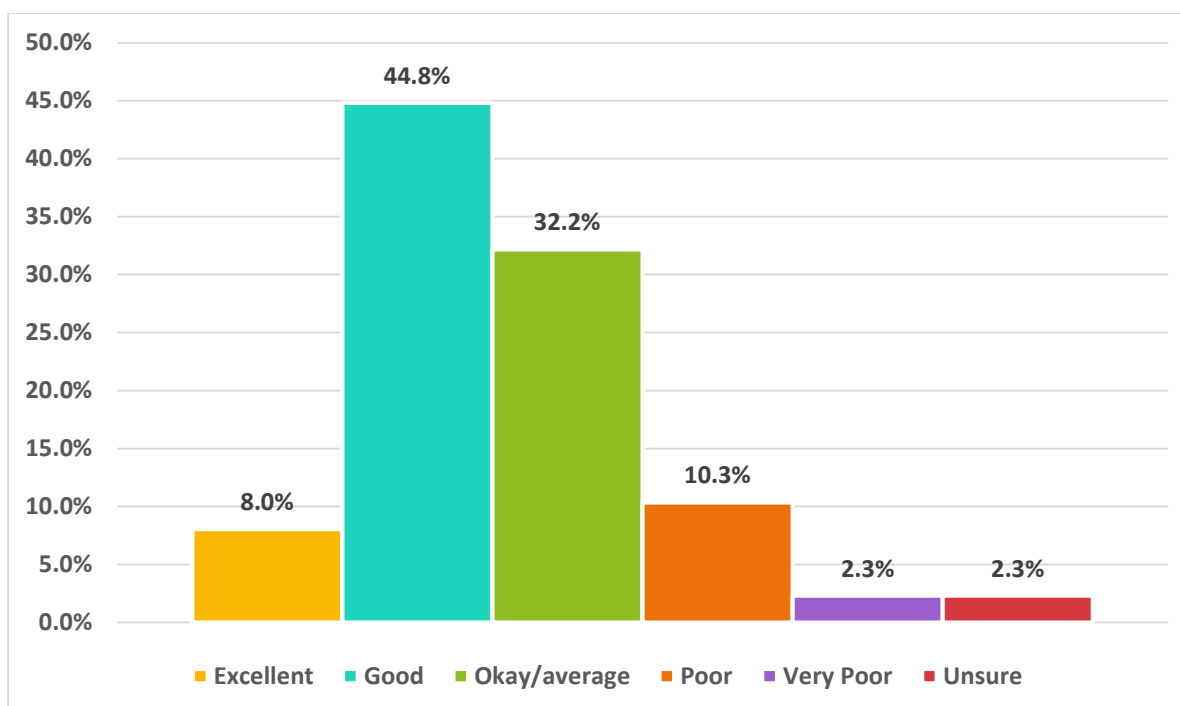
We asked: “Approximately how close do you live to your parish?”



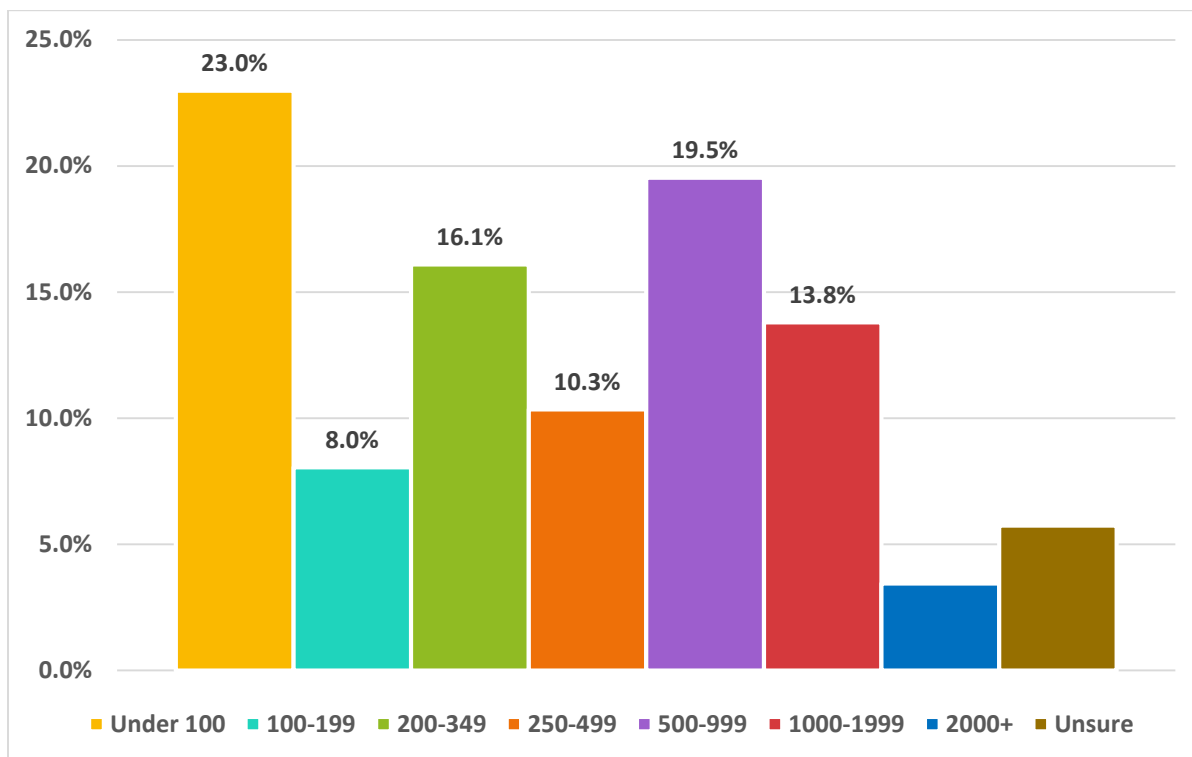
Respondent Background within the parishes



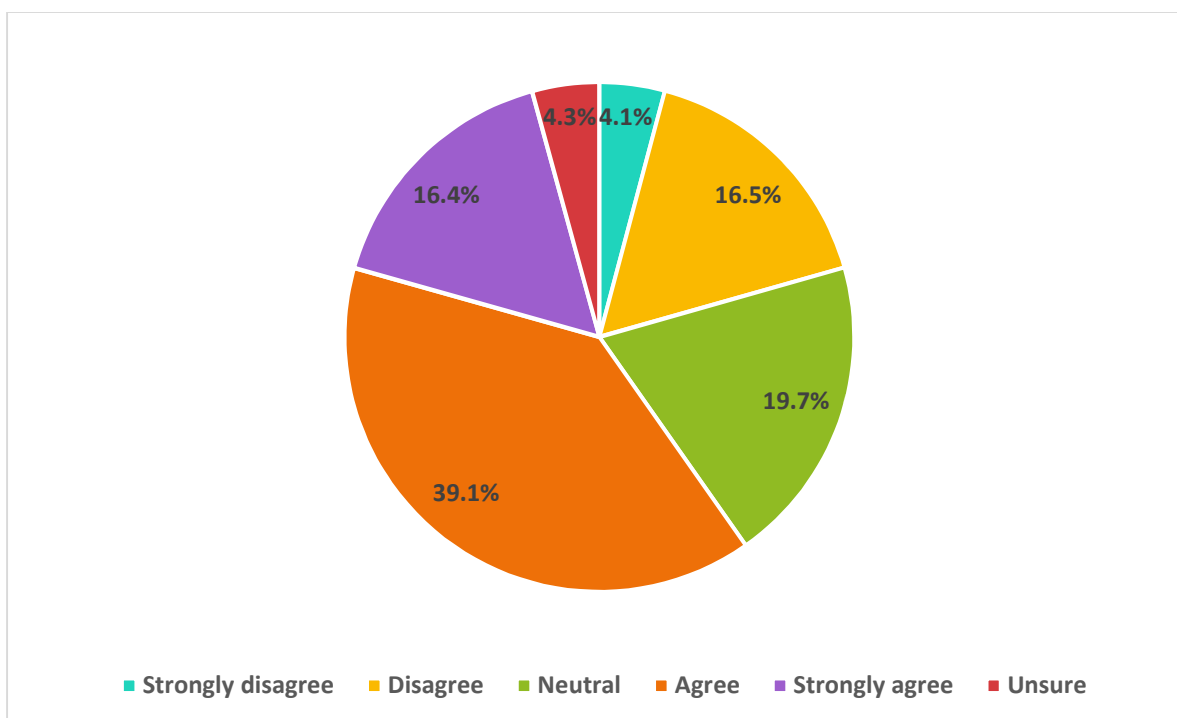
We asked: "How would you describe your parish's current financial health?"



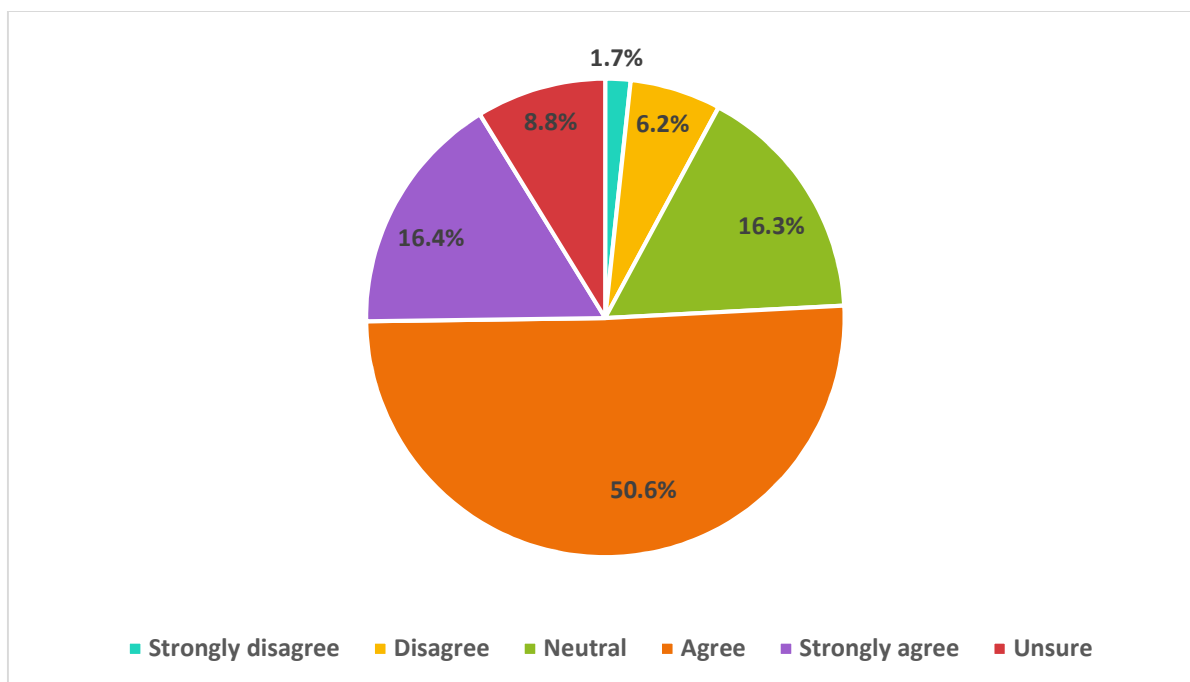
We asked: “On a typical week, how many people attend your parish Mass?”



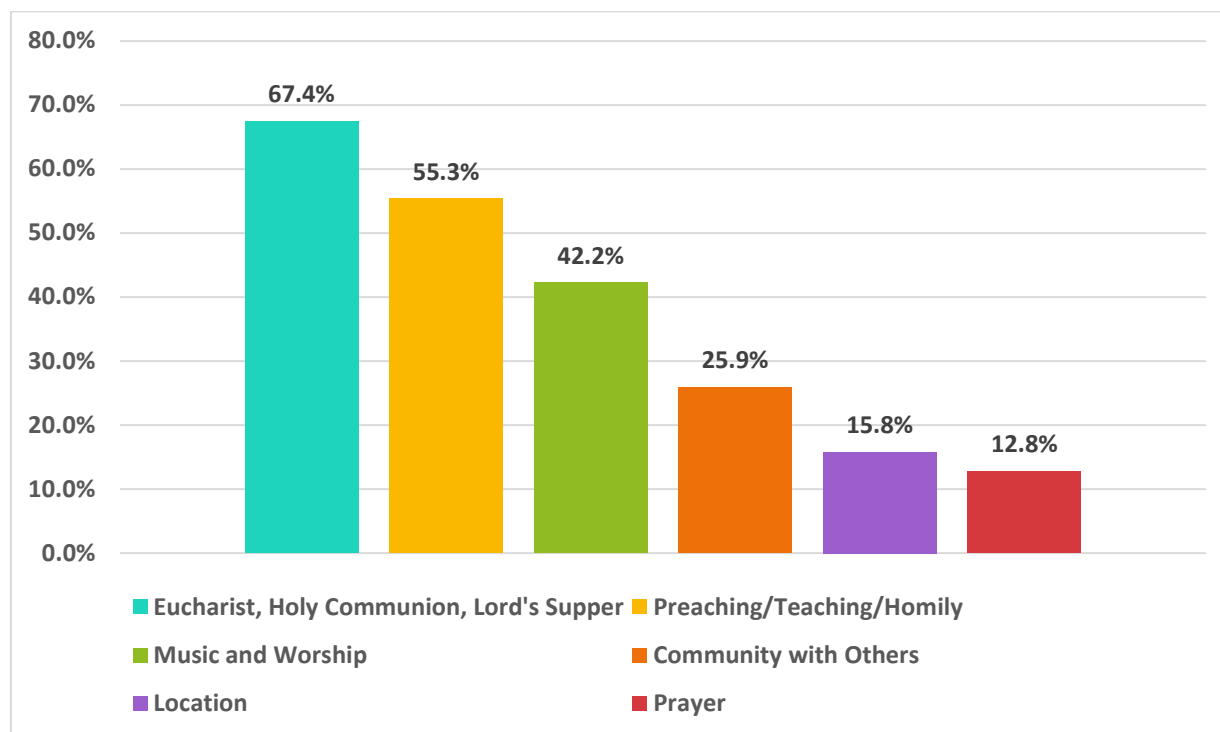
**As researchers, our assumption is that most parishes have some areas of flourishing, or are flourishing in some areas more than others. We asked:
“Generally, is your parish flourishing?”**



We asked: “Are there particular areas of ministry in your parish that are flourishing?”

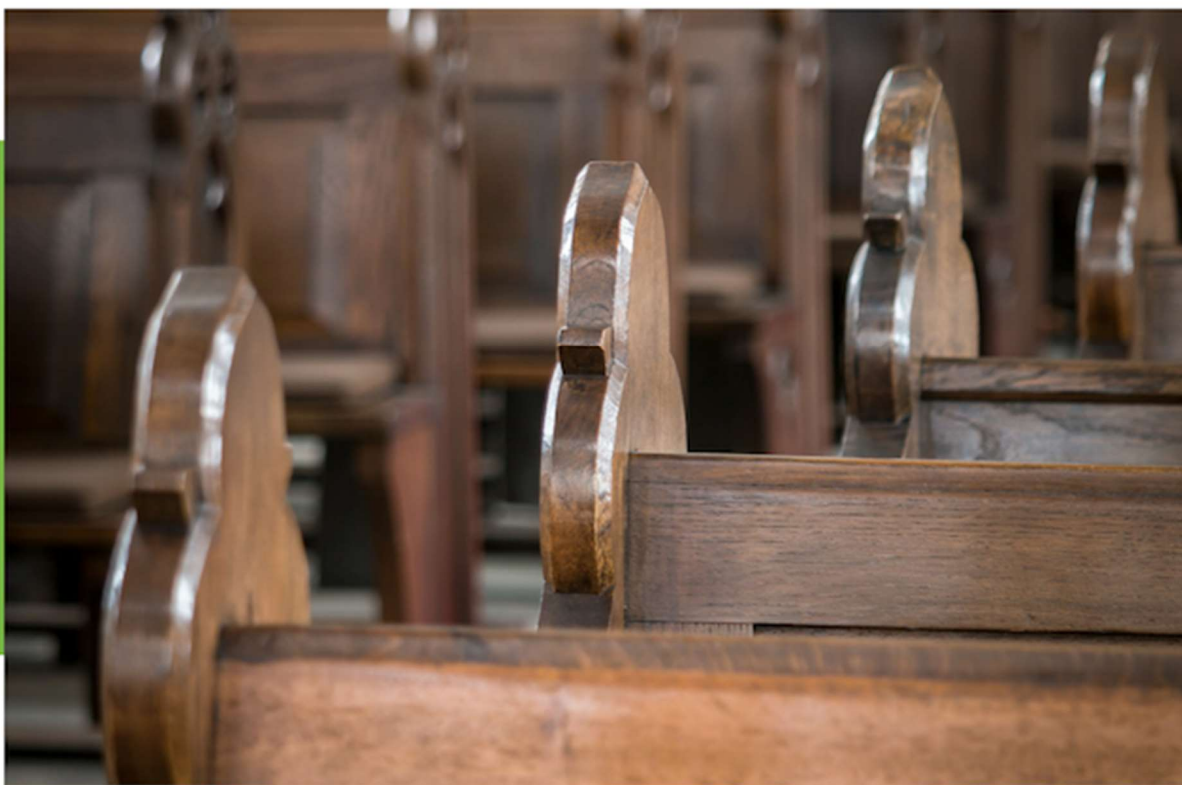


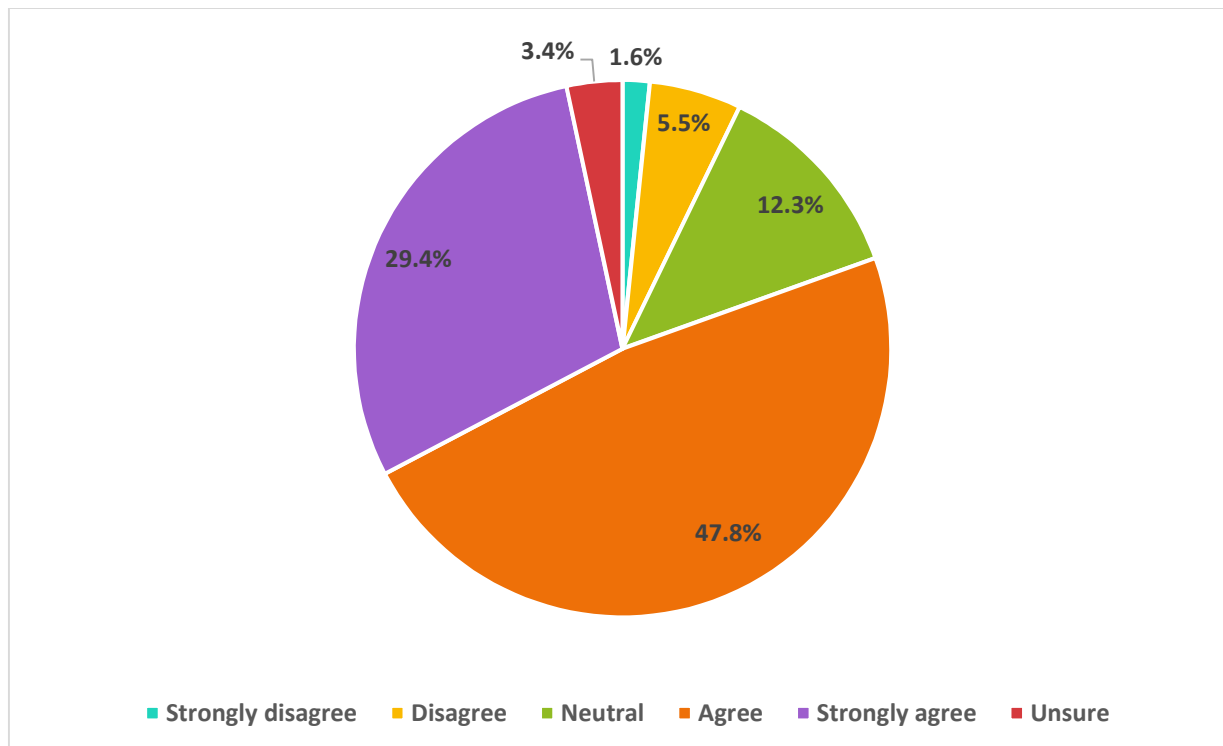
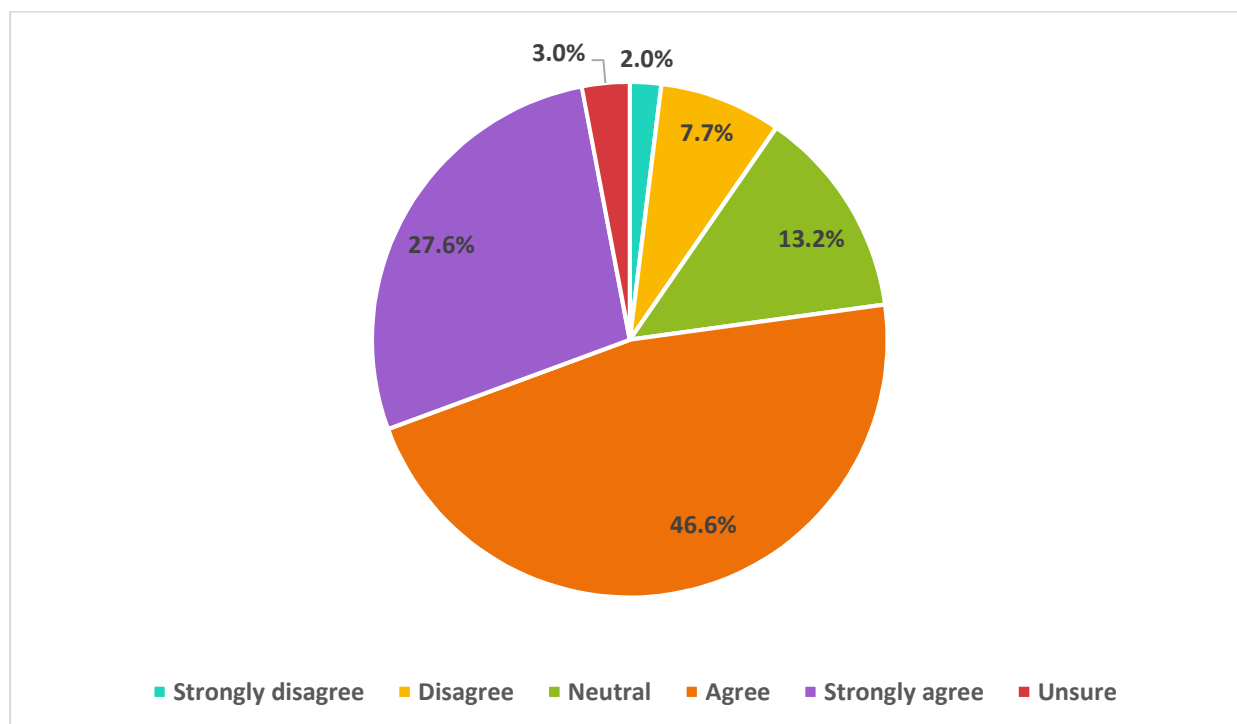
We asked respondents to *identify which three areas they most valued in their current parish*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”



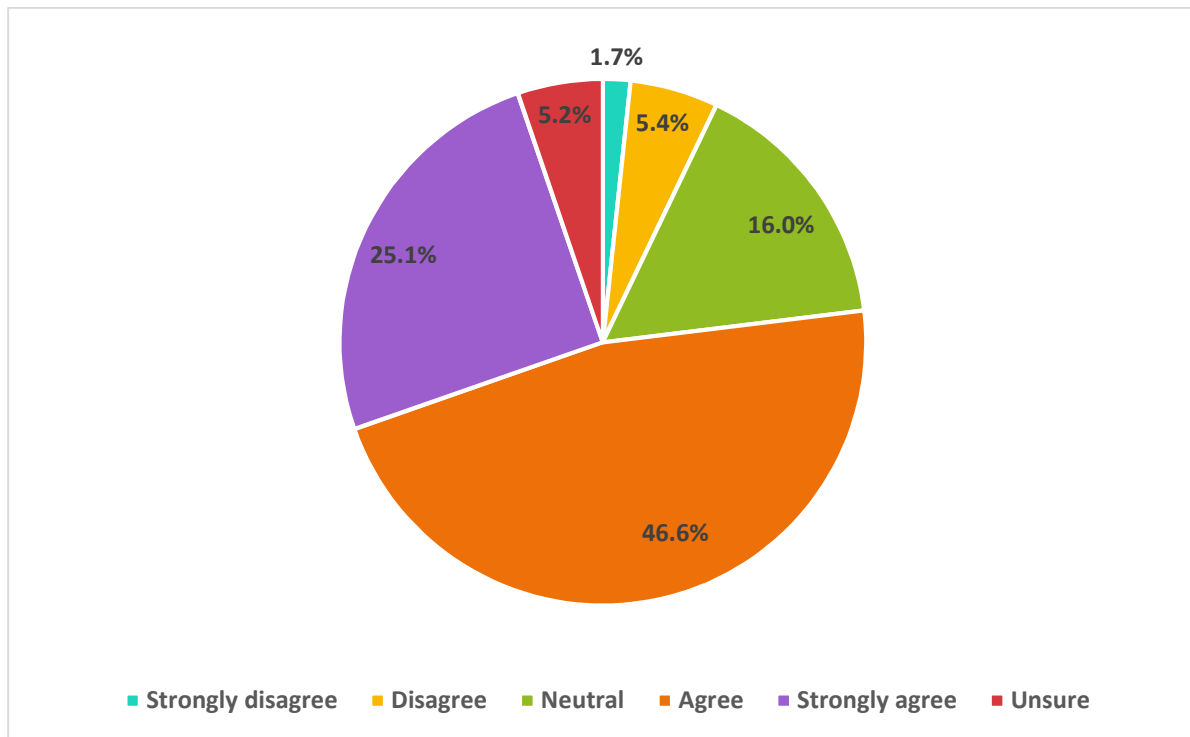
Organizational Ethos: Self-Identity

From our earlier interviews and focus groups, as well as our review of the literature, we discovered an emphasis on parishes who are clear on who they are – on where they have come from, where they are today, and where they are going. This dimension taps into people's perceptions and experiences about the clarity, communication, practice, and direction of your parish's values.

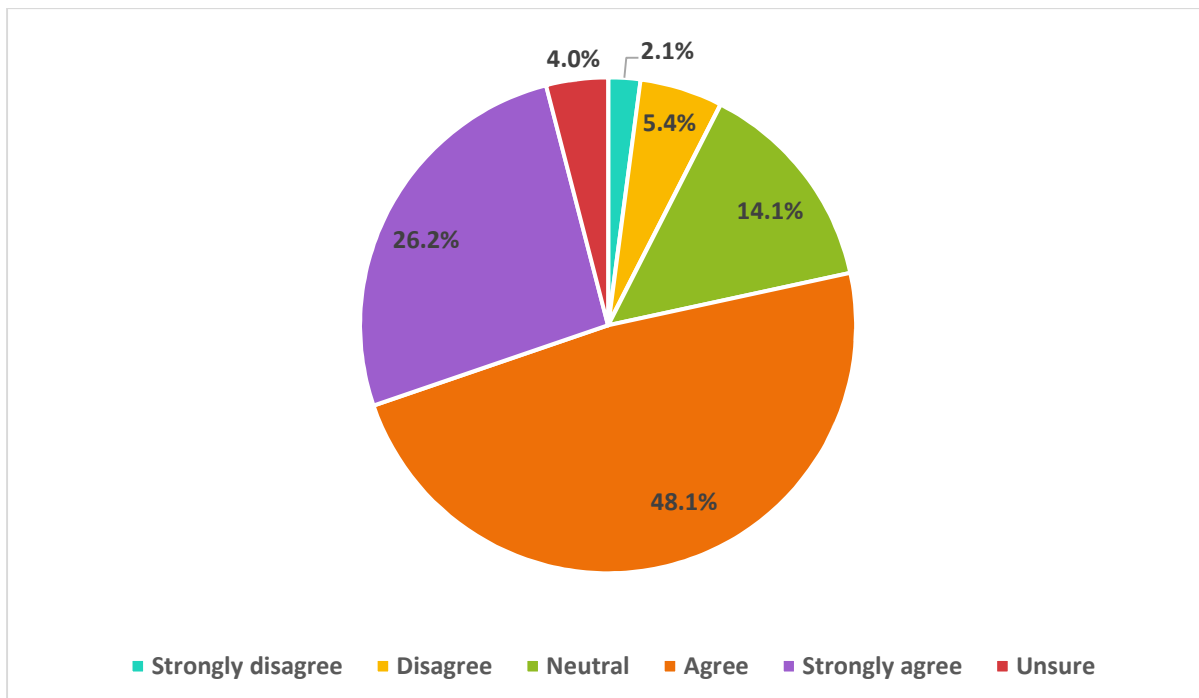


Our parish is clear on its core values and priorities (level of agreement)**Our parish clearly communicates its core values to its members and attenders” (level of agreement)**

**Our parish's core values and religious teachings clearly shape our culture and ethos
(level of agreement)**

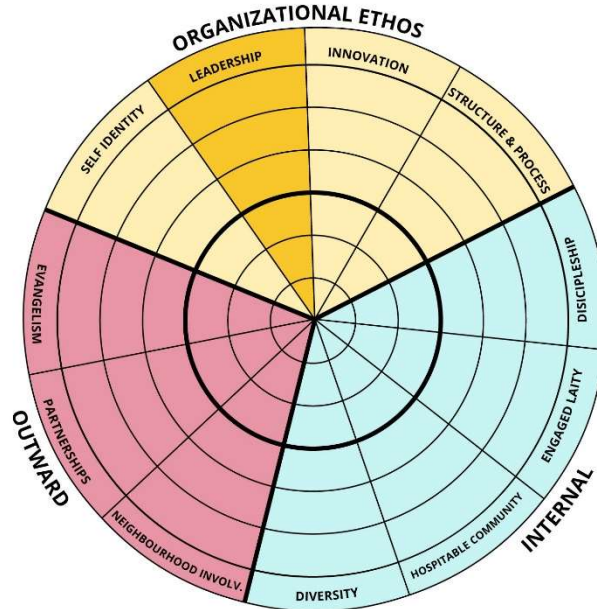


**Our parish is generally moving in the right direction in aligning activities with our core
values and religious teachings (level of agreement)**

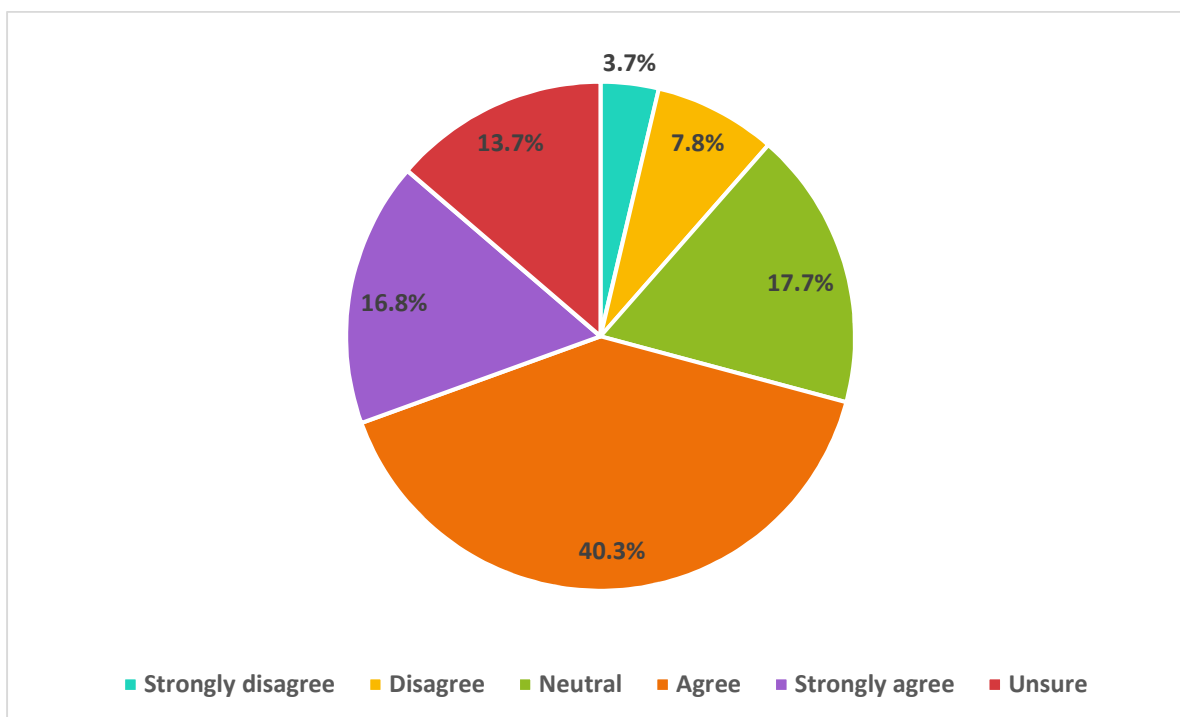


Organizational Ethos: Leadership

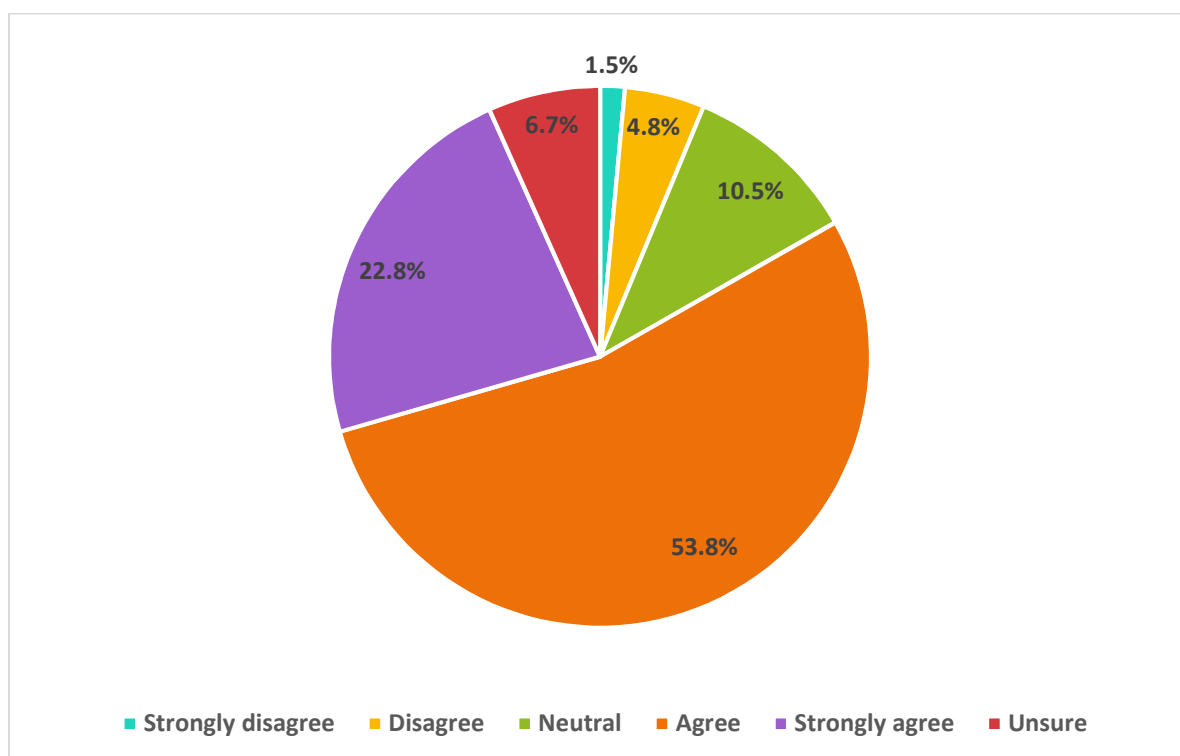
Of course there are numerous ways to measure people's perceptions and experiences of leadership in their parishes. This dimension centres on leader-follower dynamics, equipping and empowering leaders within the parish, traits associated with the current leadership, and touches on conflict-resolution capacities.



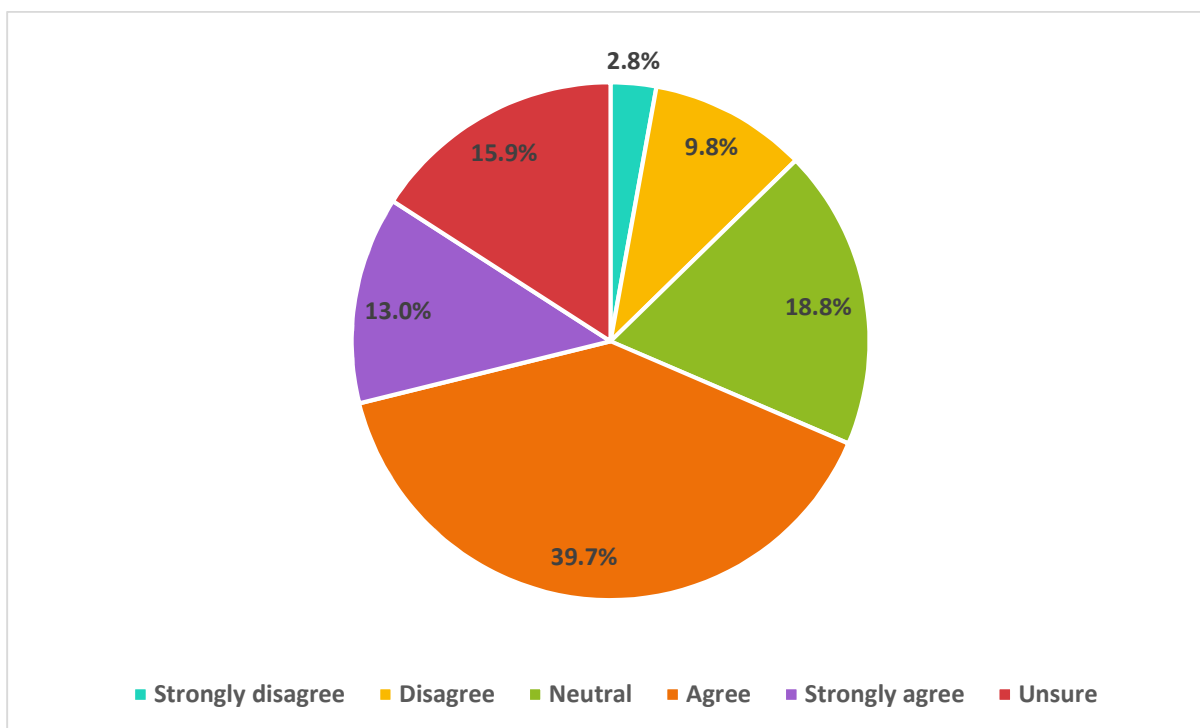
Our pastoral/church leaders take seriously the advice and ideas offered by our attendees (level of agreement)



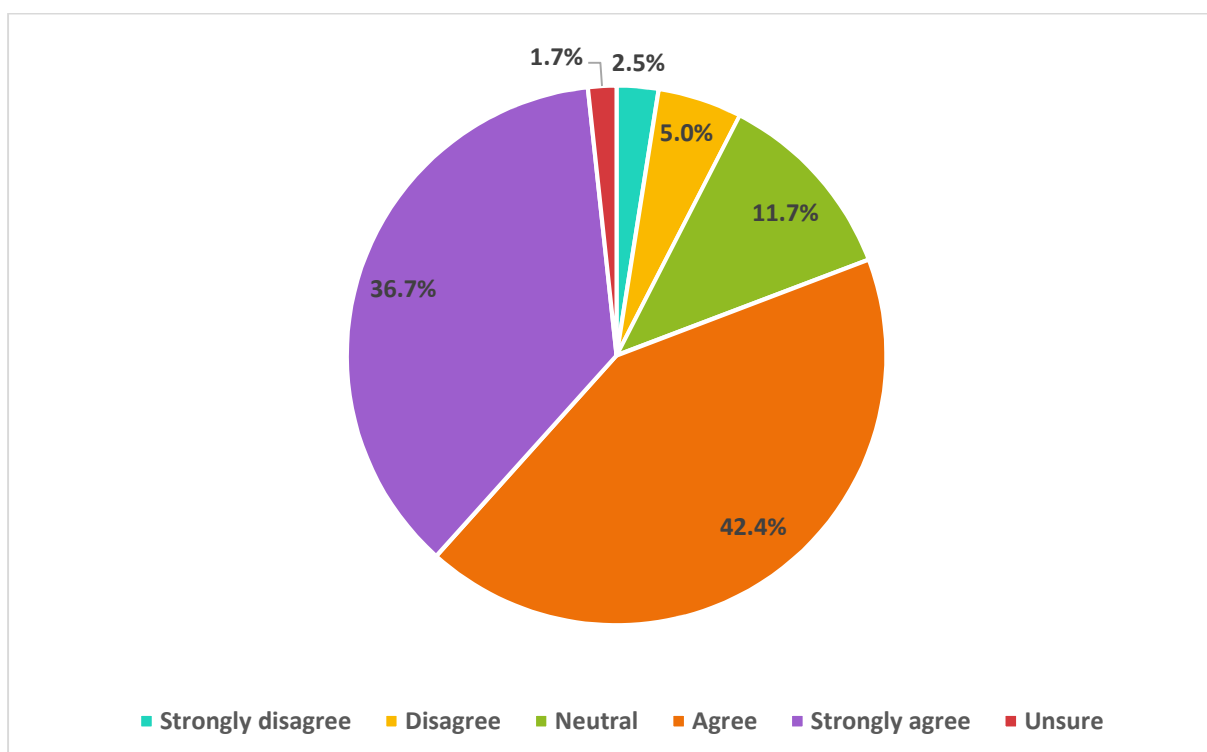
Our leaders appear to delegate/share tasks with others (level of agreement)

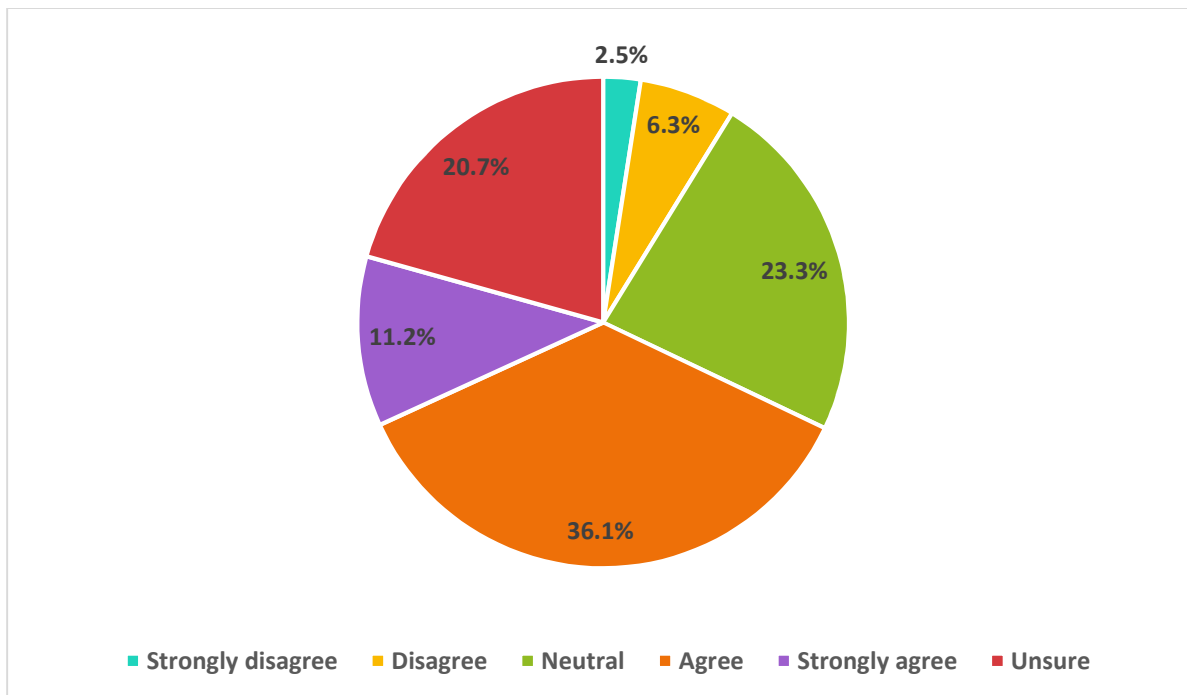


**New (non-pastoral) leaders are being developed in on an ongoing way
(level of agreement)**

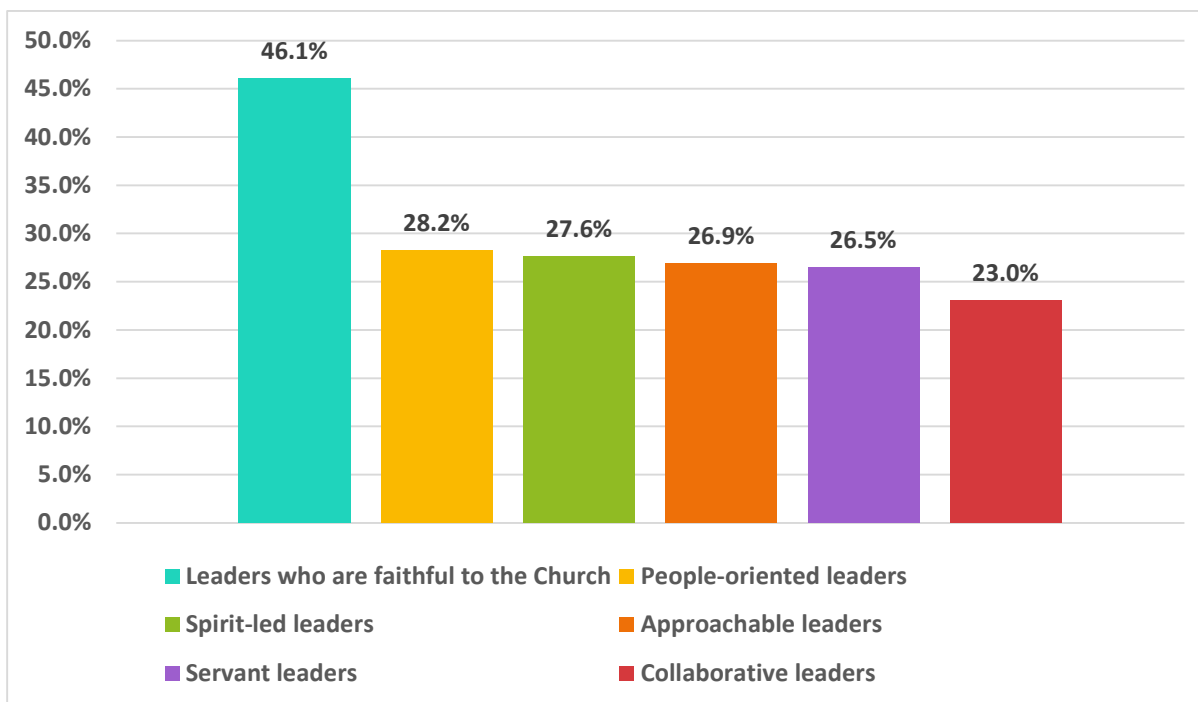


Level of confidence in those who currently lead our parish



Our leaders appear to handle conflict well (level of agreement)

We asked respondents to *identify up to three prominent traits that best describe those who lead (e.g., paid leaders and voluntary ministry leaders) in their parish*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

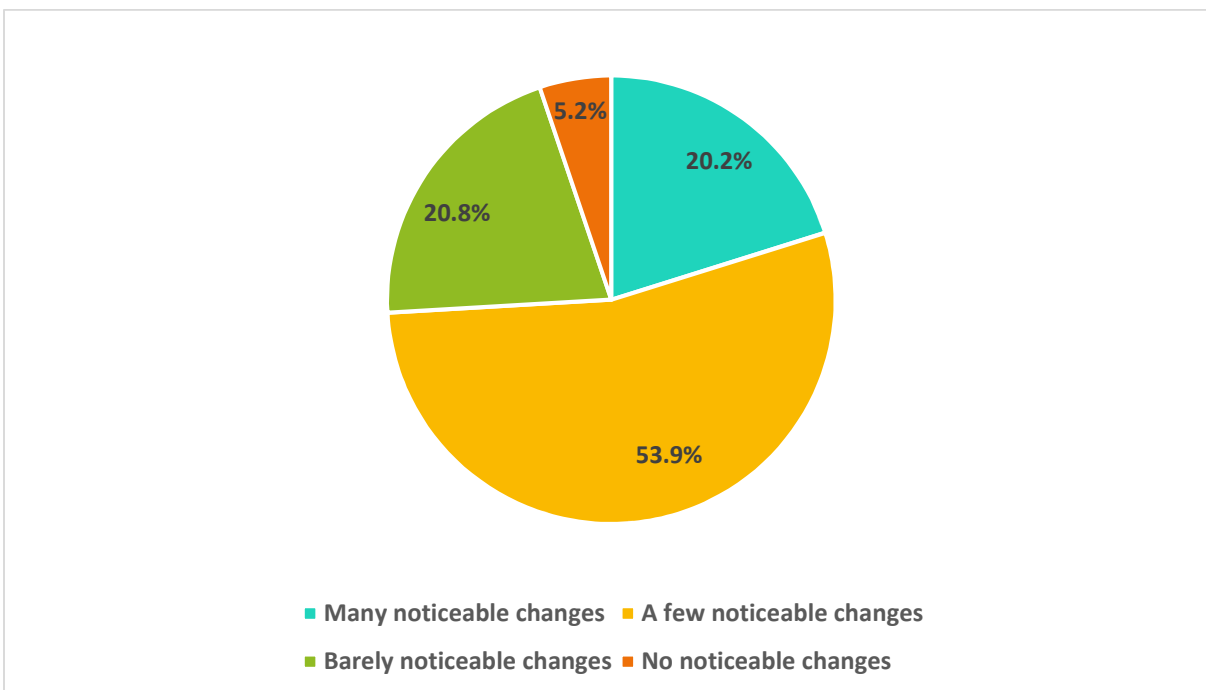


Organizational Ethos: Innovation

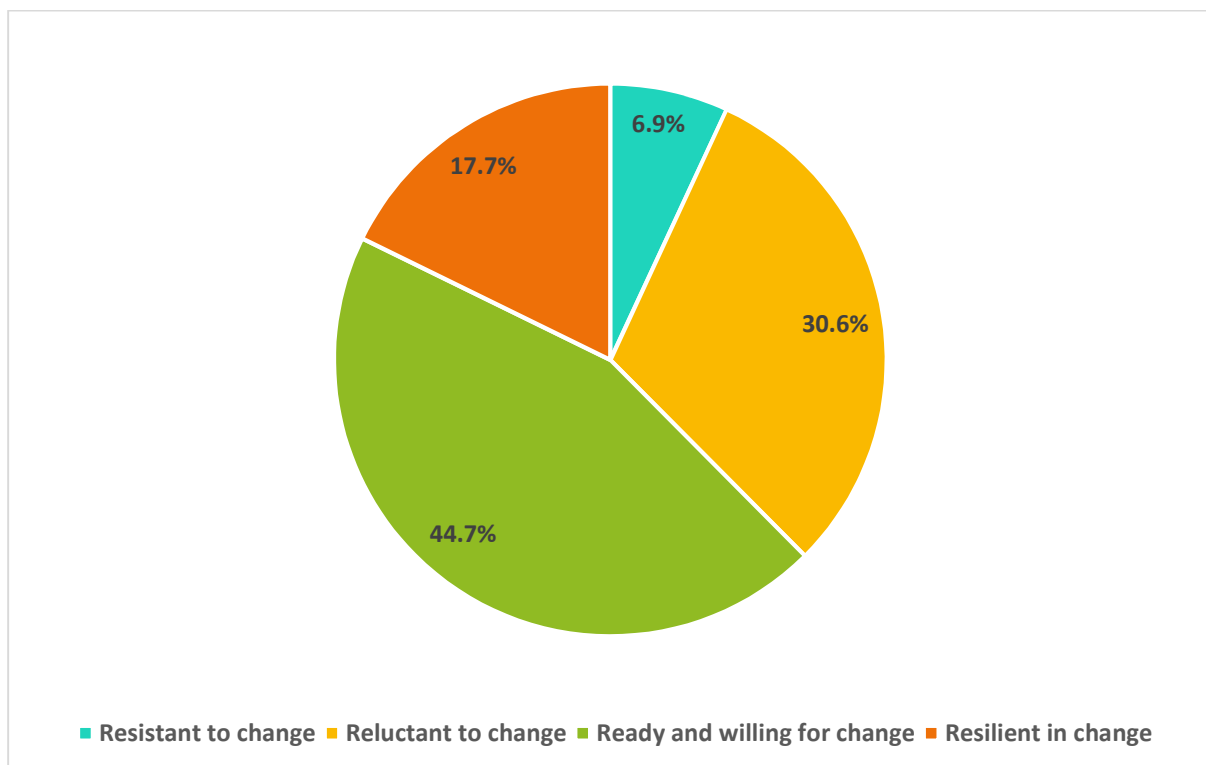
A refrain that we have heard in parishes is that flourishing involves innovation – flourishing parishes are open to new ideas, they experiment with new ideas, and they are not afraid to fail. These survey items detail people's perceptions of and openness to change and innovation in their parishes.



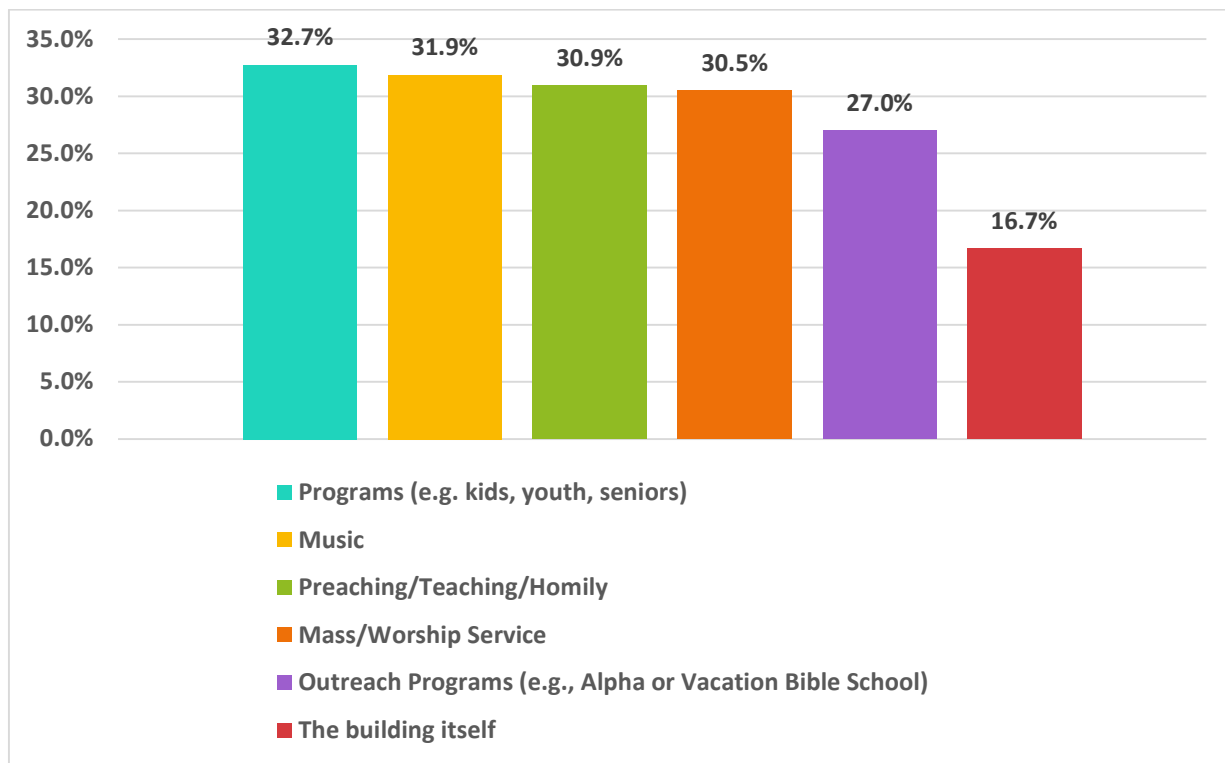
We asked: “If a person was away from your parish for three years and then came back – to what extent might they notice changes in how things are done?”



We asked: “Which of the following best describes your parish?”

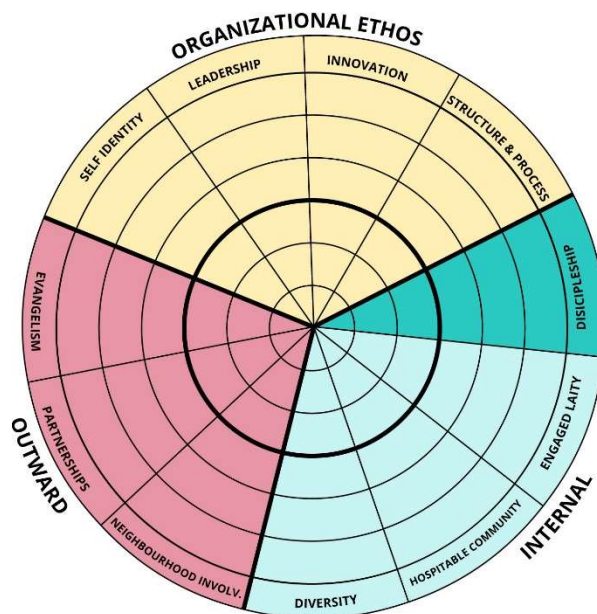


We asked respondents to *indicate up to three areas where innovations are most evident in their parish*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

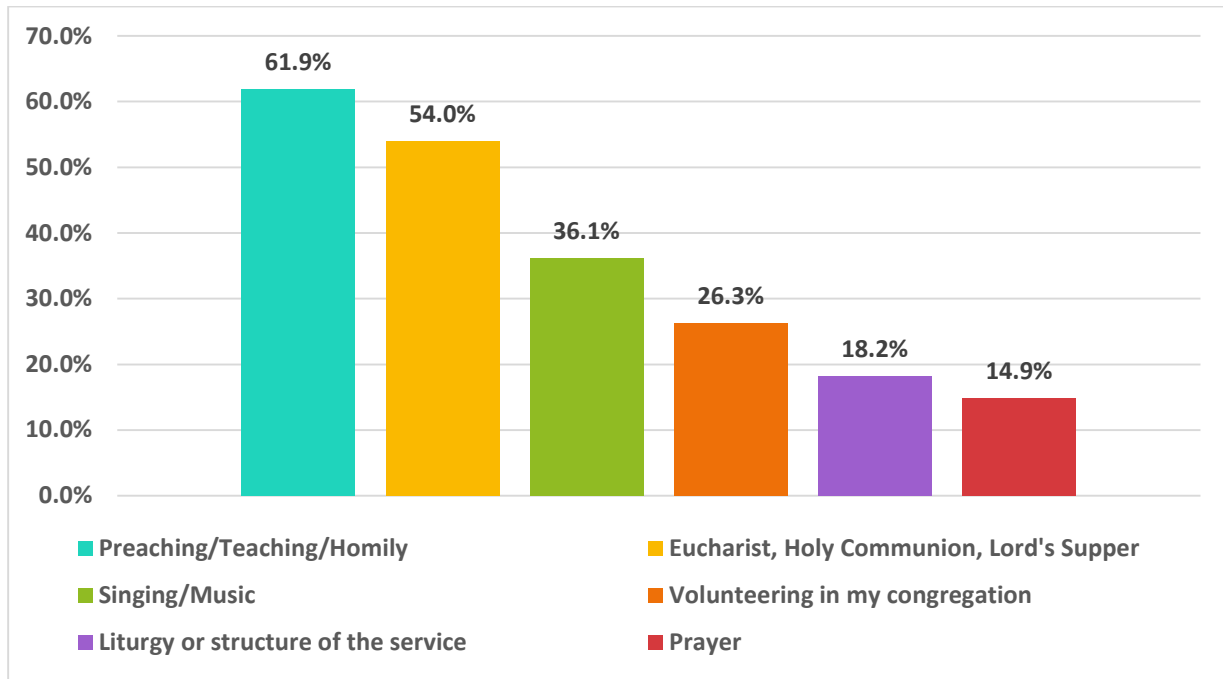


Internal: Discipleship

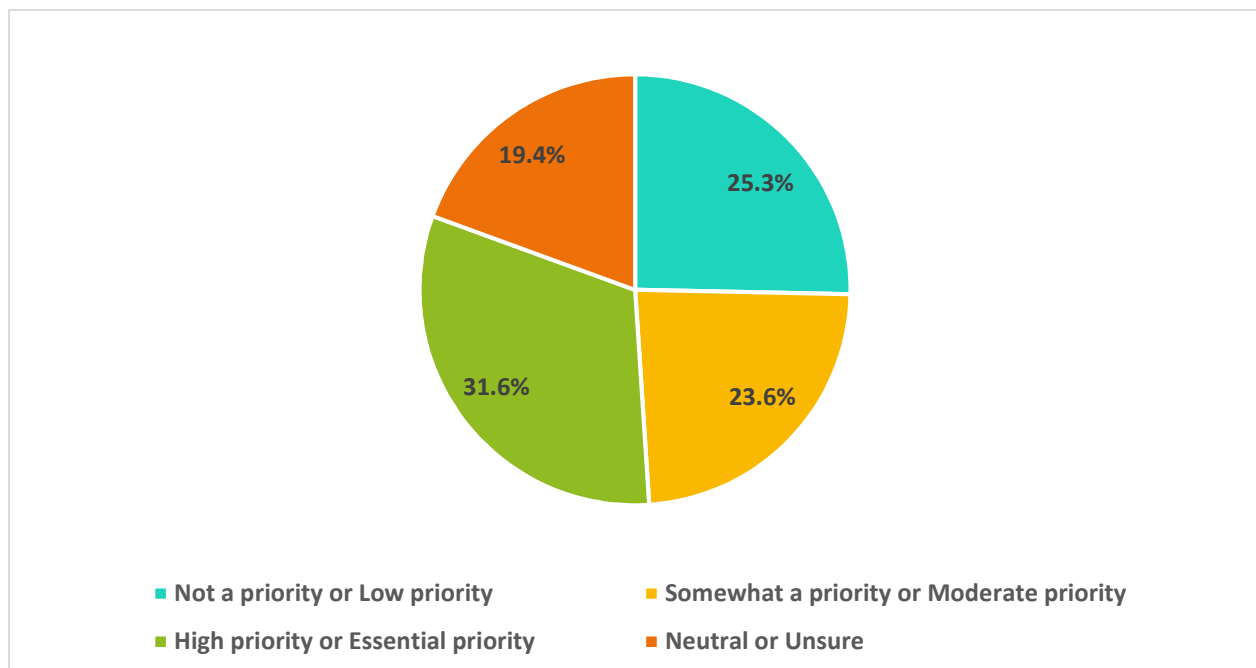
As one might imagine, discipleship is a difficult term to fully capture and measure across various Canadian theological traditions. This dimension focuses on various areas of spiritual formation and growth at both the individual and parish-level.



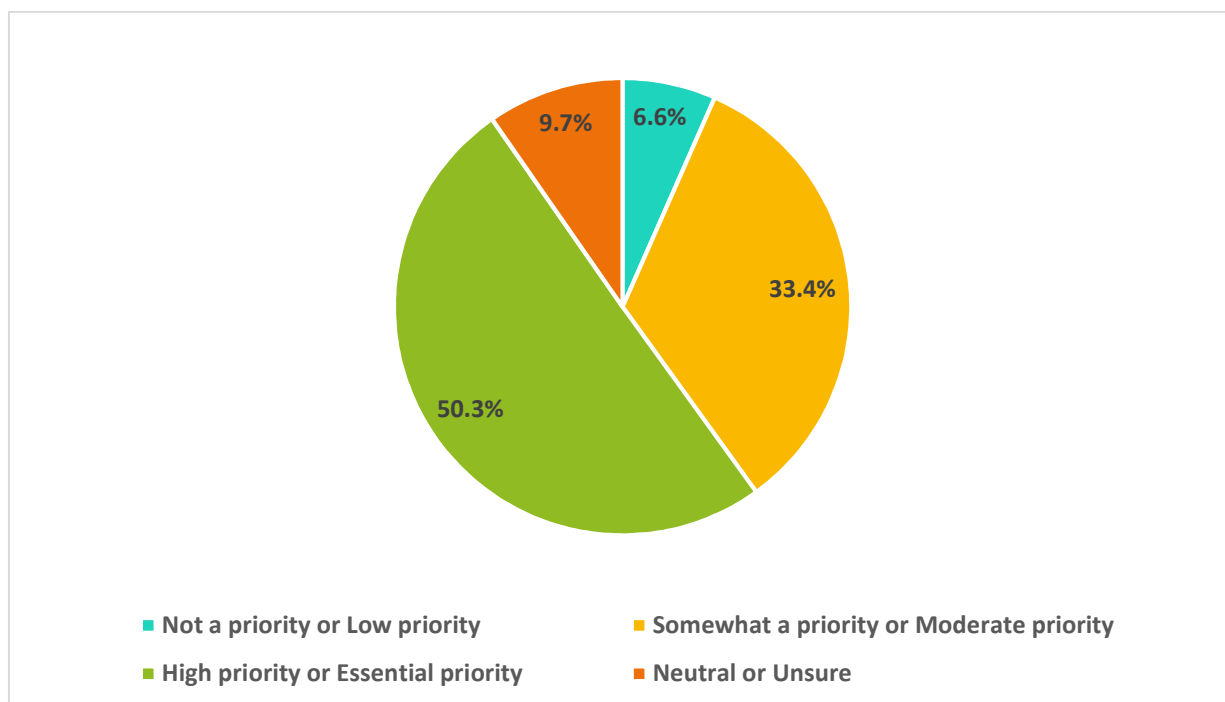
We asked respondents to *identify the three most important elements of parish life that had impacted their spiritual growth*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”



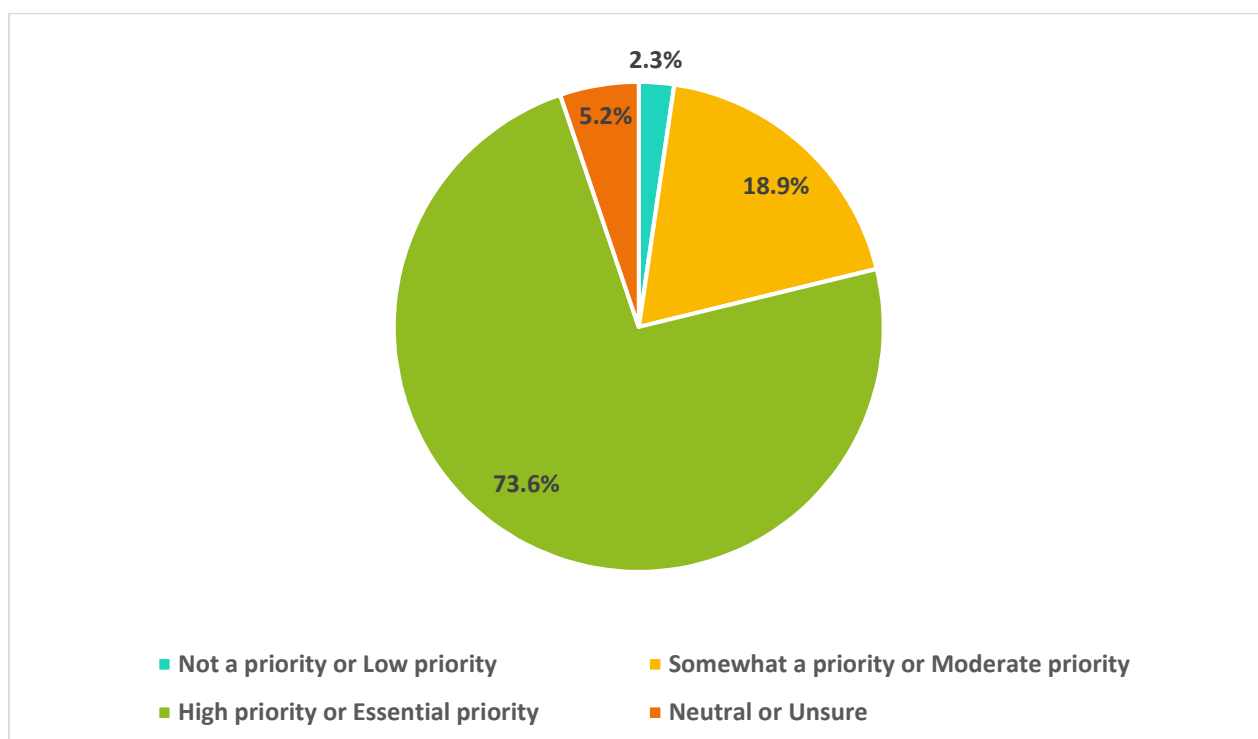
We asked: “To what extent would you say your parish gives priority (or not) to *just trying to survive as a parish (i.e., not close the doors)?*”



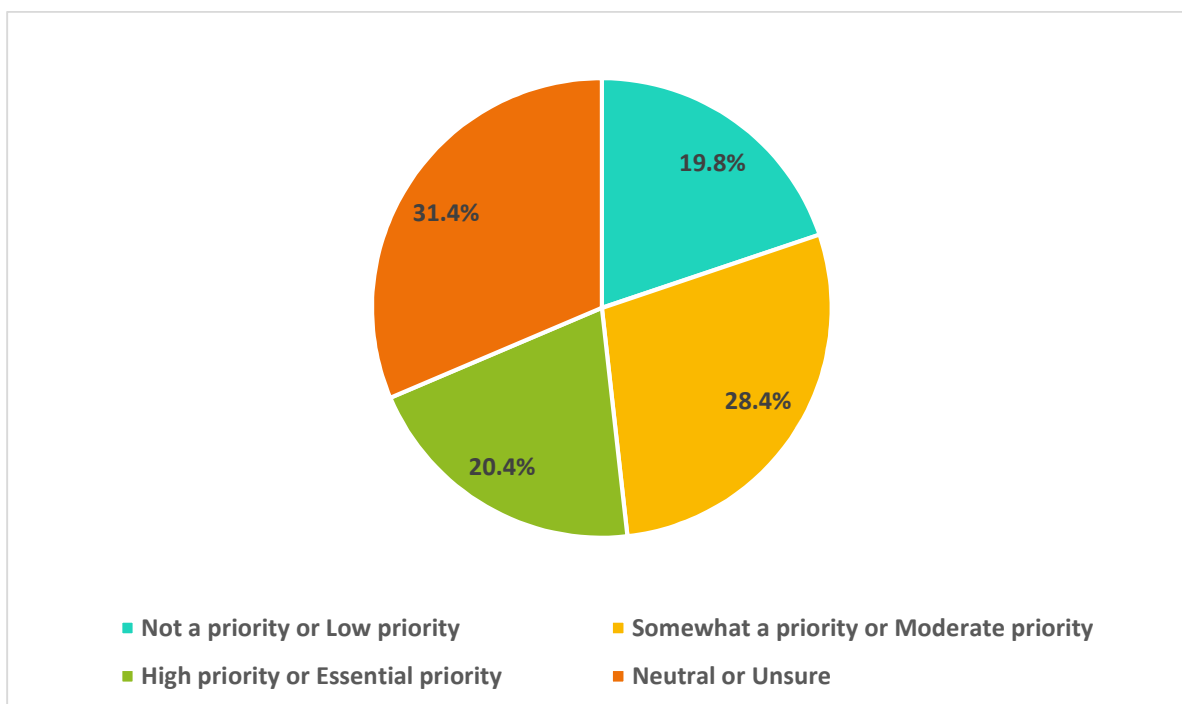
We asked: “To what extent would you say your parish gives priority (or not) to *children’s programs*?”



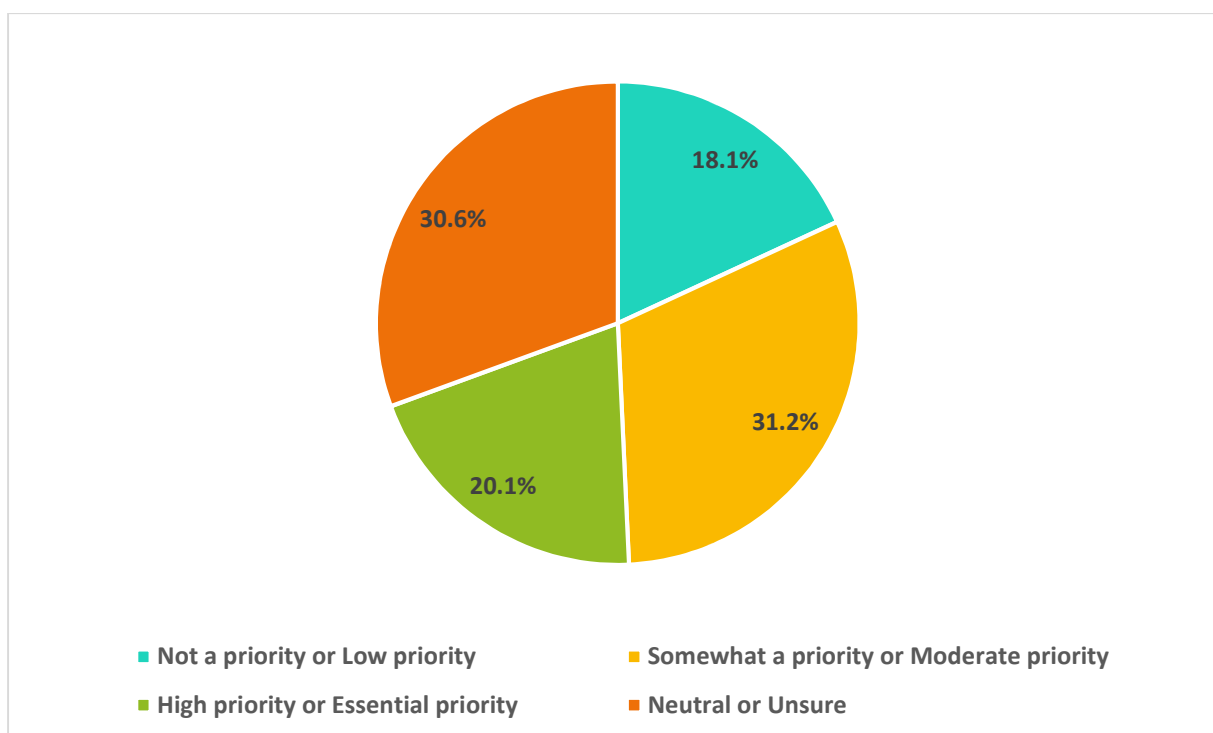
We asked: “To what extent would you say your parish gives priority (or not) to *having meaningful Mass*?”



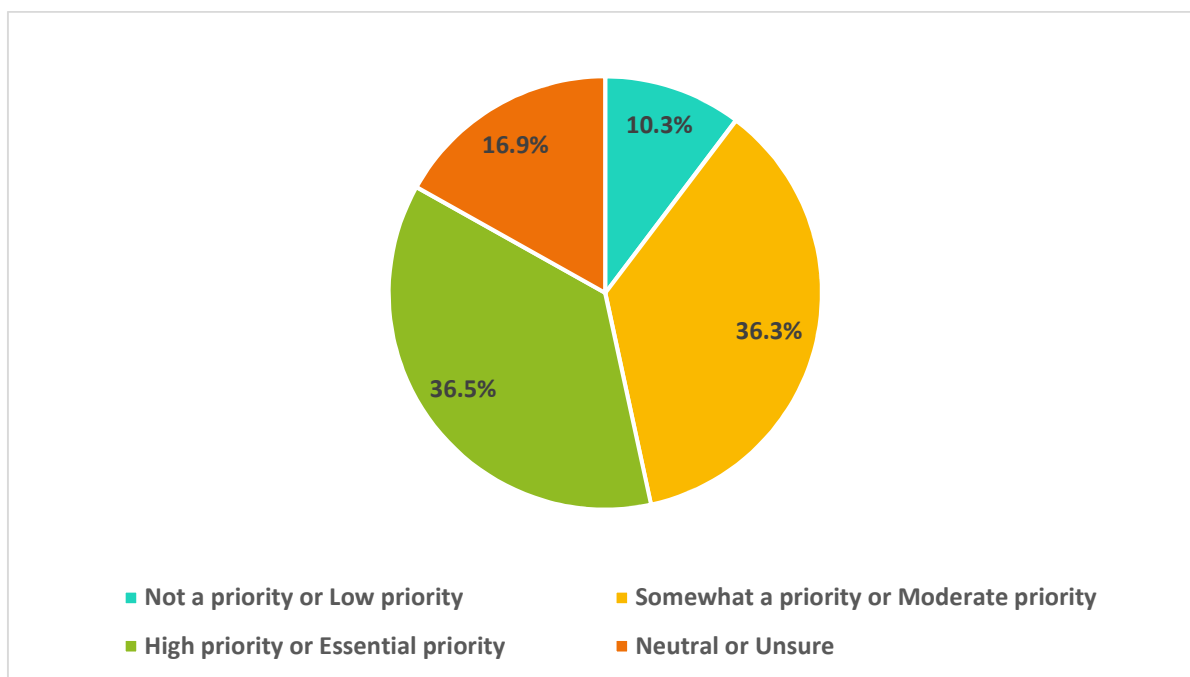
We asked: “To what extent would you say your parish gives priority (or not) to *women’s programs*?”



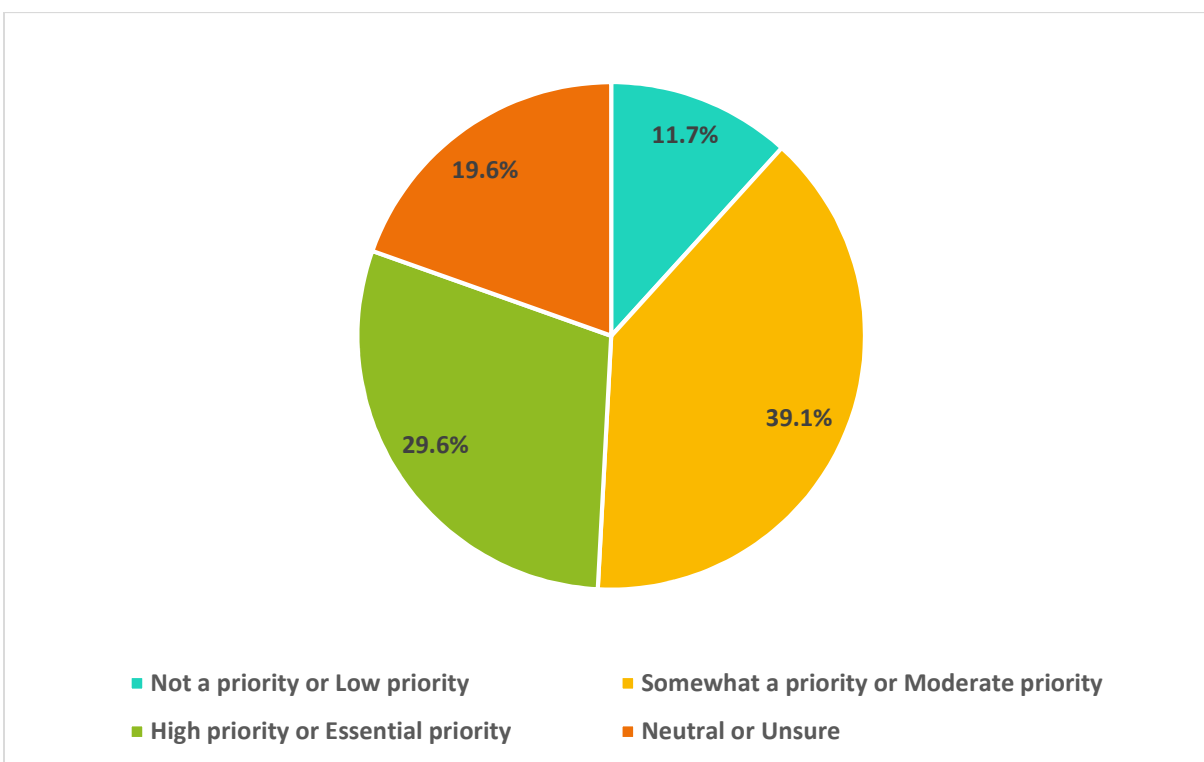
We asked: “To what extent would you say your parish gives priority (or not) to *men’s programs*?”



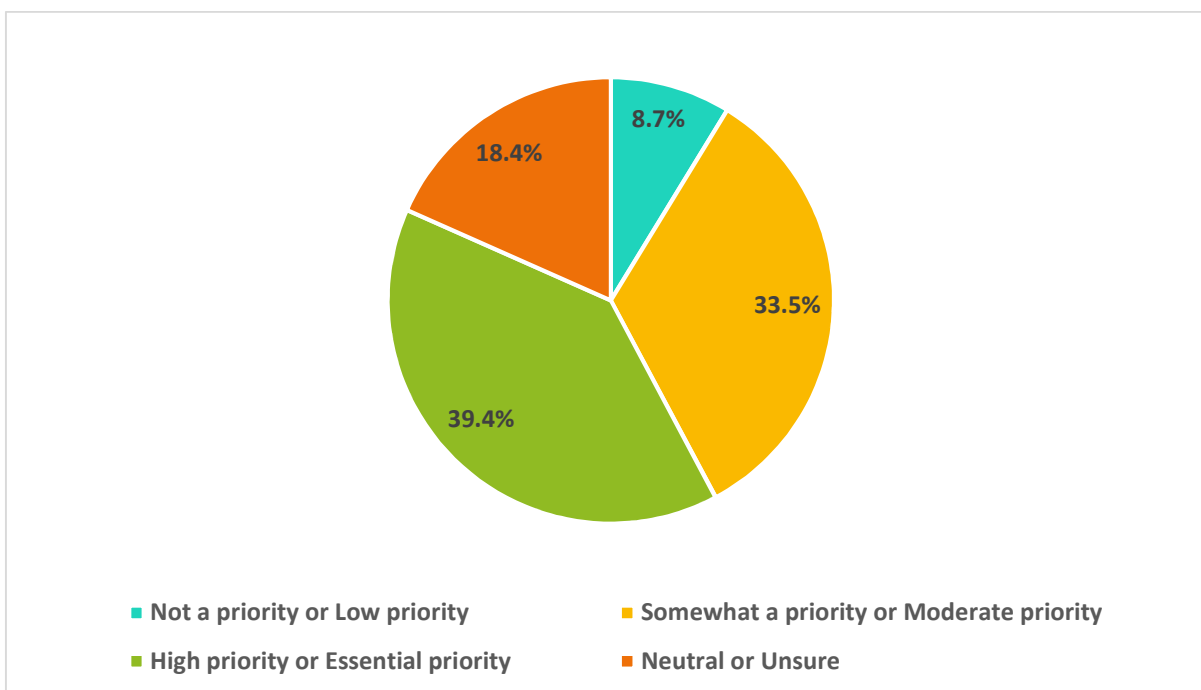
We asked: “To what extent would you say your parish gives priority (or not) to *providing Christian education for adults?*”



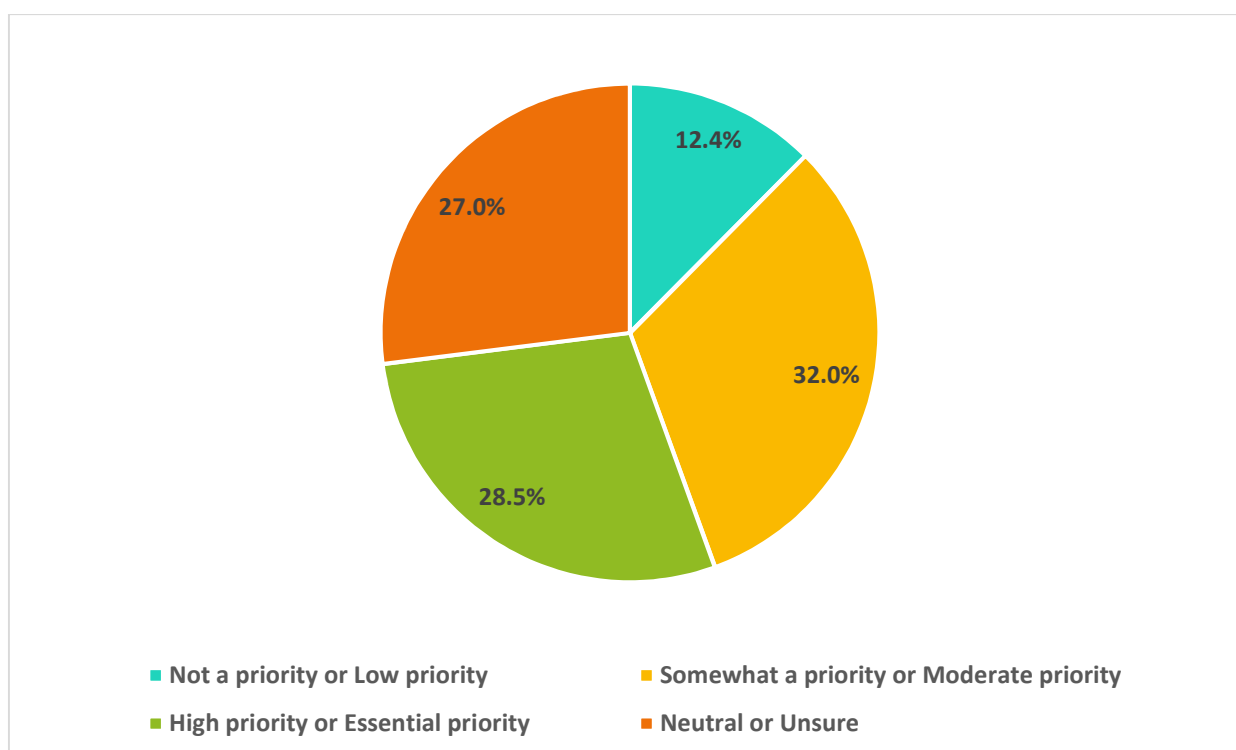
We asked: “To what extent would you say your parish gives priority (or not) to *attempting to address social issues?*”



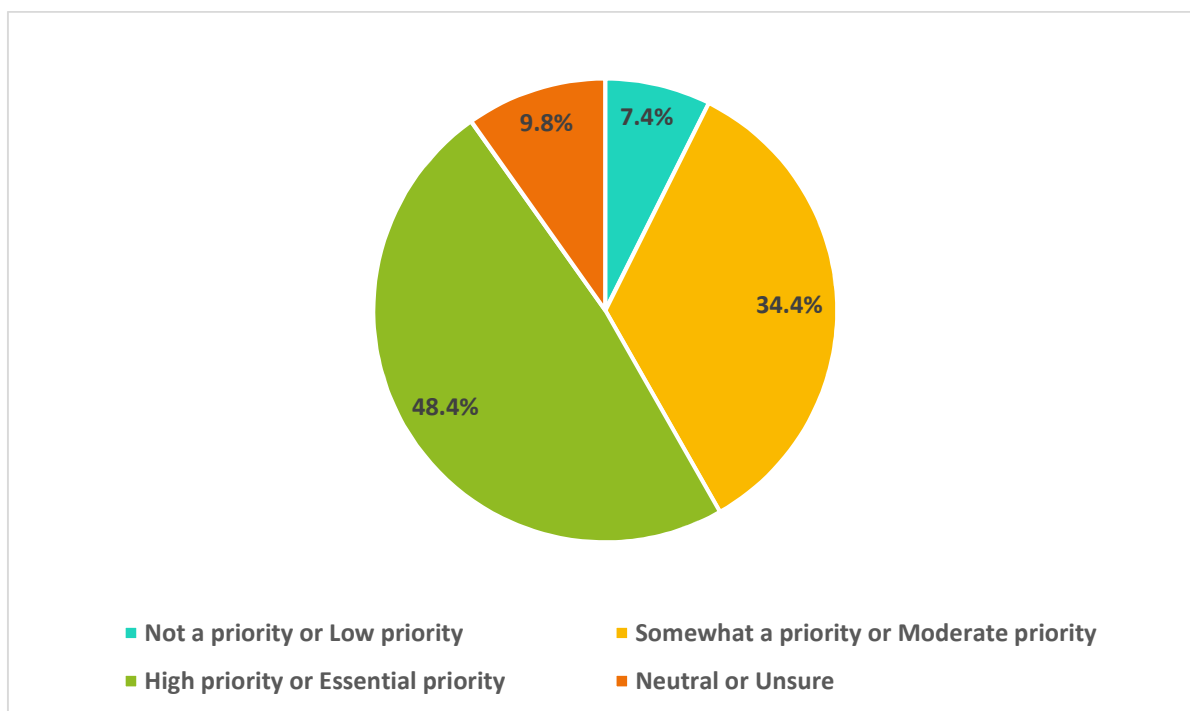
We asked: “To what extent would you say your parish gives priority (or not) to *strengthening family life*?”



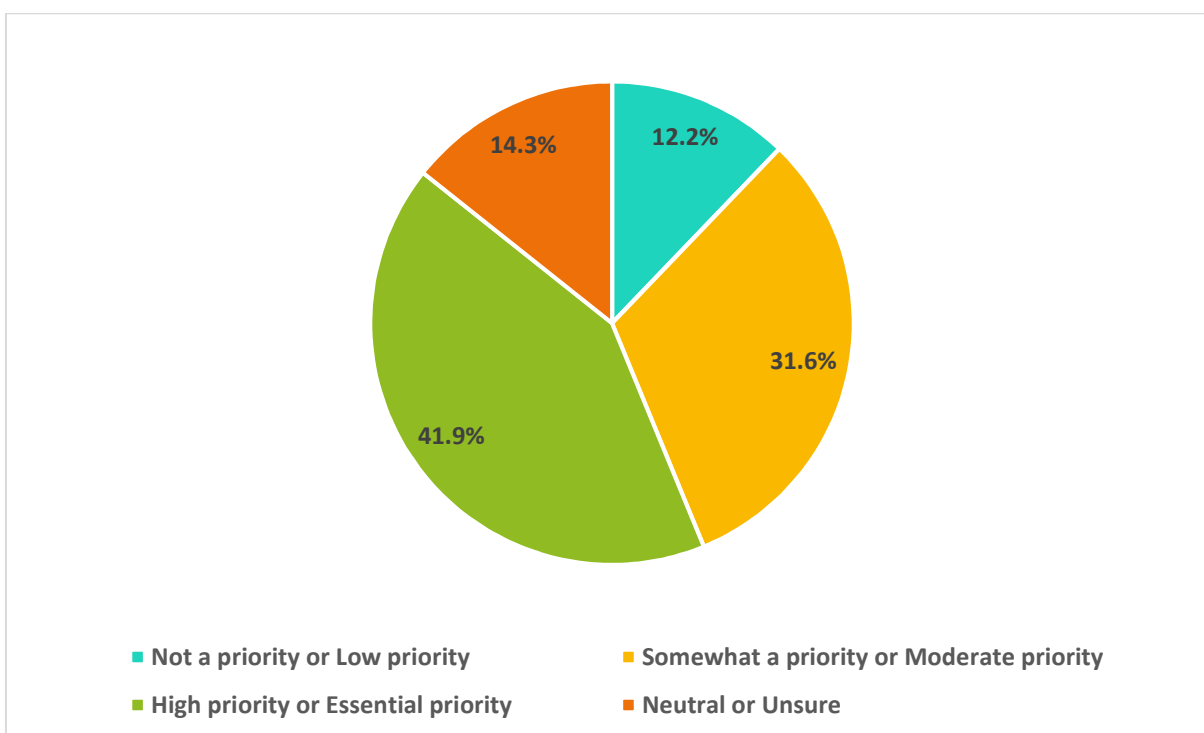
We asked: “To what extent would you say your parish gives priority (or not) to *healing and recovery*?”



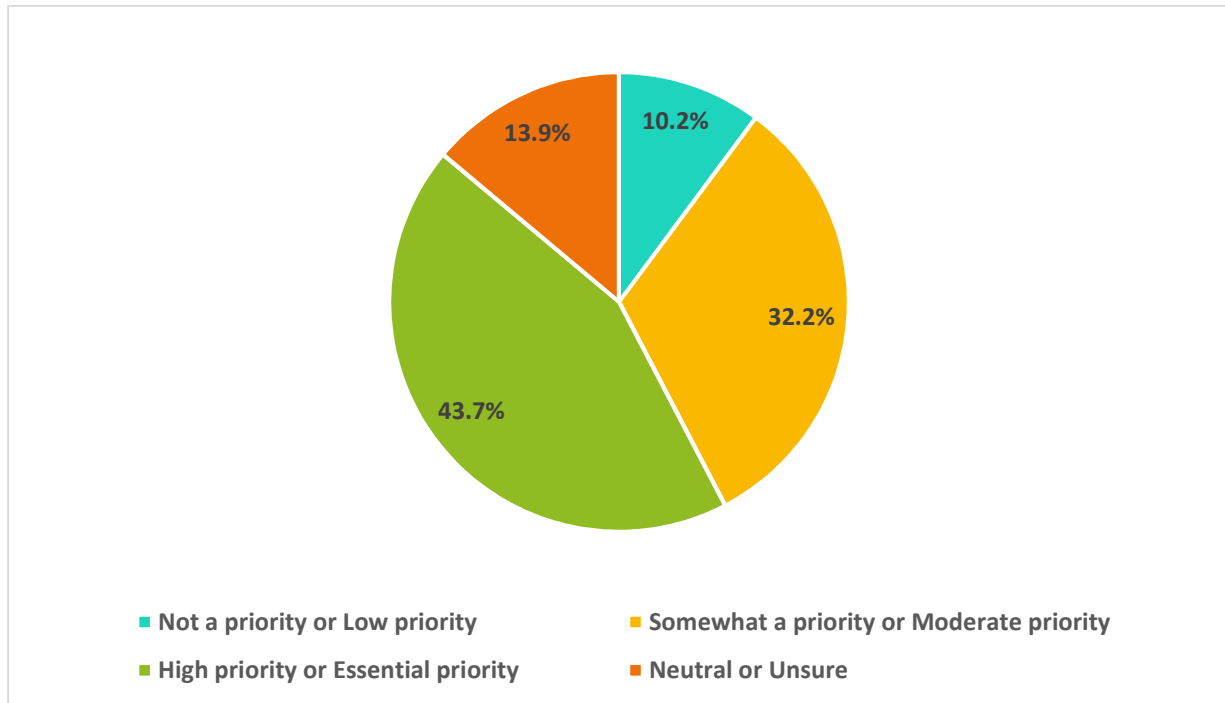
We asked: “To what extent would you say your parish gives priority (or not) to *good music*?”



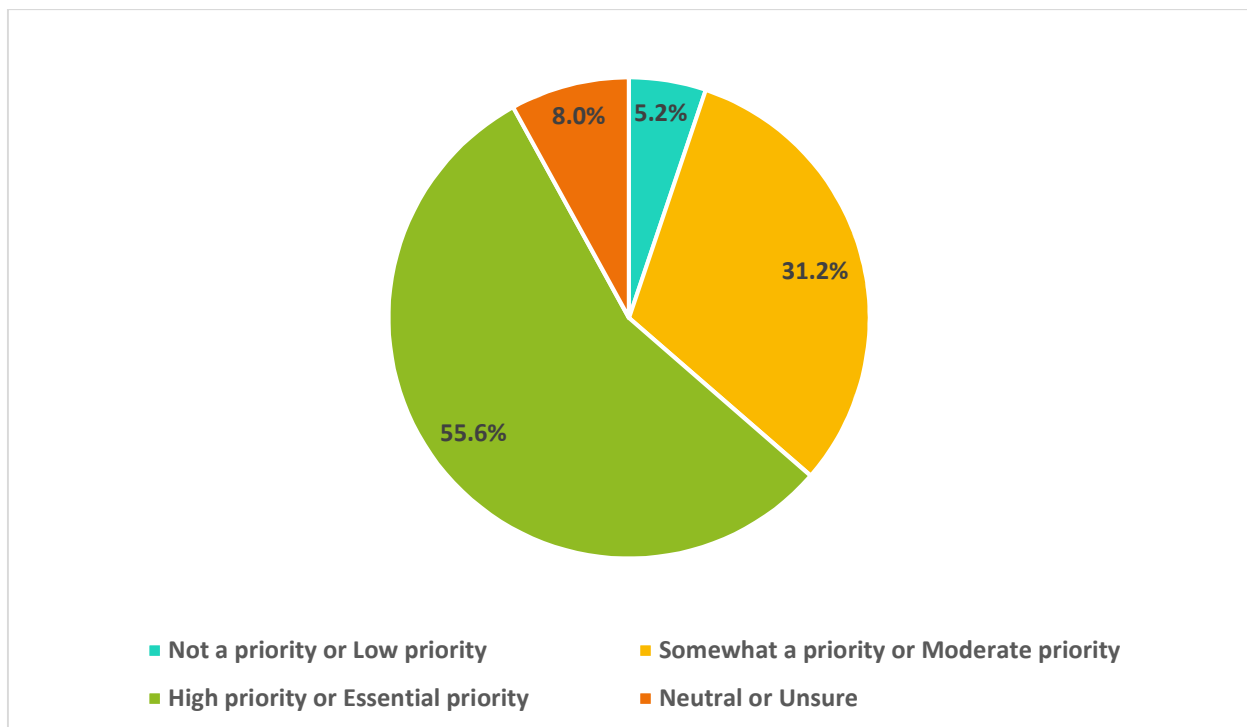
We asked: “To what extent would you say your parish gives priority (or not) to *having activities for young people*?”



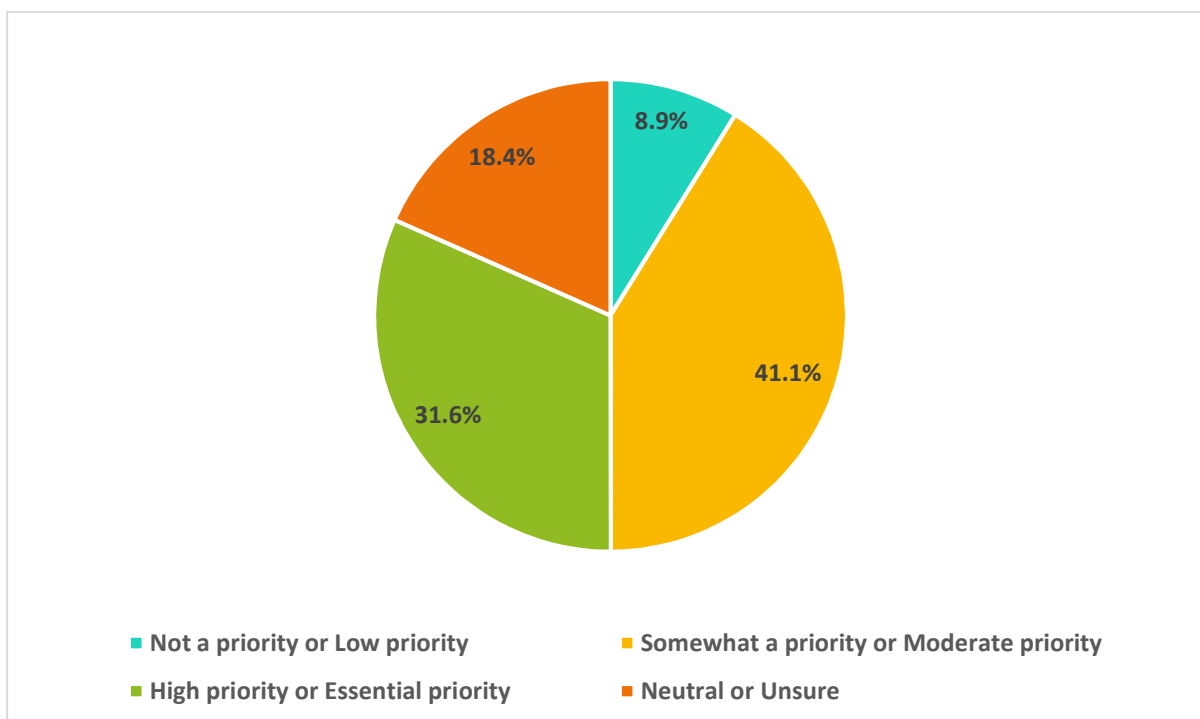
We asked: “To what extent would you say your parish gives priority (or not) to *providing Christian education for young people?*”



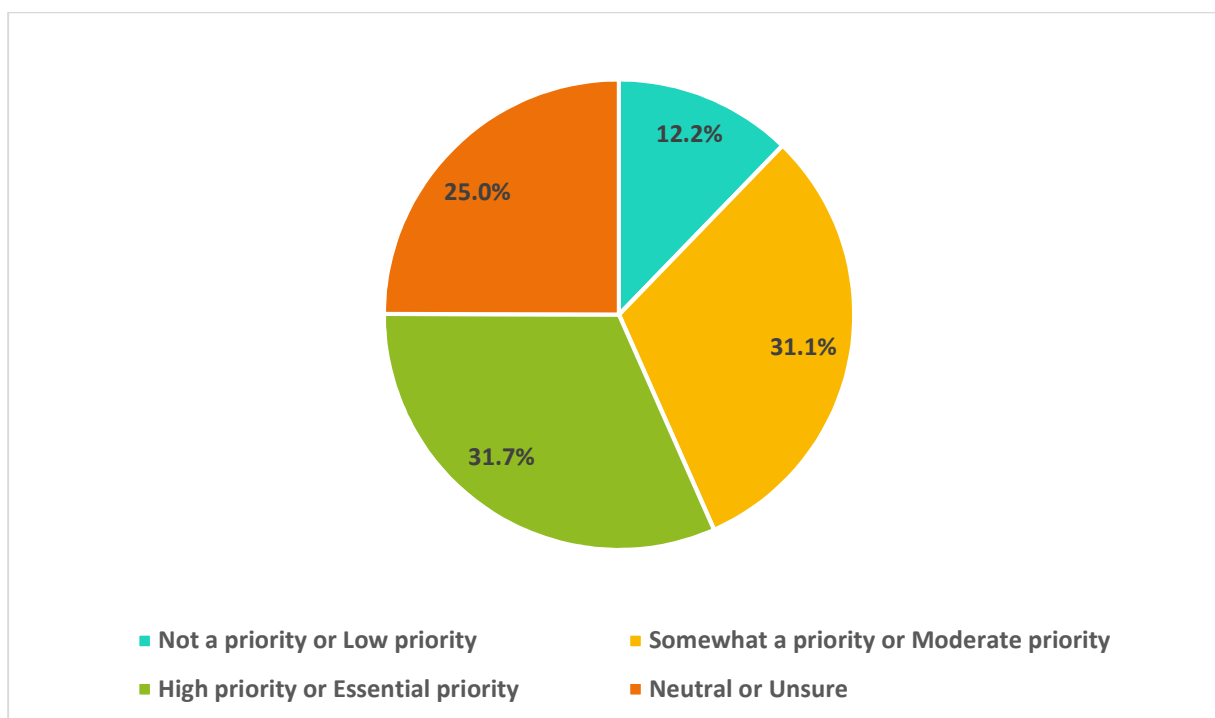
We asked: “To what extent would you say your parish gives priority (or not) to *providing a sense of community for members?*”



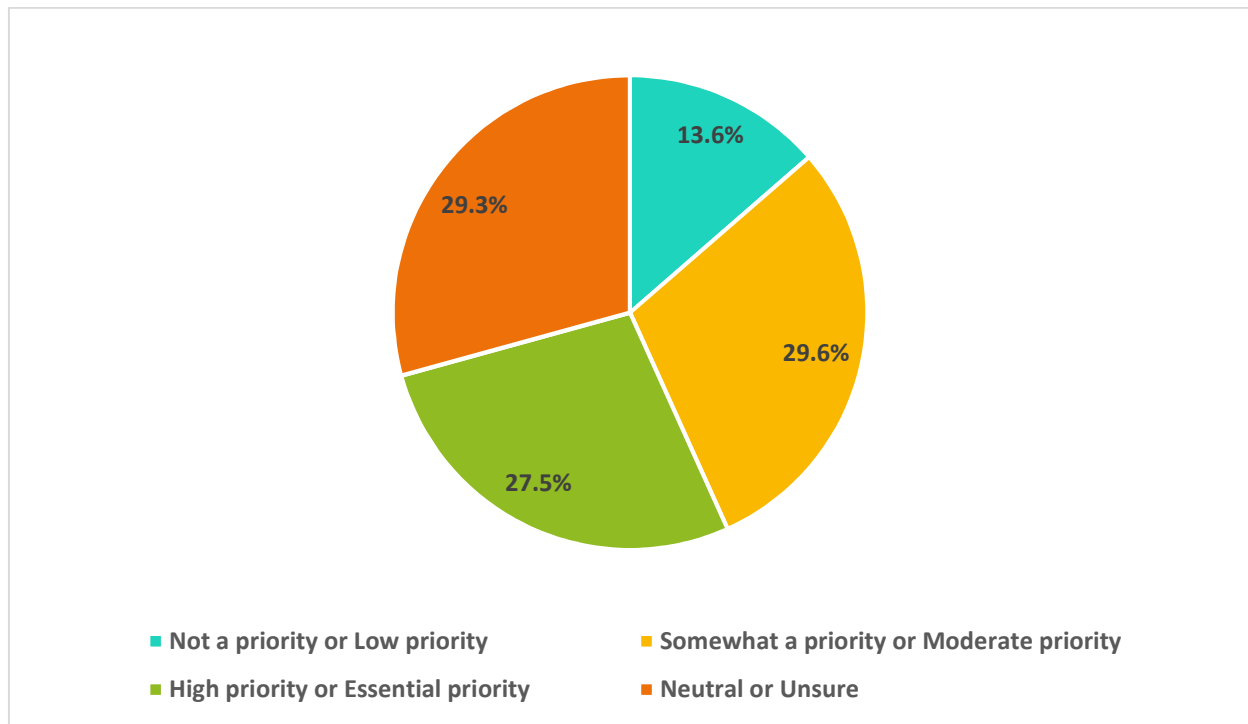
We asked: “To what extent would you say your parish gives priority (or not) to *supporting world missions*?”



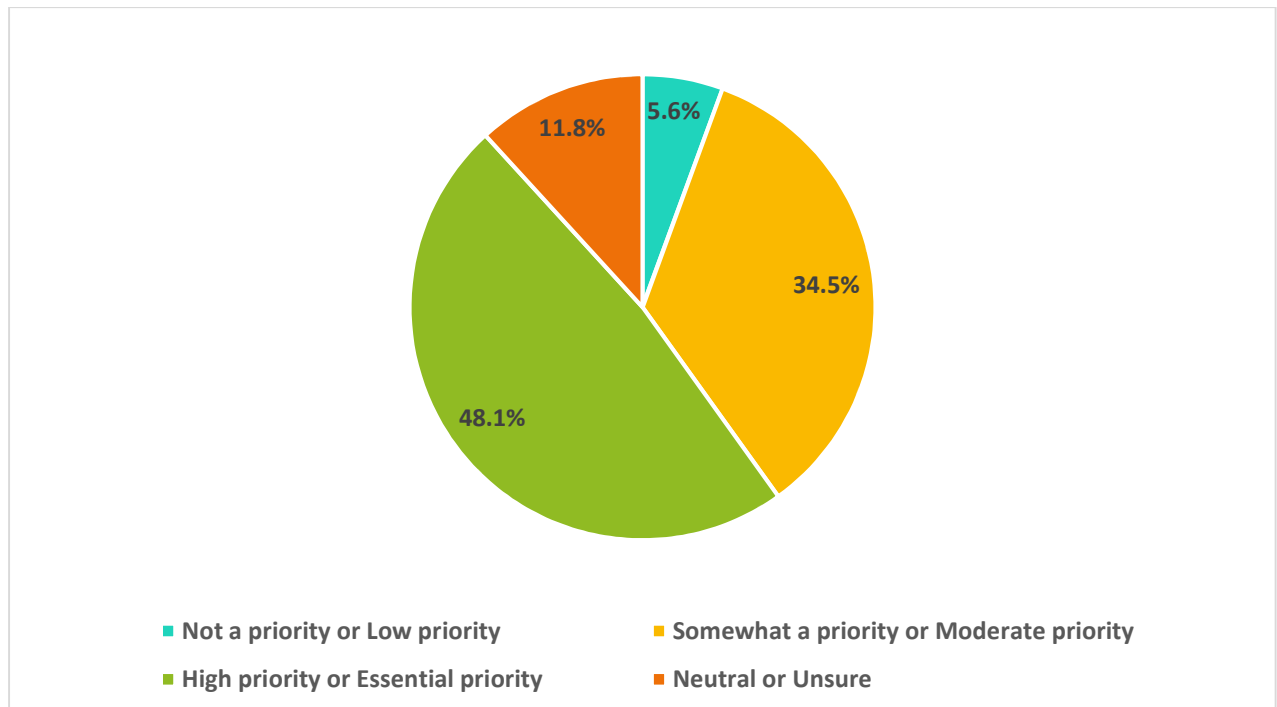
We asked: “To what extent would you say your parish gives priority (or not) to *ministering to people with disabilities or special needs*?”



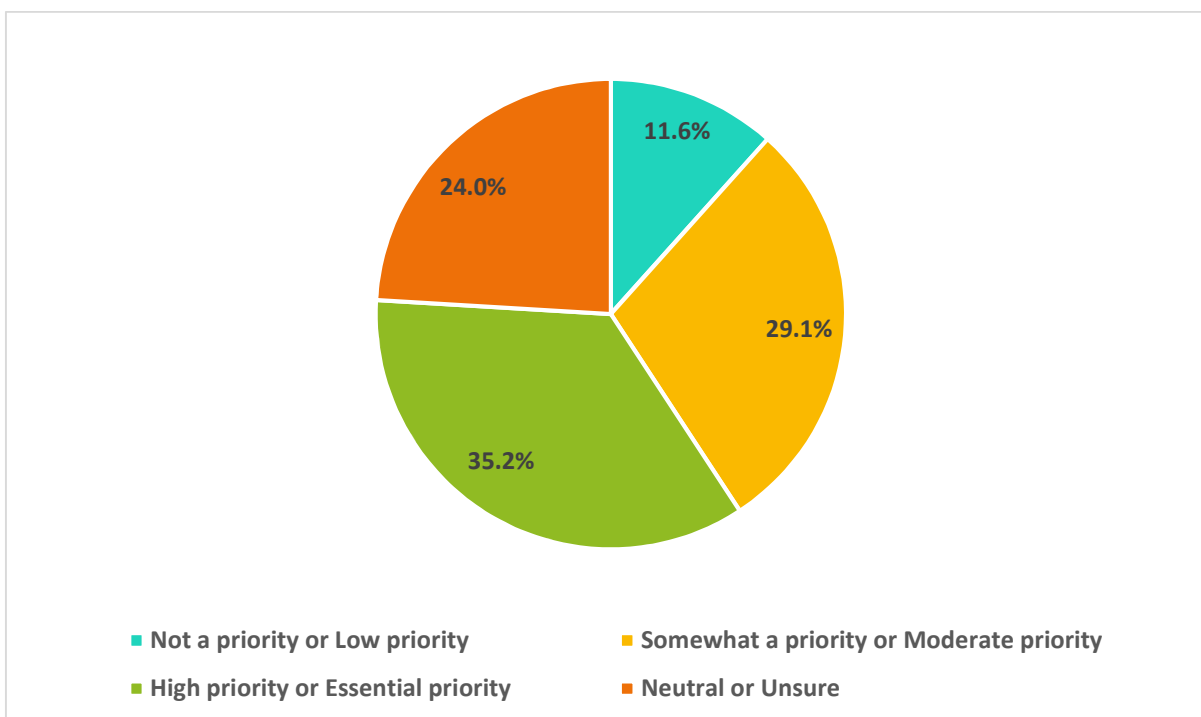
We asked: “To what extent would you say your parish gives priority (or not) to *engaging in evangelism*?”



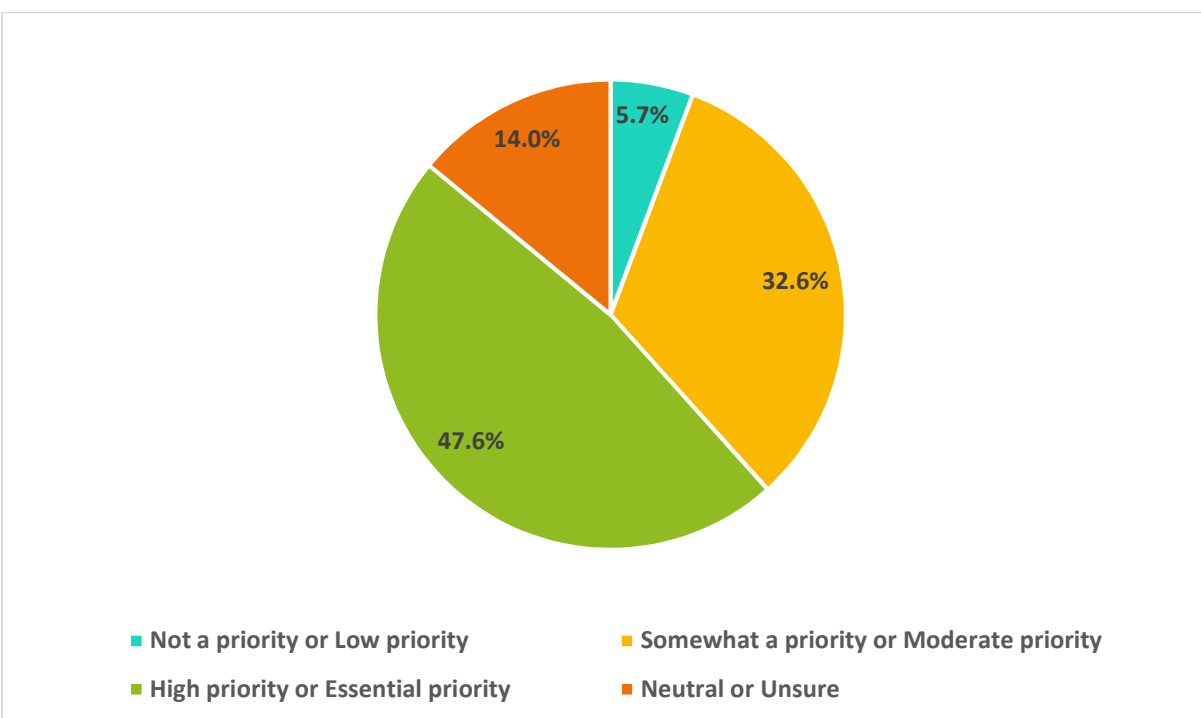
We asked: “To what extent would you say your parish gives priority (or not) to *serving the needy*?”



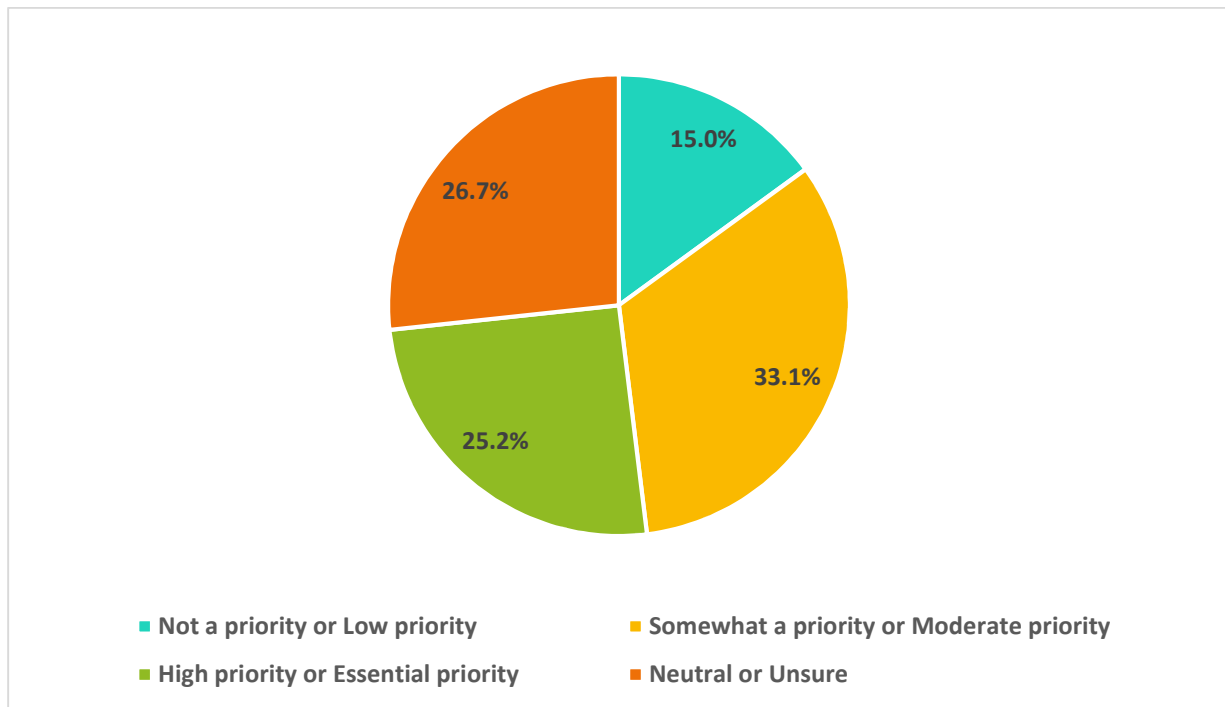
We asked: “To what extent would you say your parish gives priority (or not) to *ministering well to immigrants?*”



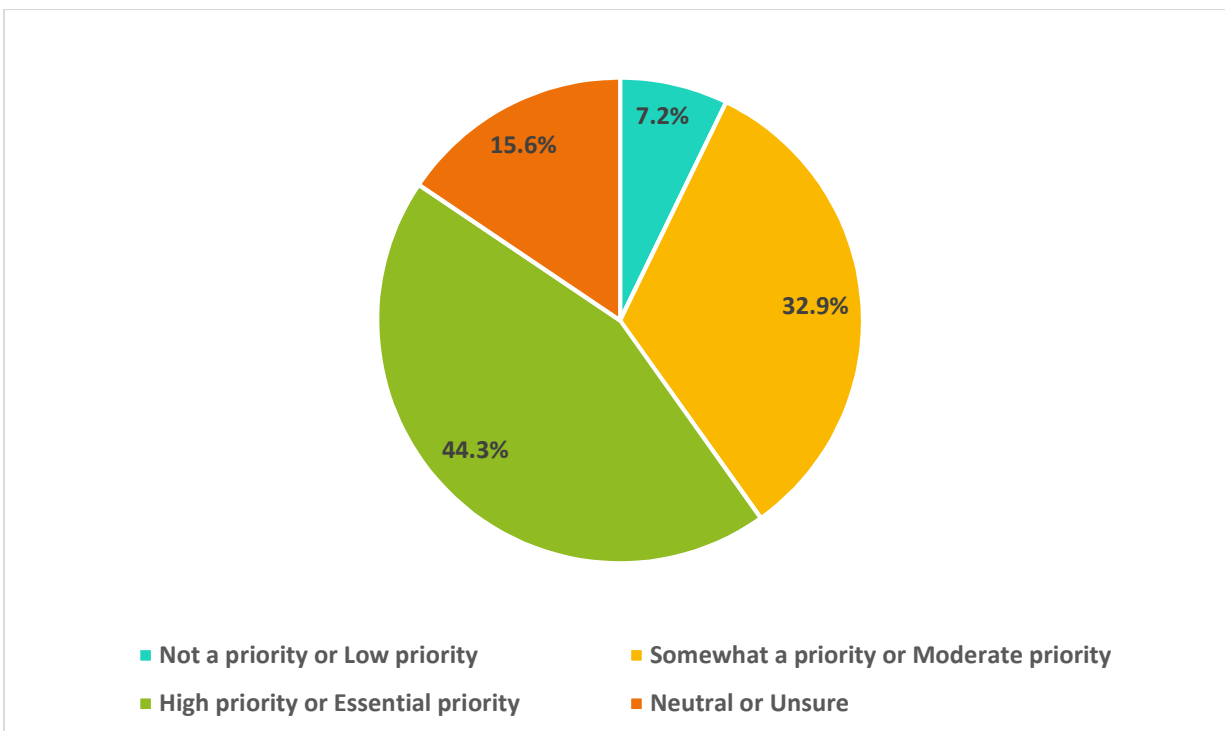
We asked: “To what extent would you say your parish gives priority (or not) to *having good physical facilities?*”



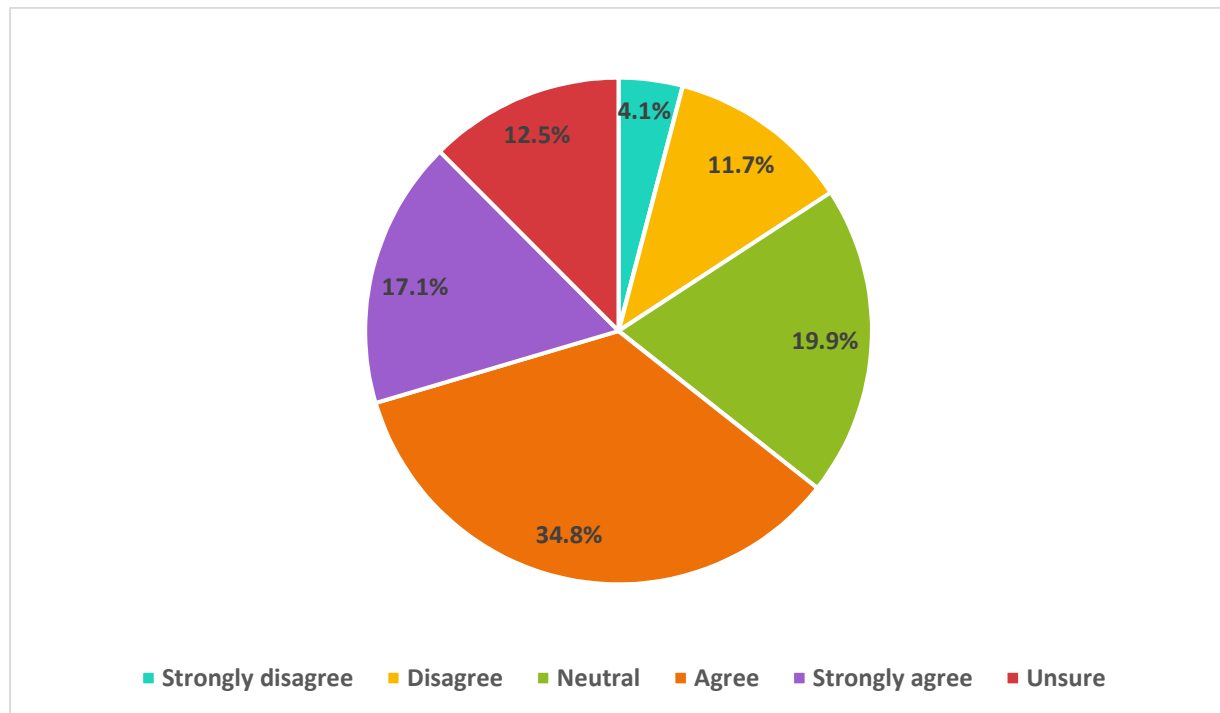
We asked: “To what extent would you say your parish gives priority (or not) to *Bible study*?”



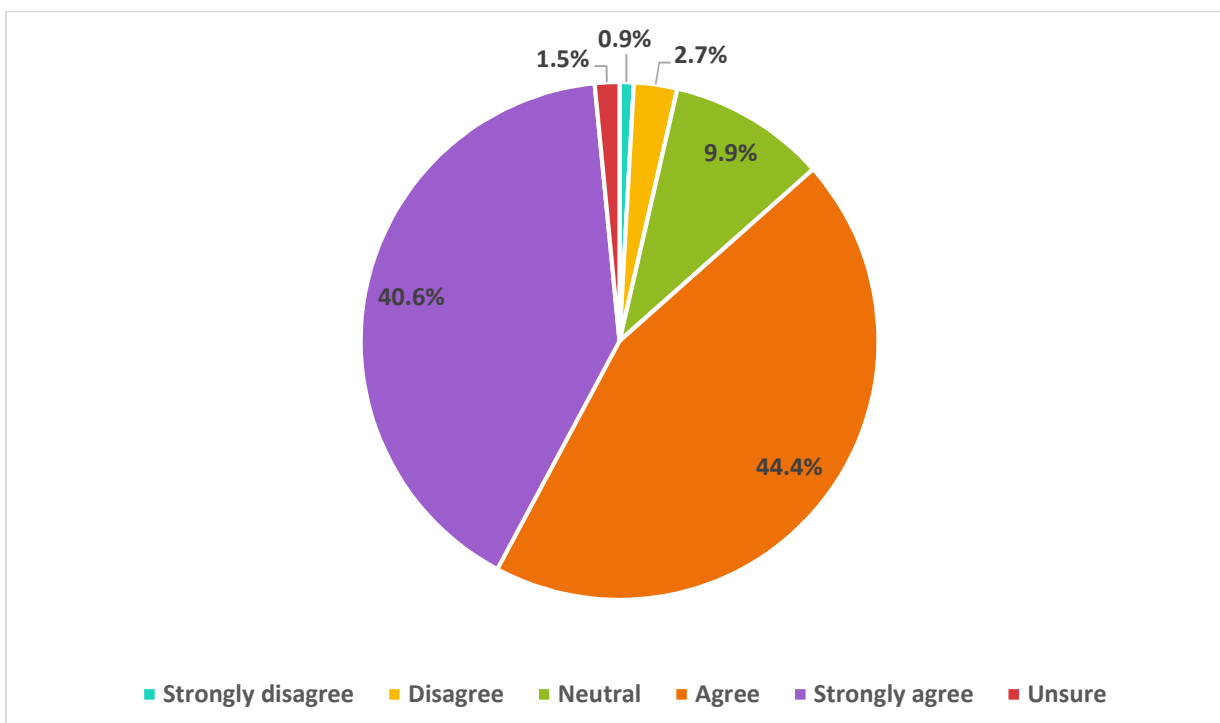
We asked: “To what extent would you say your parish gives priority (or not) to *serving the needs of the community*?”



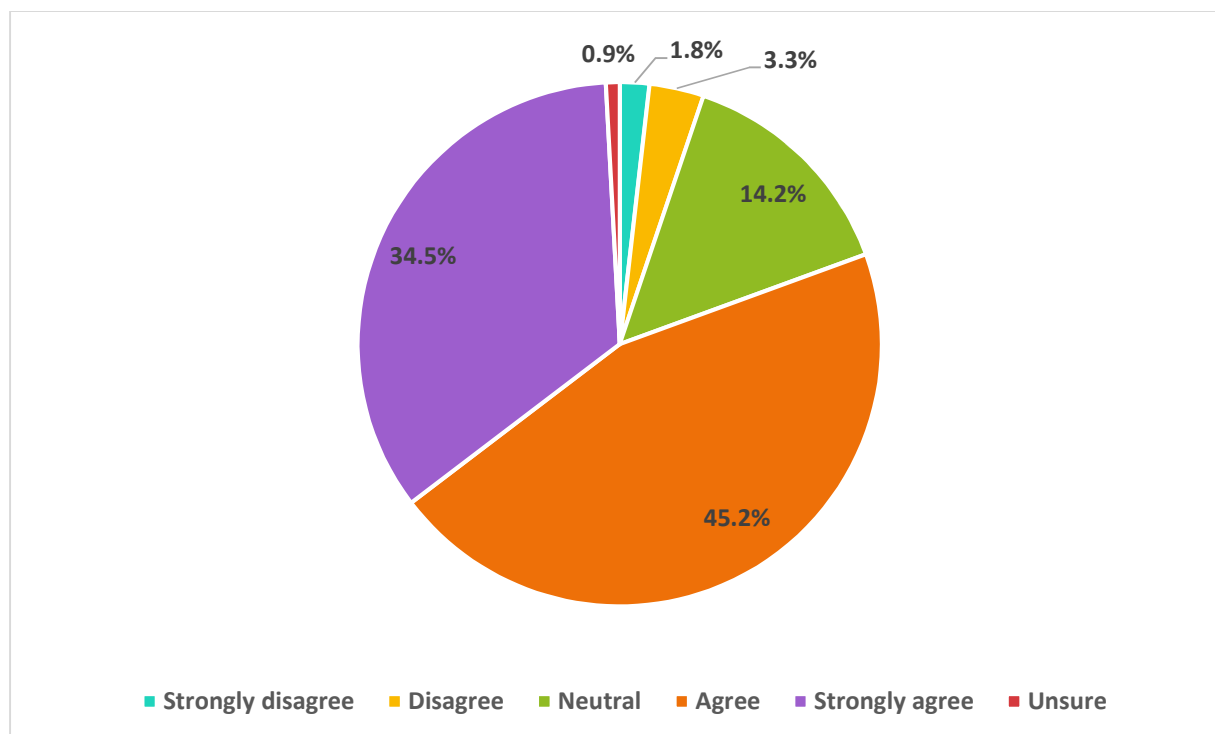
**We have an explicit discipleship process for people who wish to grow in their faith
(level of agreement)**



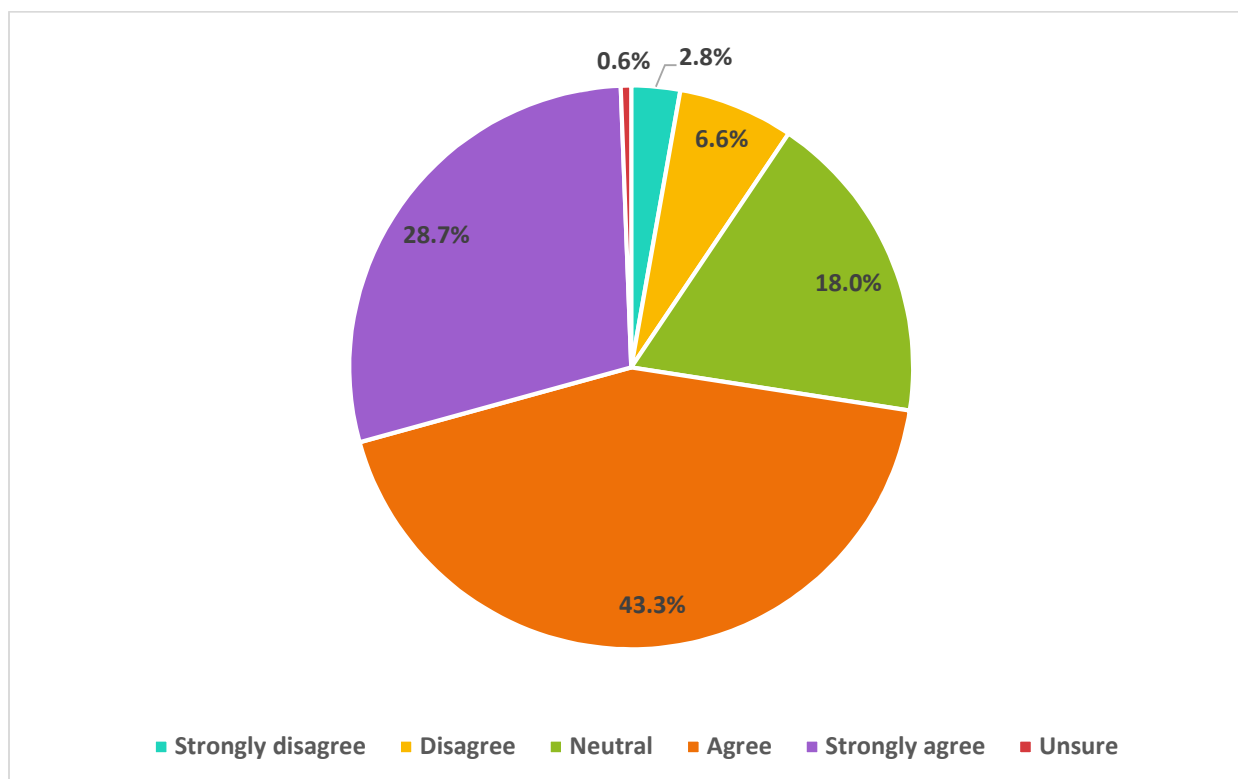
Our parish is a safe place to explore the Christian faith (level of agreement)

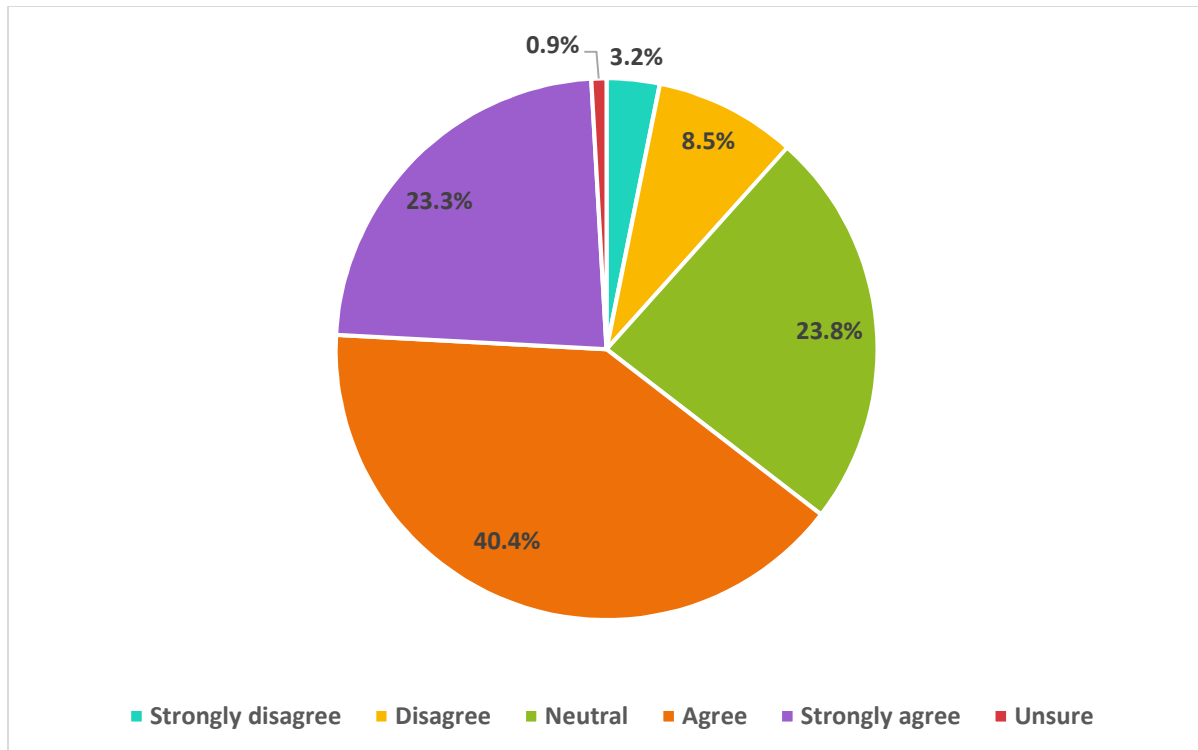
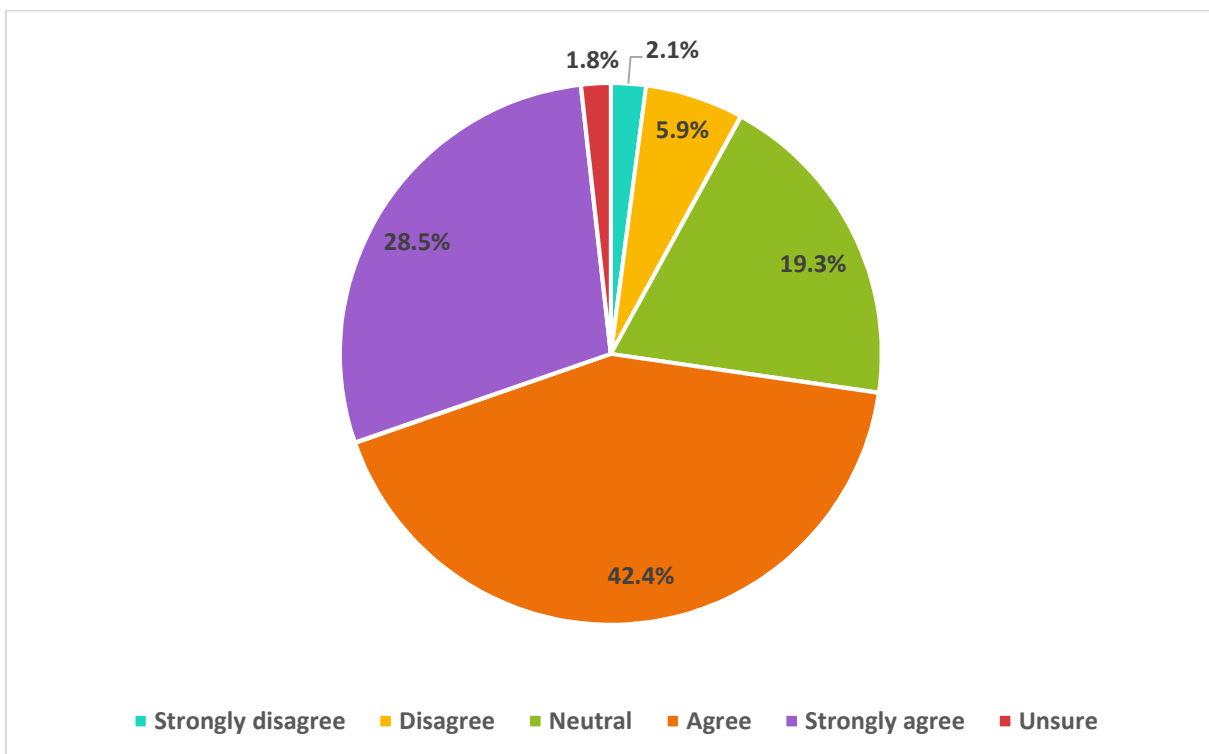


We asked: “Has your parish helped you to grow spiritually?”

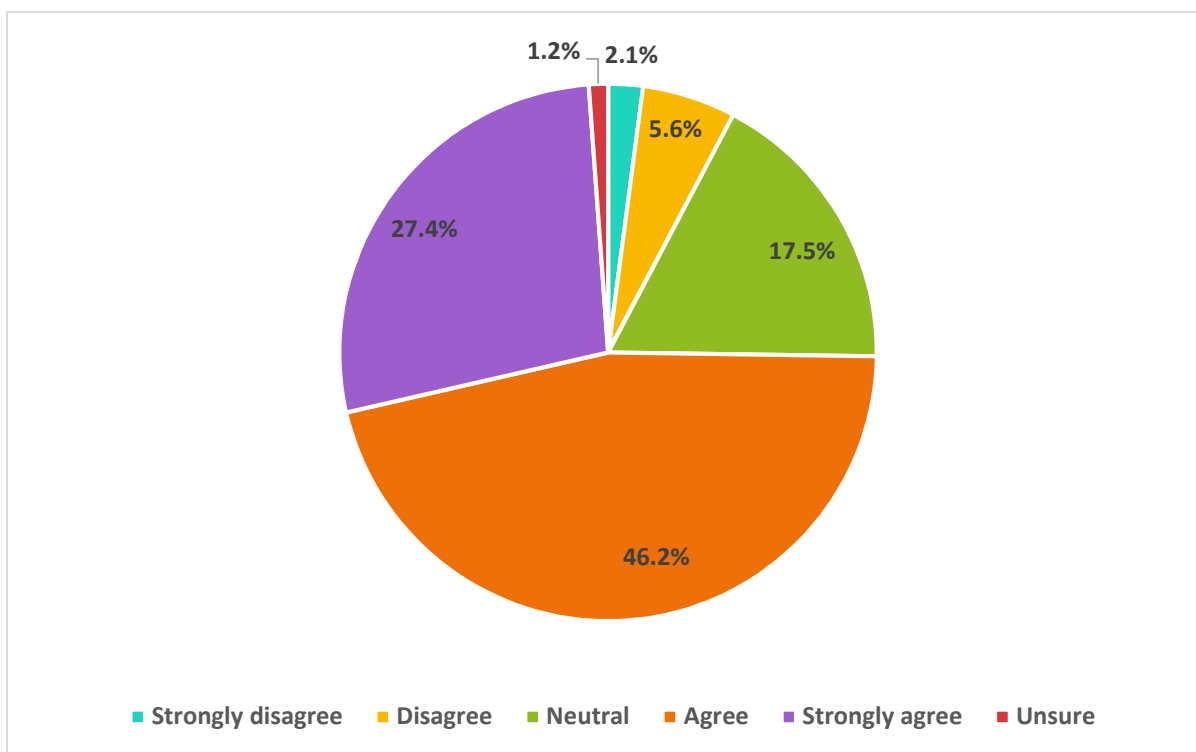


Our Mass is intellectually stimulating (level of agreement)



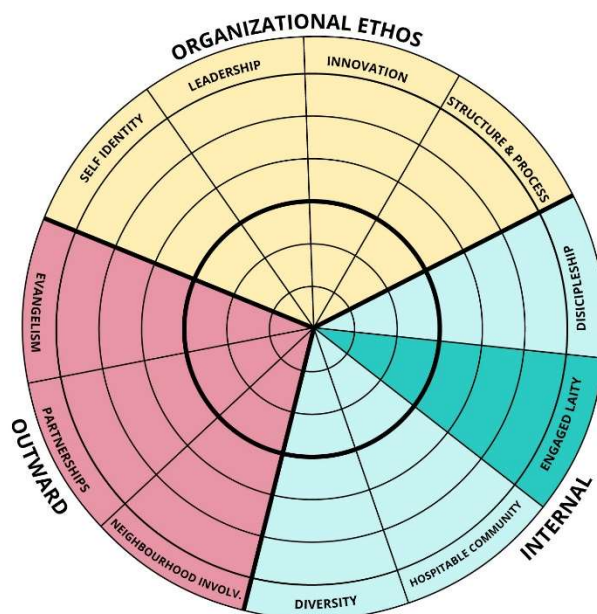
Our Mass is emotionally stimulating (level of agreement)**We asked: "Do you sense the Holy Spirit in your Mass?"**

We asked: “Does Mass challenge you to take action in your life (e.g., profession, family, spare time)?”

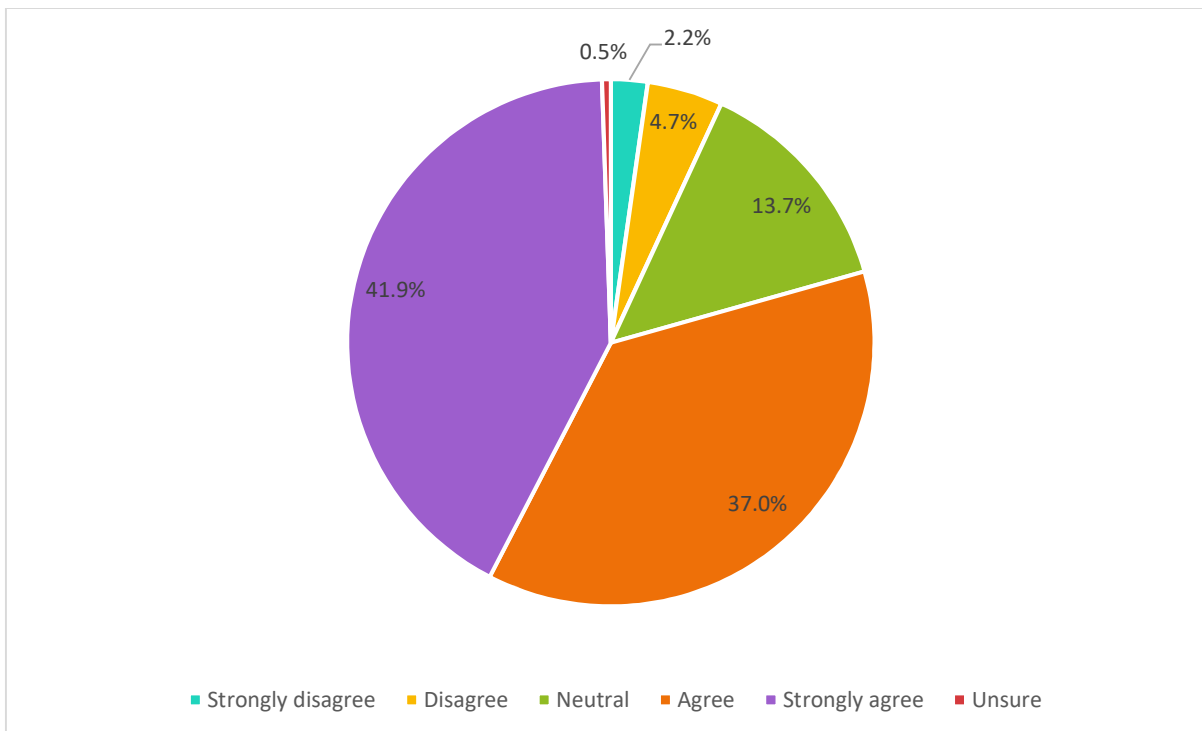


Internal: Engaged Laity

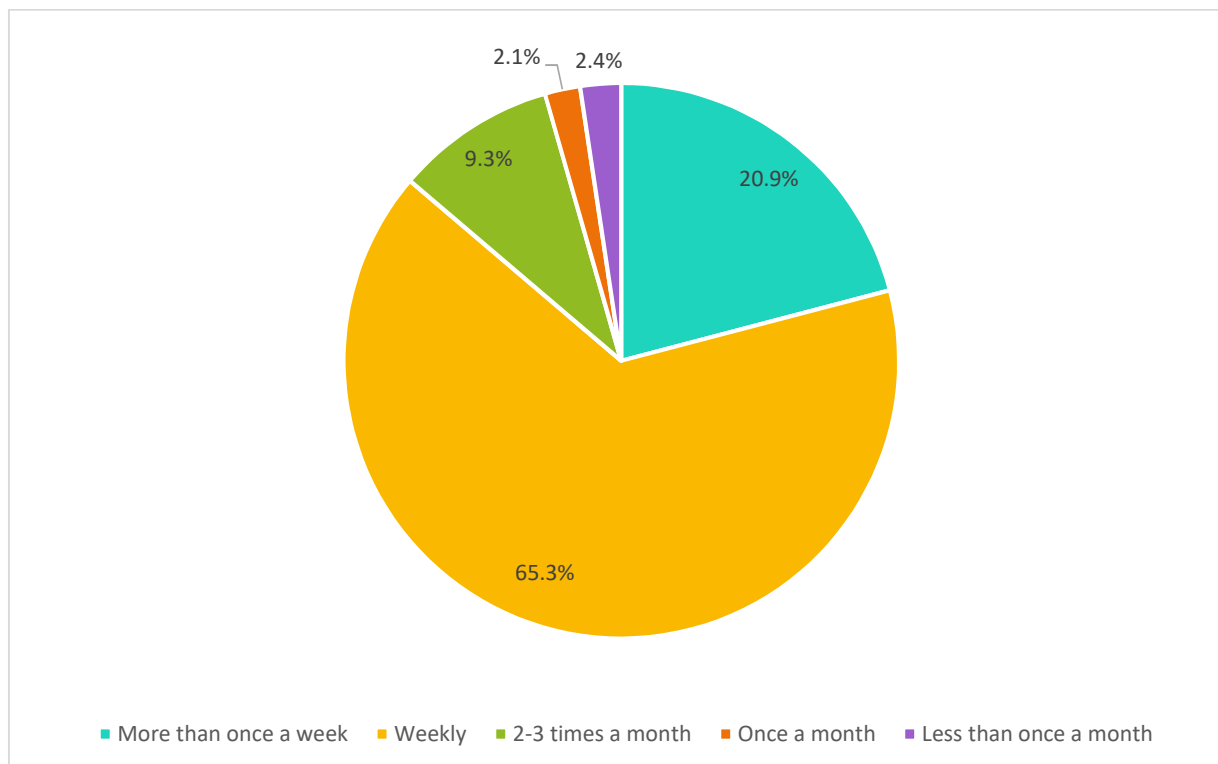
It is our understanding that parishes thrive when attenders have a vested interest and active involvement in the life of the parish community. The following survey items provide a sense of the places and spaces where people are connected to parish life (and how often).



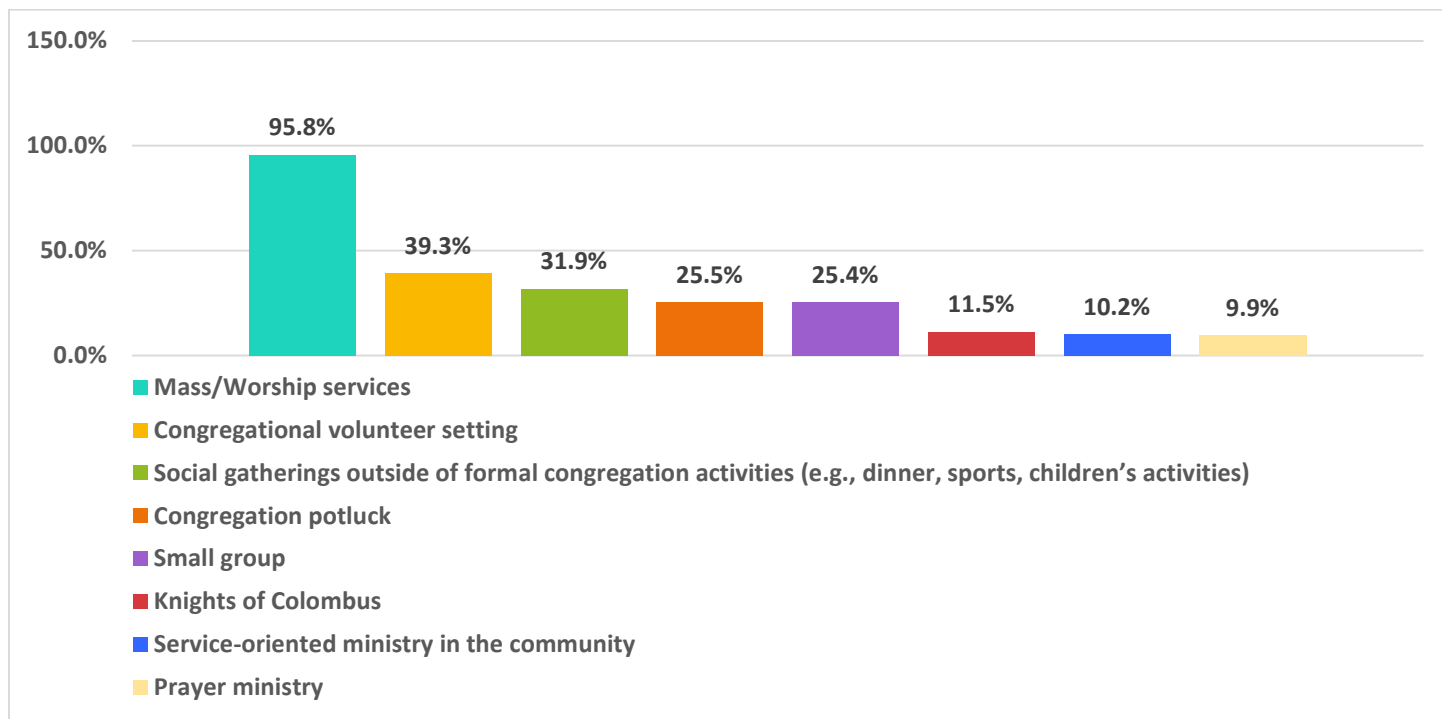
We asked: “Do you have a strong sense of belonging in your parish?”



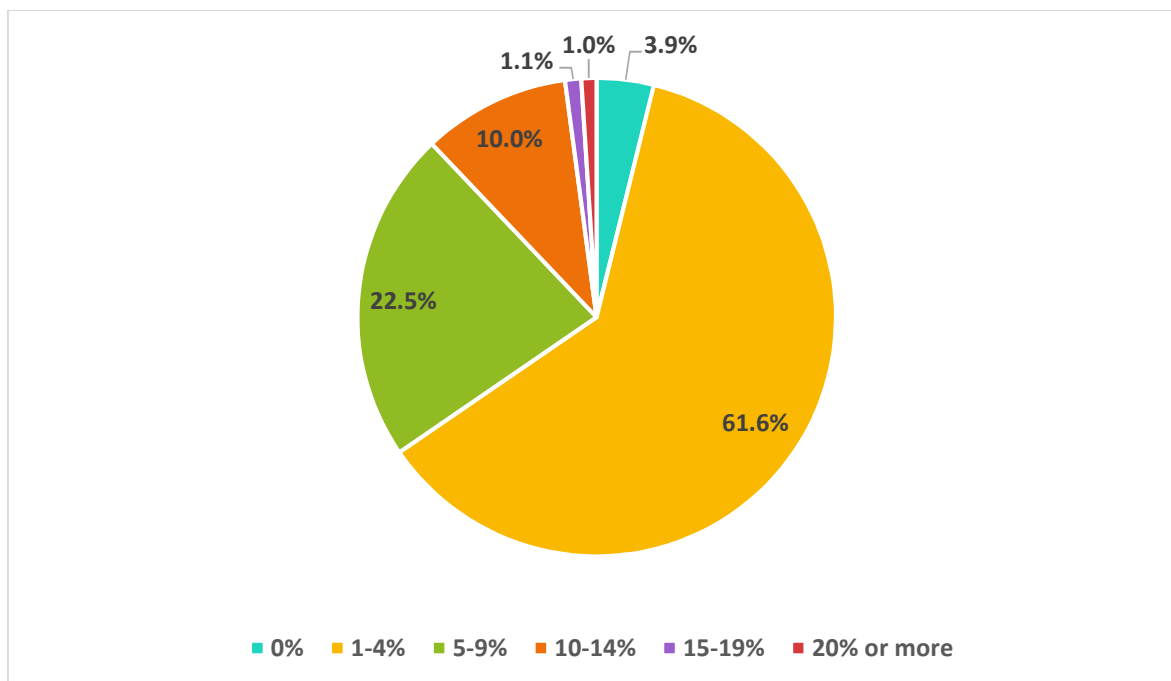
We asked: “On average, how often do you attend Mass?”



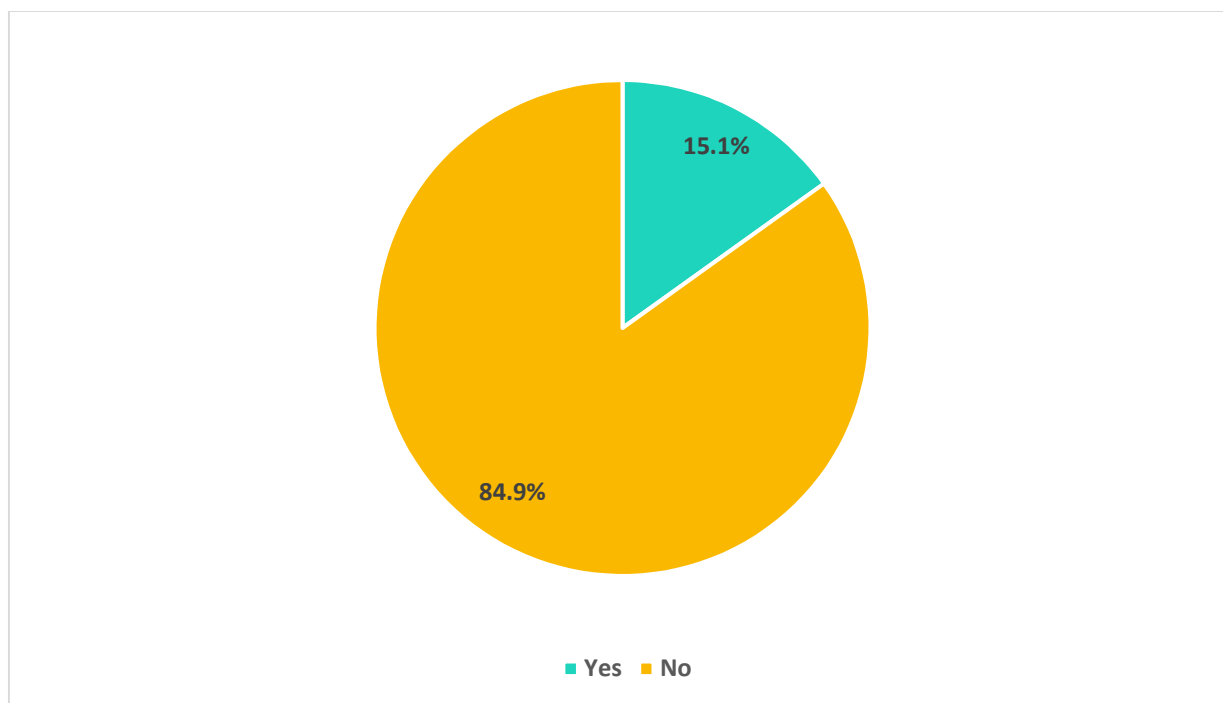
We asked respondents to *identify which of the following contexts they meet with others in their parish*. We have provided the eight most cited responses. The following percentages capture people who included those responses within their “top three.”



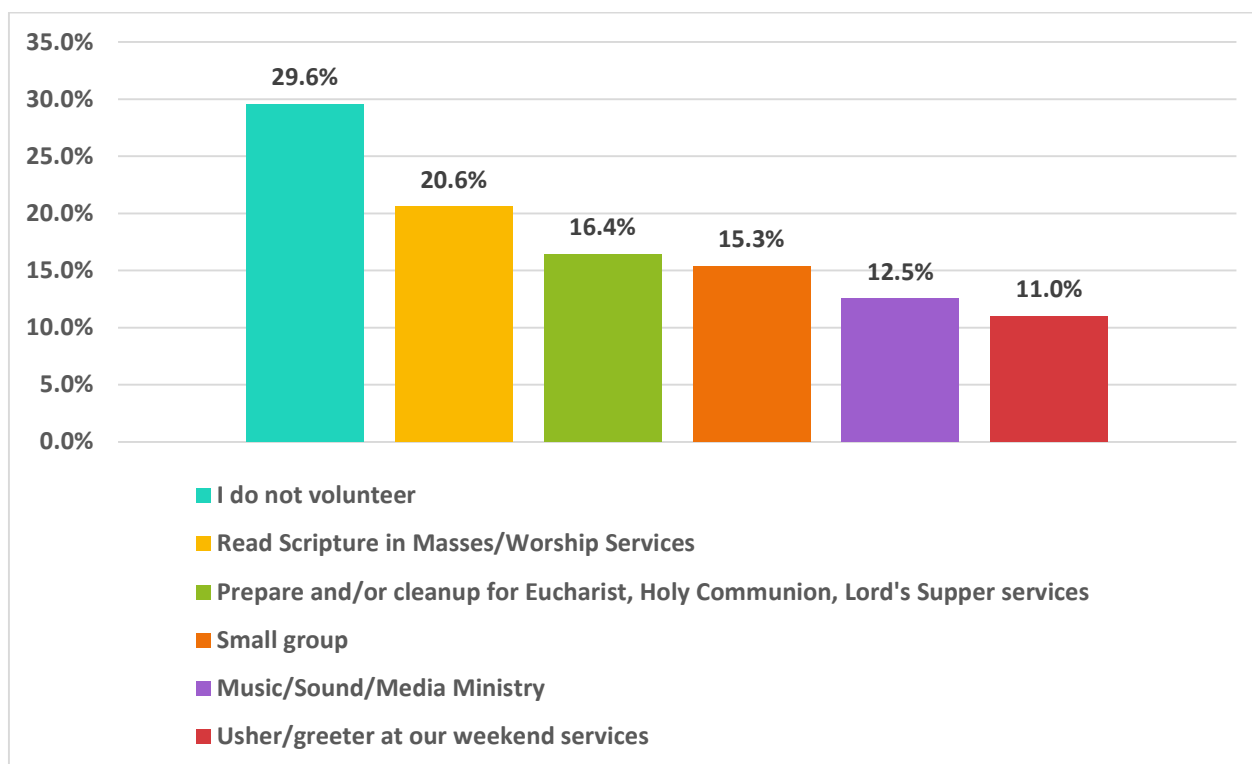
We asked: “Approximately what percentage of your household income do you give to your parish?”



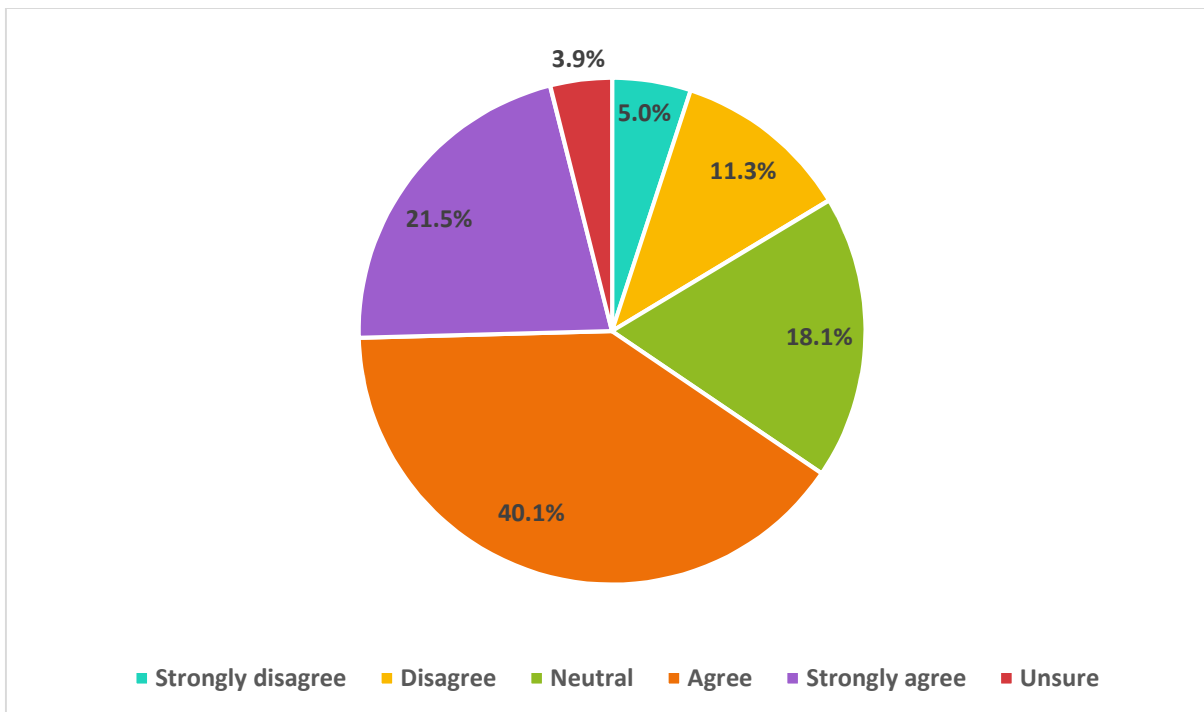
We asked: “Do you volunteer in your parish?”



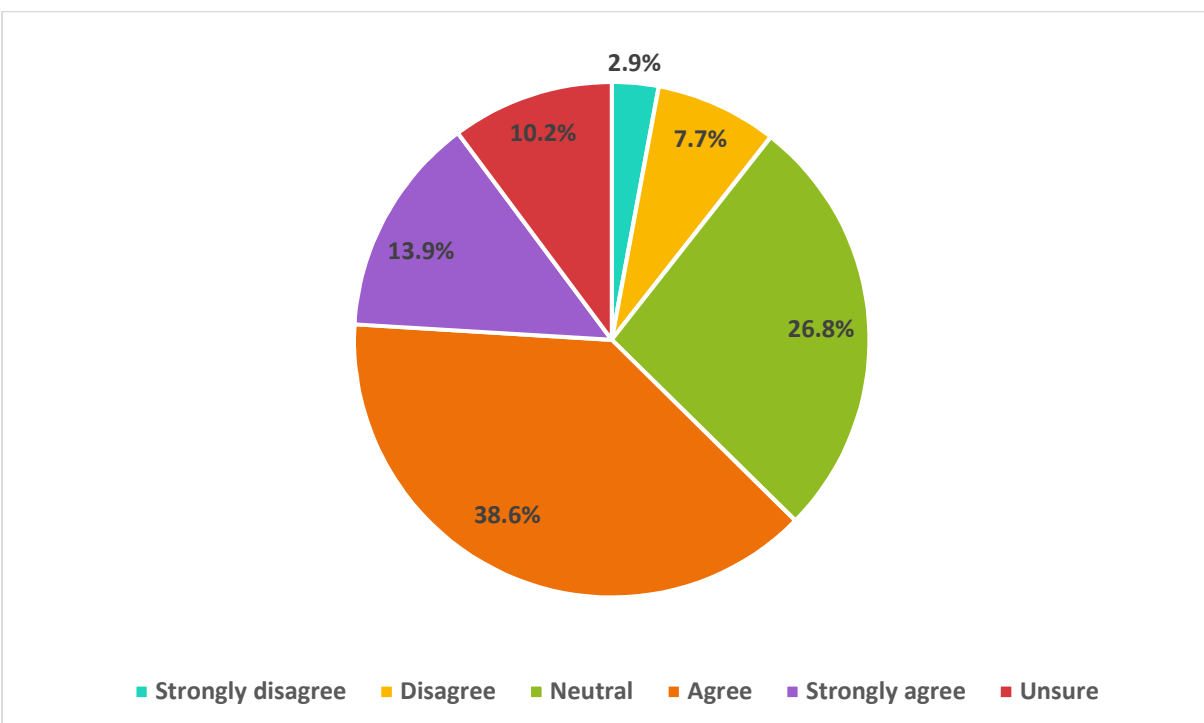
We asked respondents to *identify the type of volunteering they do in or/and through their parish*. We have provided the six most cited responses.



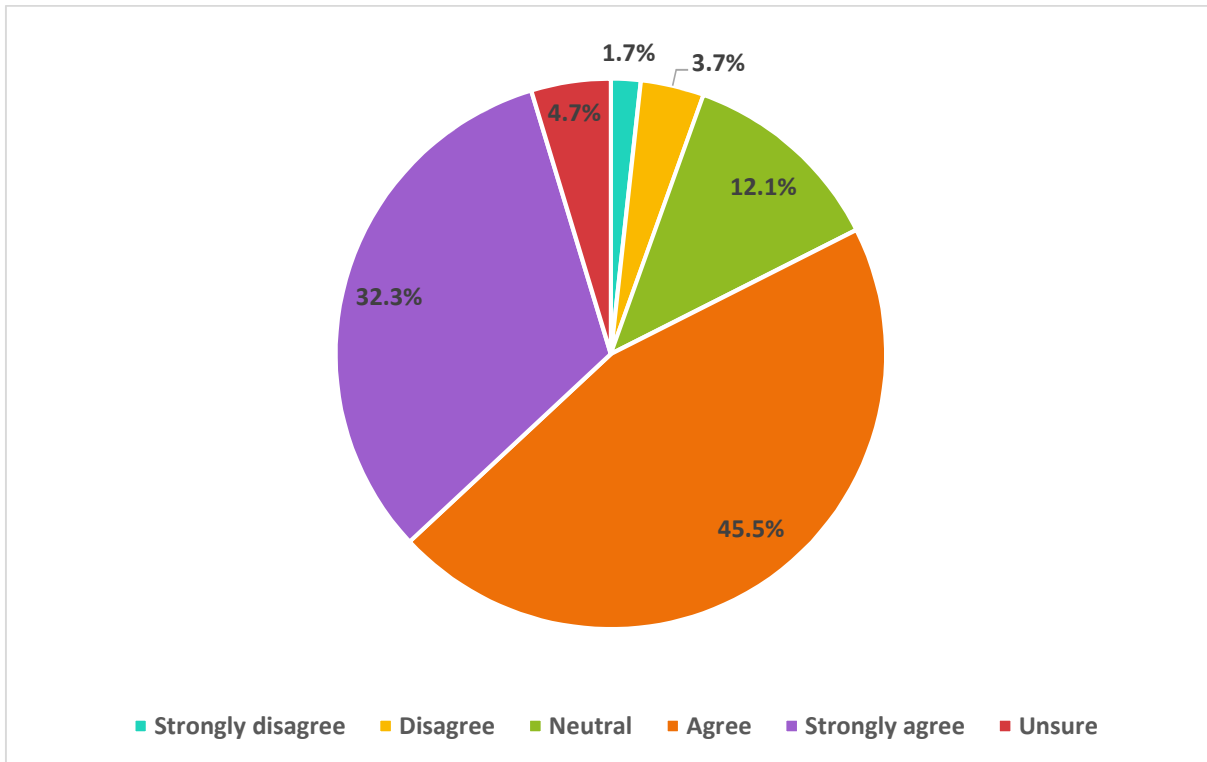
We asked: “Are you serving your parish according to your particular gifts?”



We asked: “Does your parish provide enough training for you to serve in your area(s) of ministry?”

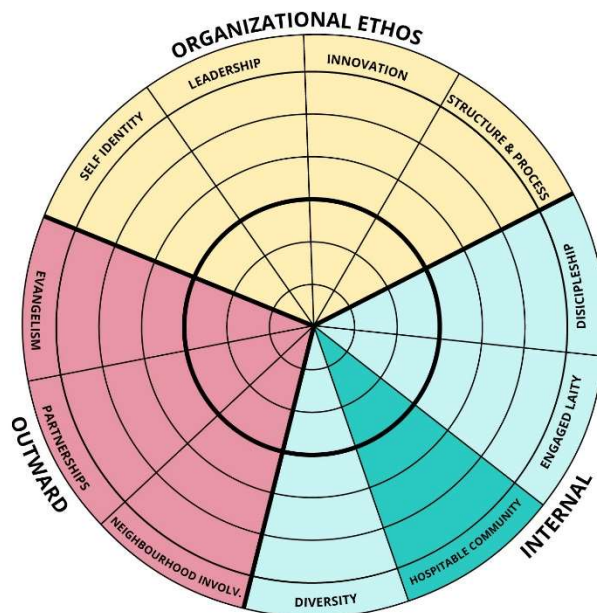


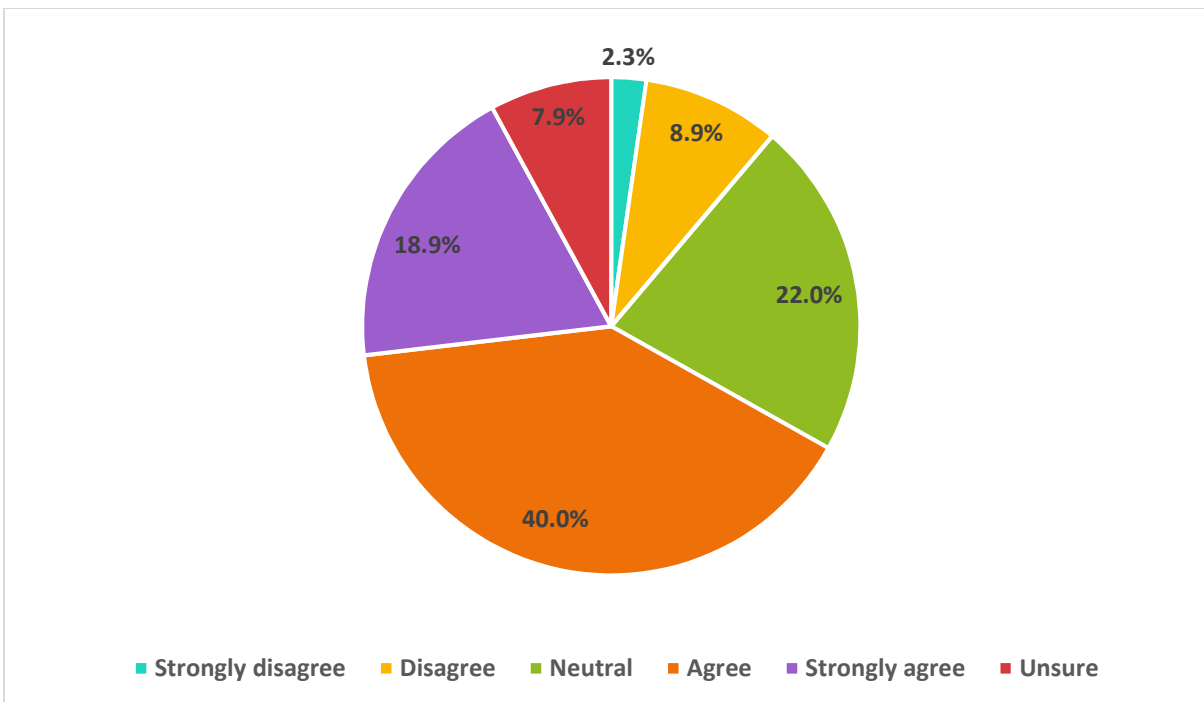
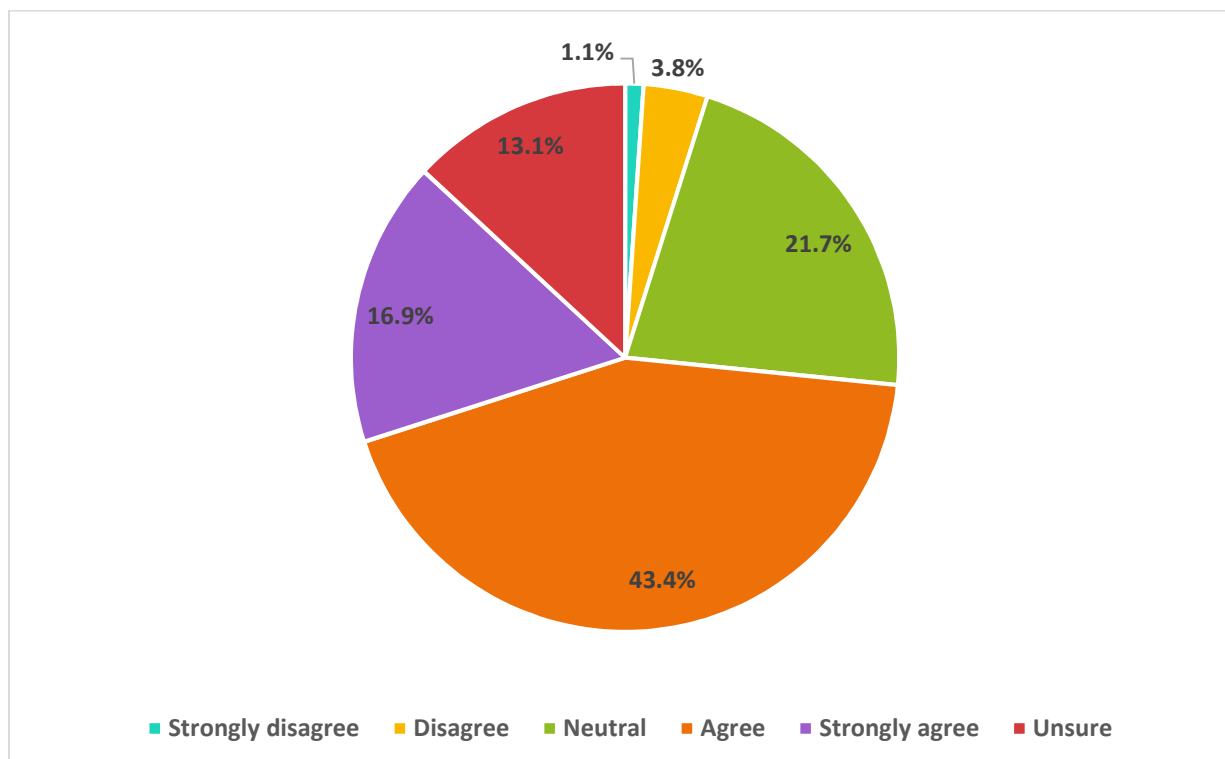
We asked: “Does your parish encourage and recognize good work among its volunteers?”

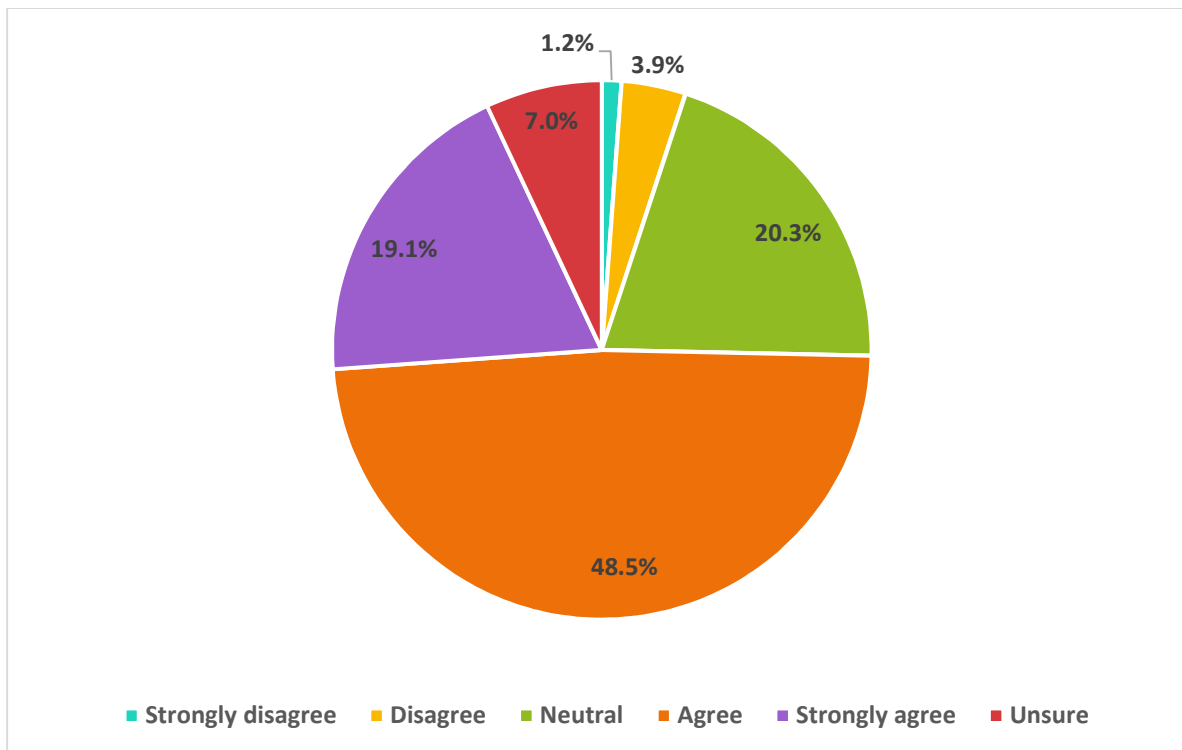
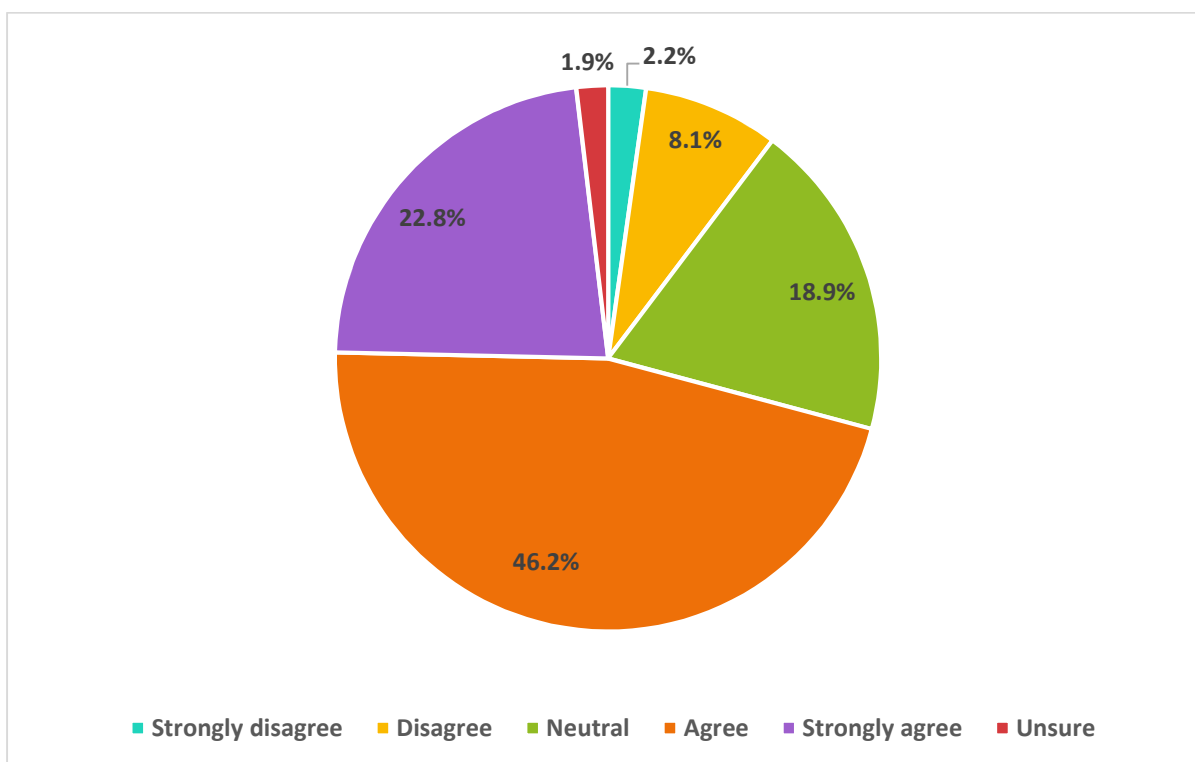


Internal: Hospitable Community

As someone said to us, “If your parish is not hospitable, people don't want to join, people don't want to be a part of it, people don't want to contribute.” In this dimension we invite you to explore survey items that touched on the integration of newcomers as well as the range of care, concern, and friendships among those within their parishes.

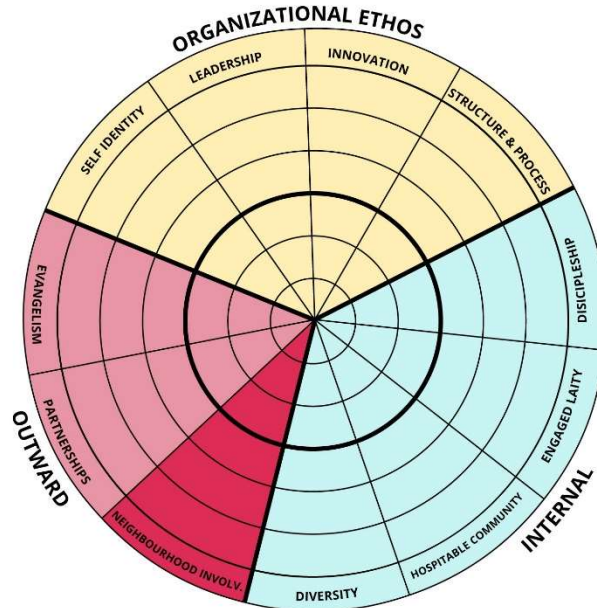


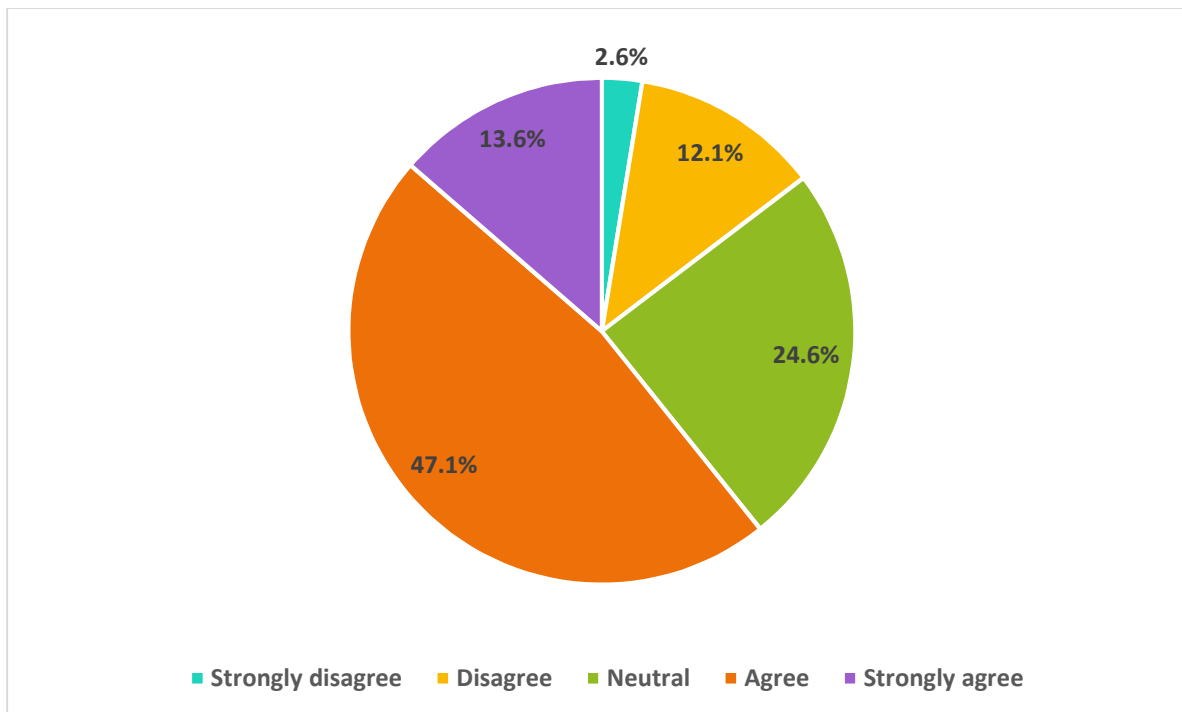
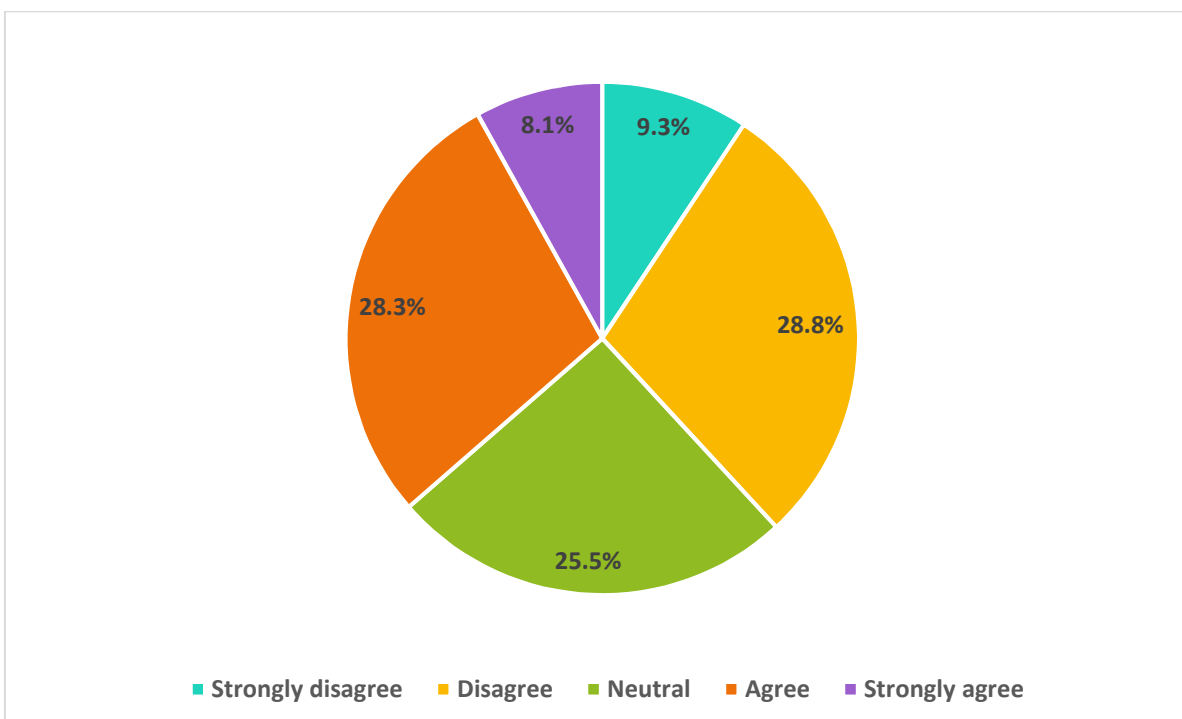
Our parish does a great job of integrating newcomers (level of agreement)**Our parish is a forgiving community (level of agreement)**

We take great care of one another in our parish (level of agreement)**We asked: "Have you found it easy to make friends within your parish?"**

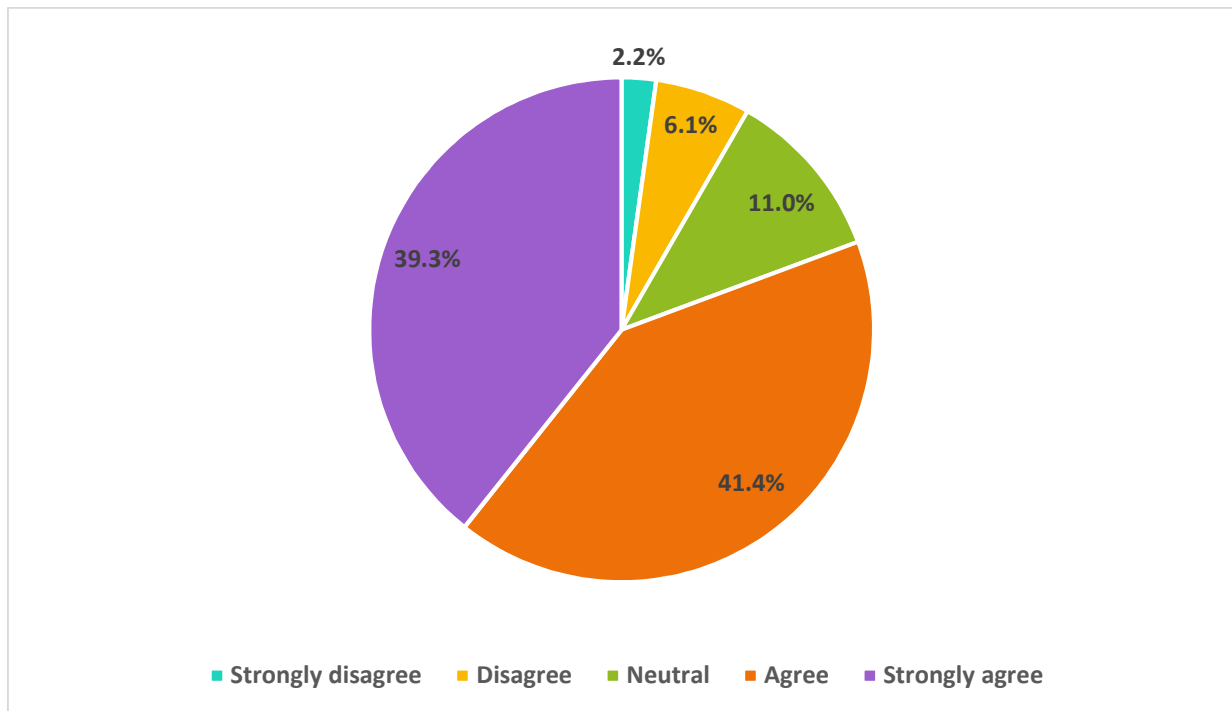
Outward: Neighborhood Involvement

Would your neighborhood notice if your parish was no longer there? This dimension of the report explores the various ways that parish respondents indicated perceptions of involvement in initiatives beyond the walls of their parishes, including levels of support and involvement for different activities among those in their parishes.

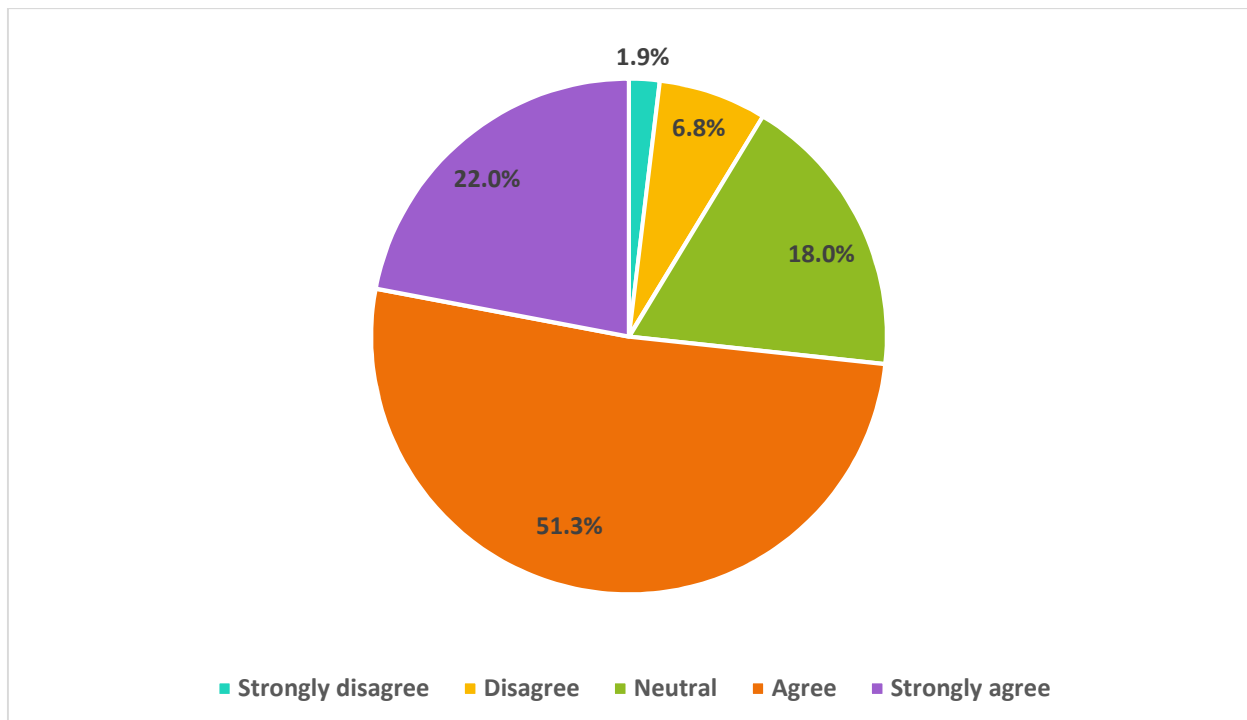


Our parish has an active presence in the wider community (level of agreement)**We asked: "Do you regularly take part in parish activities that reach out to the wider community?"**

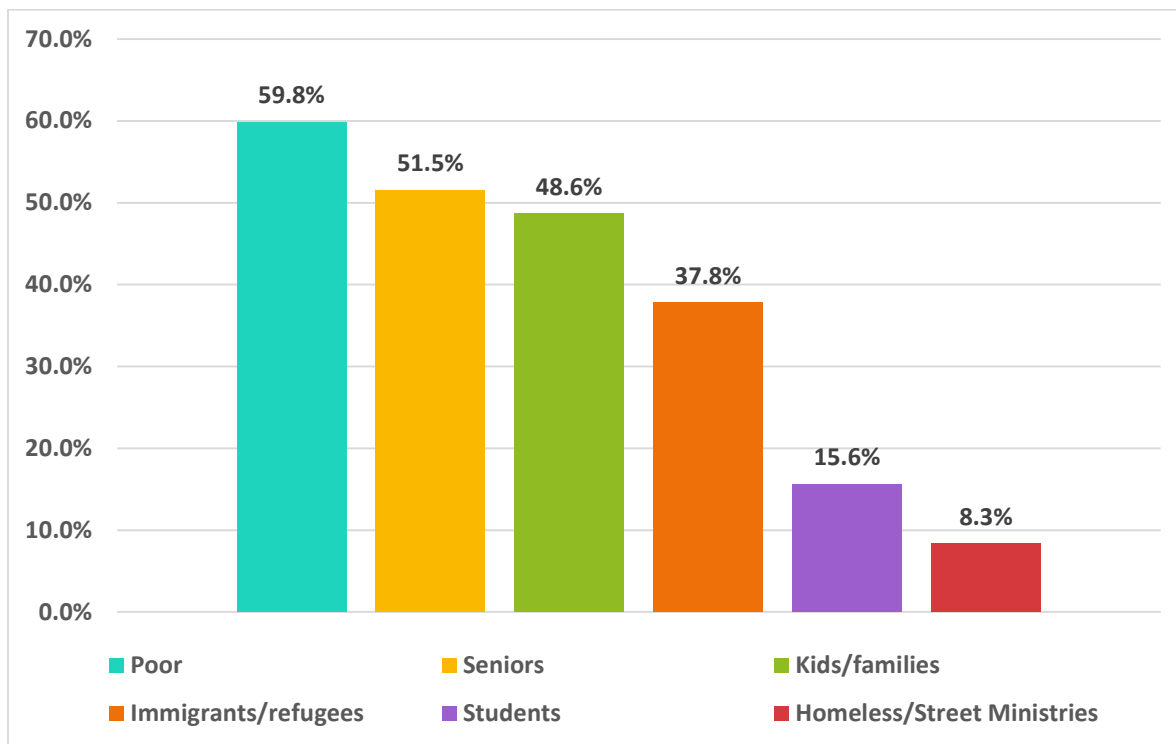
**The neighbourhood around our parish building would notice if we were no longer here
(level of agreement)**



**Our parish is actively involved in supporting missionaries or international workers
(level of agreement)**

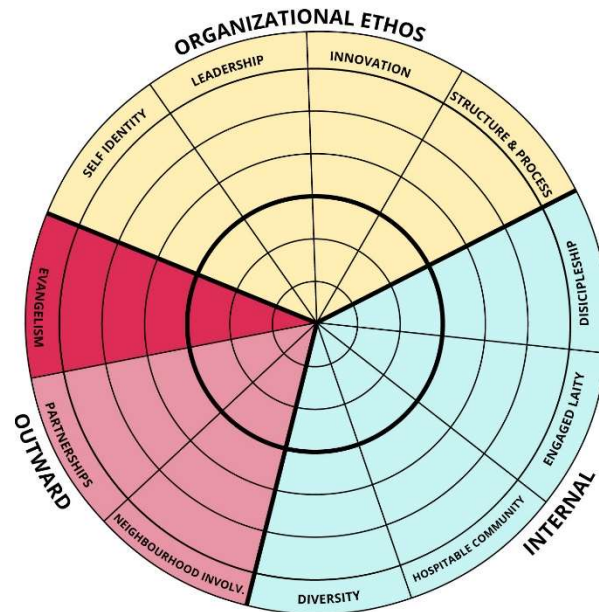


We asked respondents to *identify the three most prominent groups with whom their parish actively engaged*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

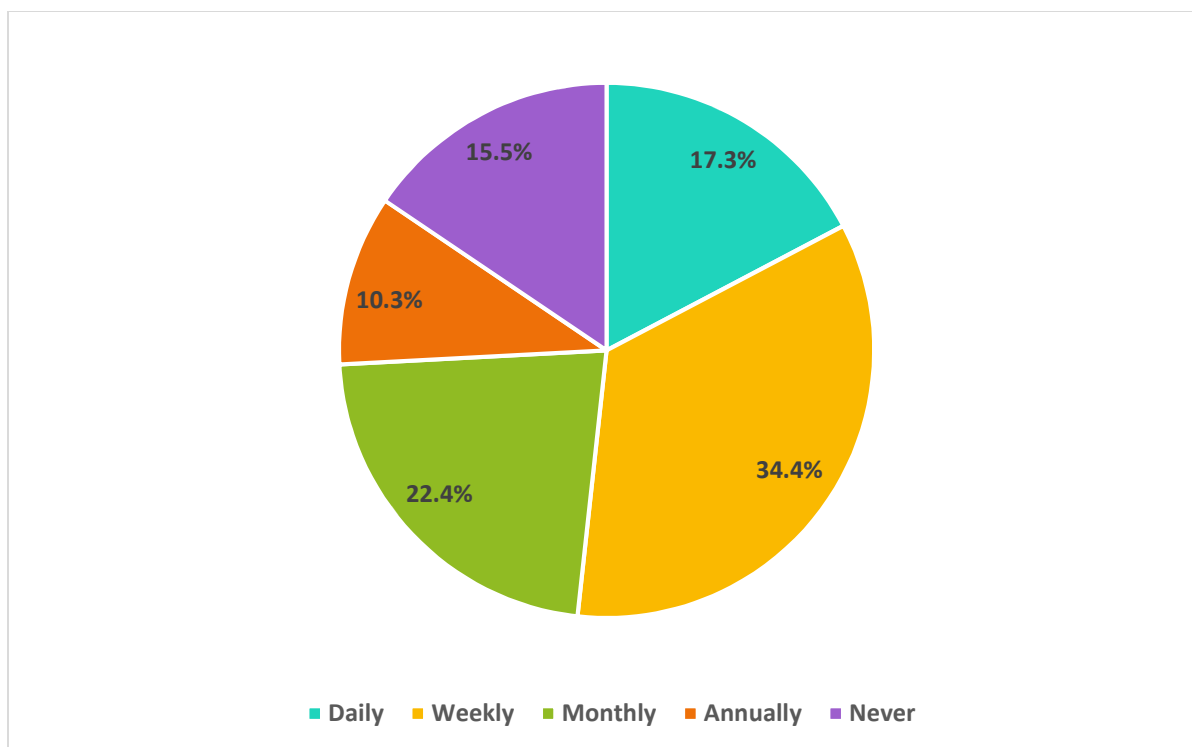


Outward: Evangelism

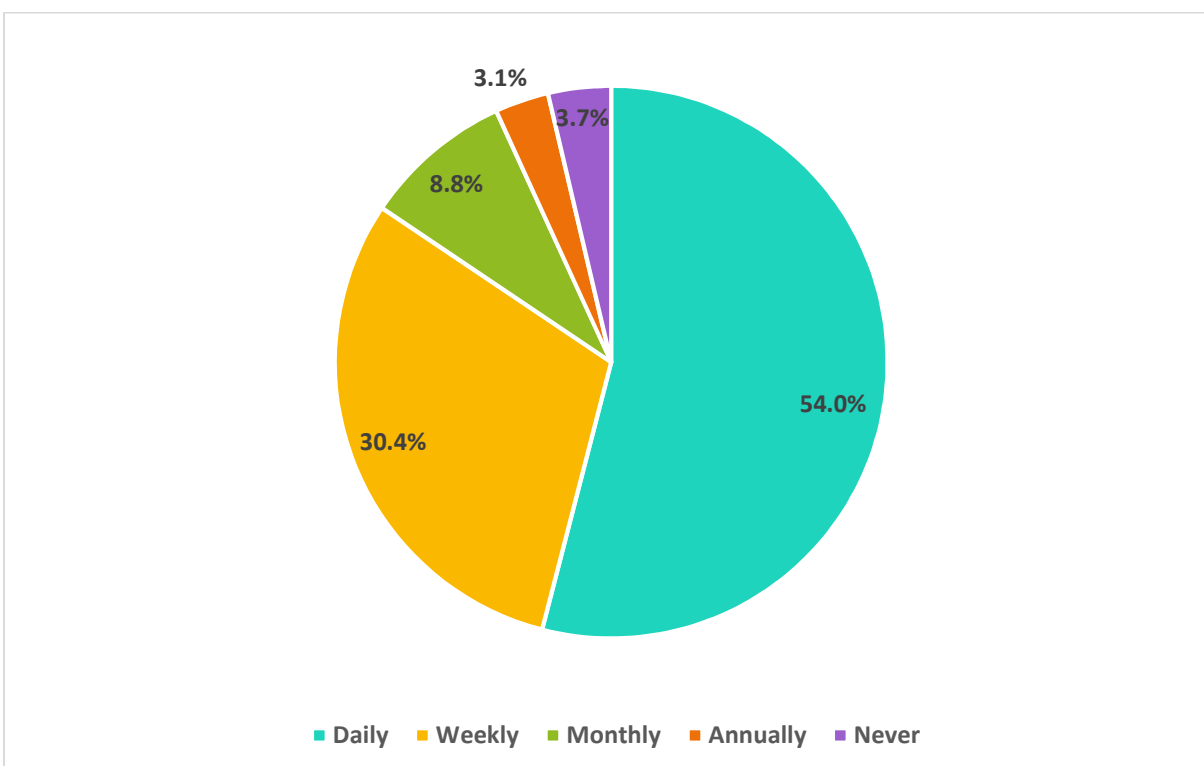
How important do those in your parish believe evangelism is, do they evangelize (and in what form), and what do they see as the effective pathways or the barriers to evangelism? These are the questions that anchor this dimension of the report.



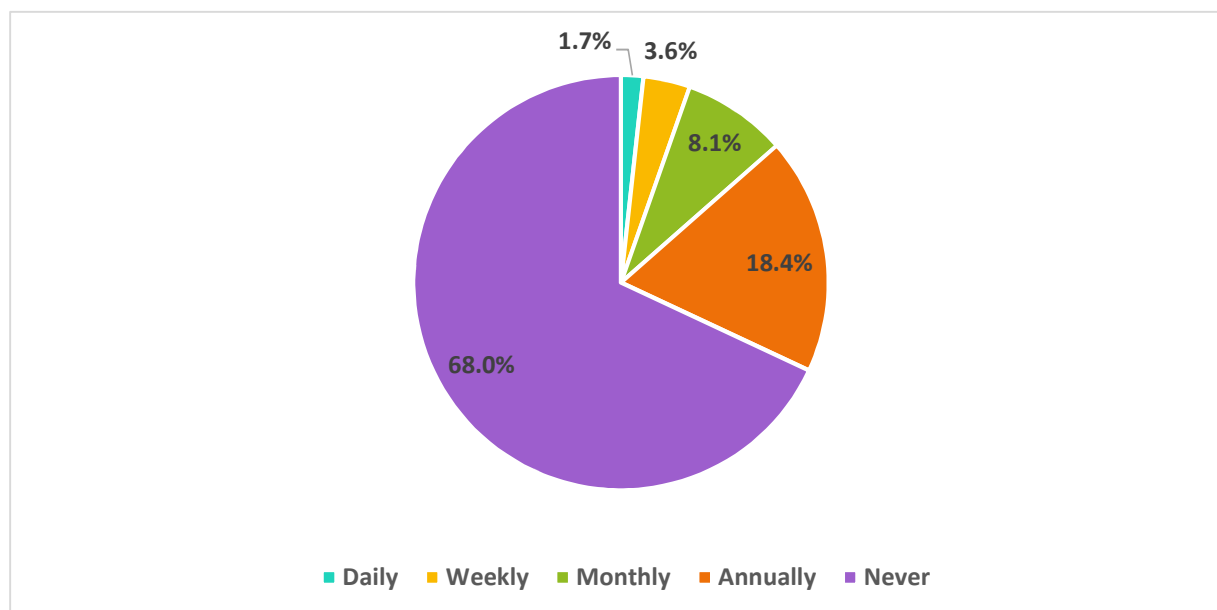
We asked: “How frequently do you verbally share your faith with others?”



We asked: “How frequently do you show your faith to others through your actions?”

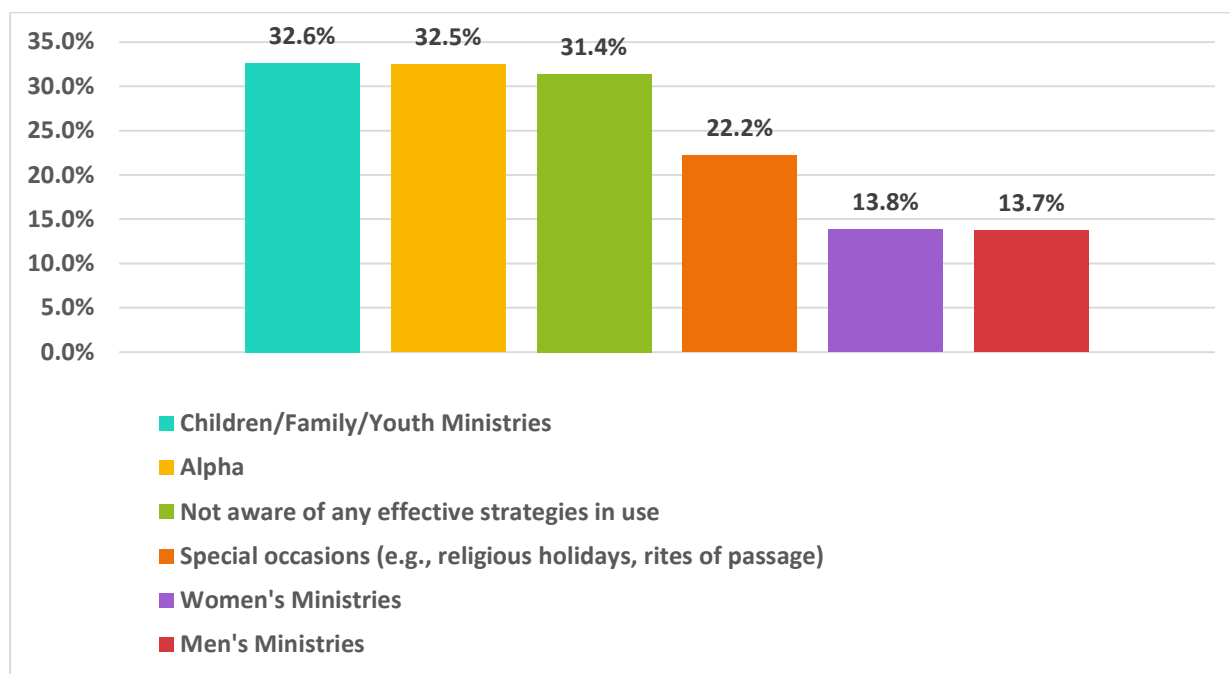


We asked: “How frequently do you invite people who you do not believe are Christian to your parish?”

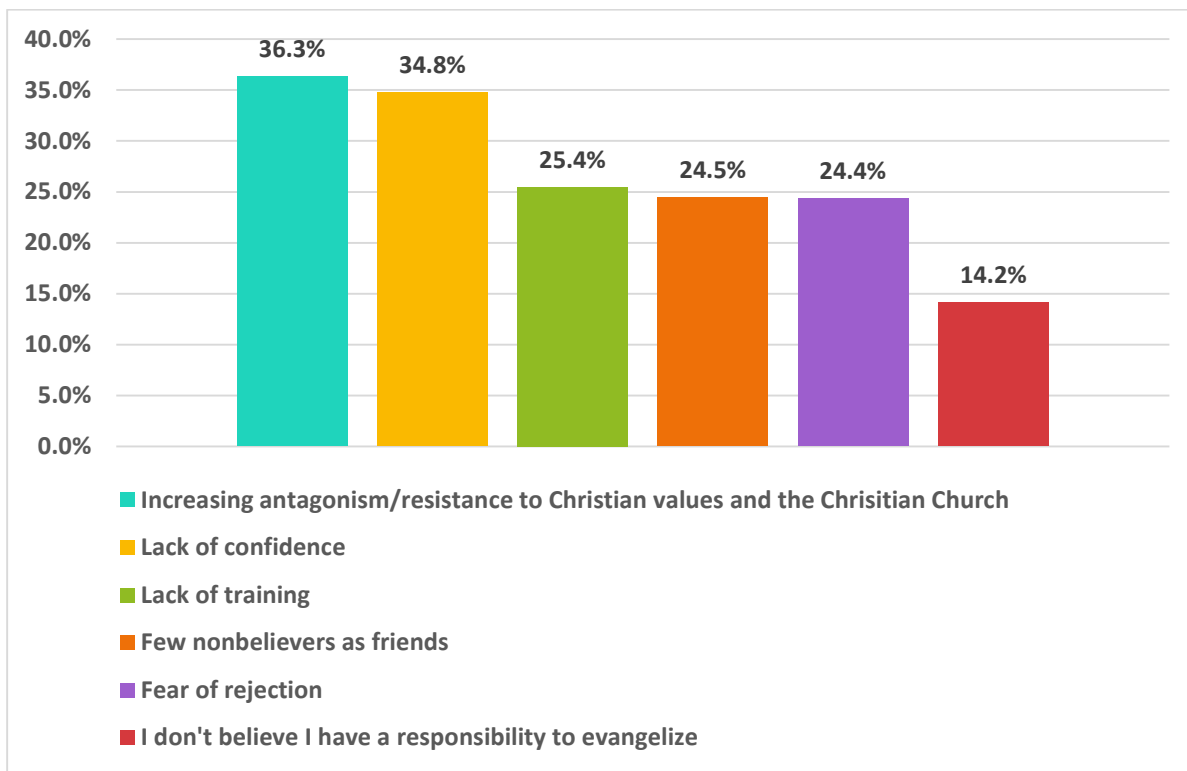


We asked respondents to *identify the three most effective strategies for evangelism (understood as the proclamation of the Gospel to non-Christians and lapsed believers) used in their parish.* We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

***Note – these responses do not reveal whether these strategies were *actually* found to be the most effective forms of evangelism in your parish contexts.**

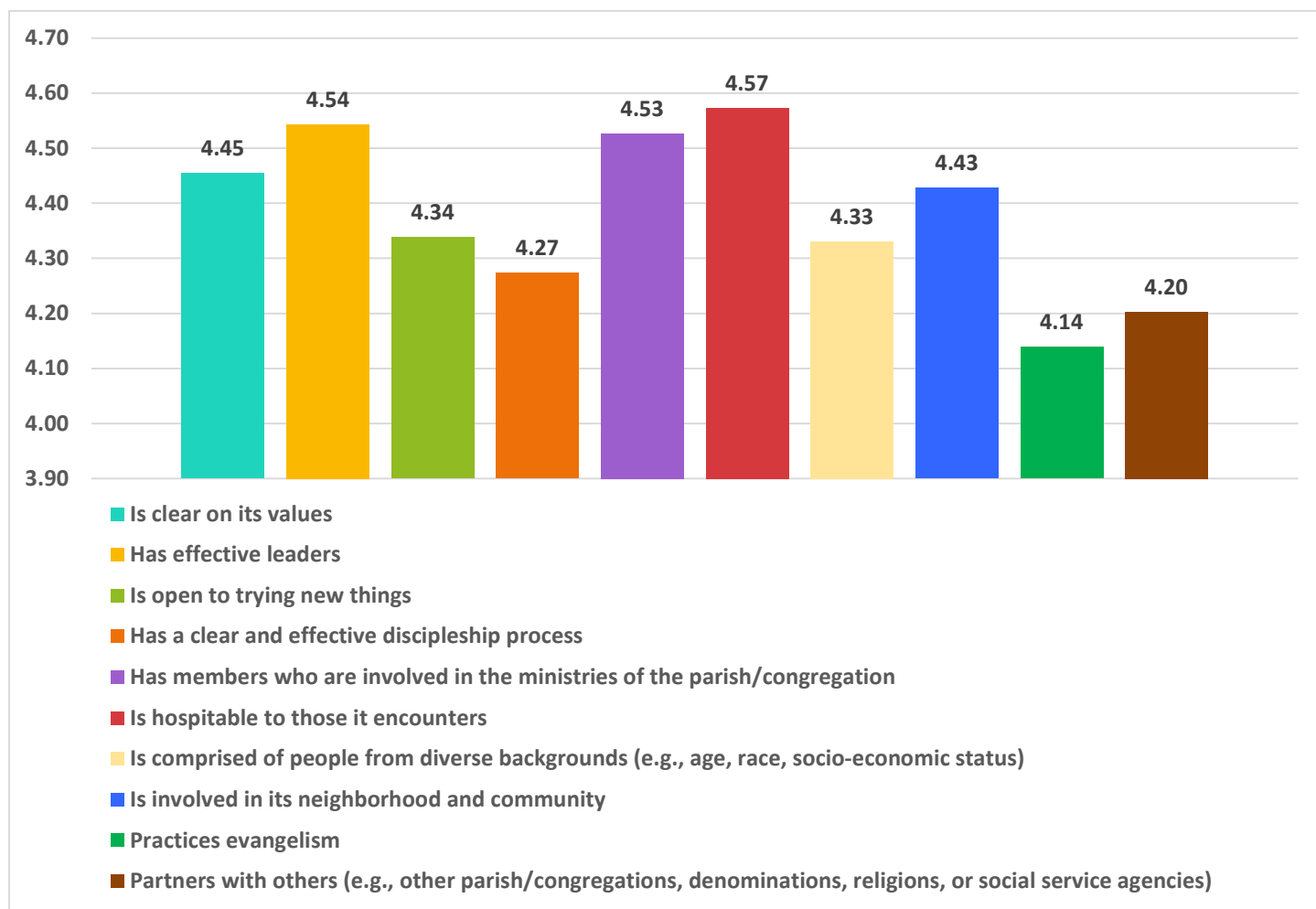


We asked respondents to *identify the three biggest challenges in evangelism for them personally*. We have provided the six most cited responses. The following percentages capture people who included those responses within their “top three.”

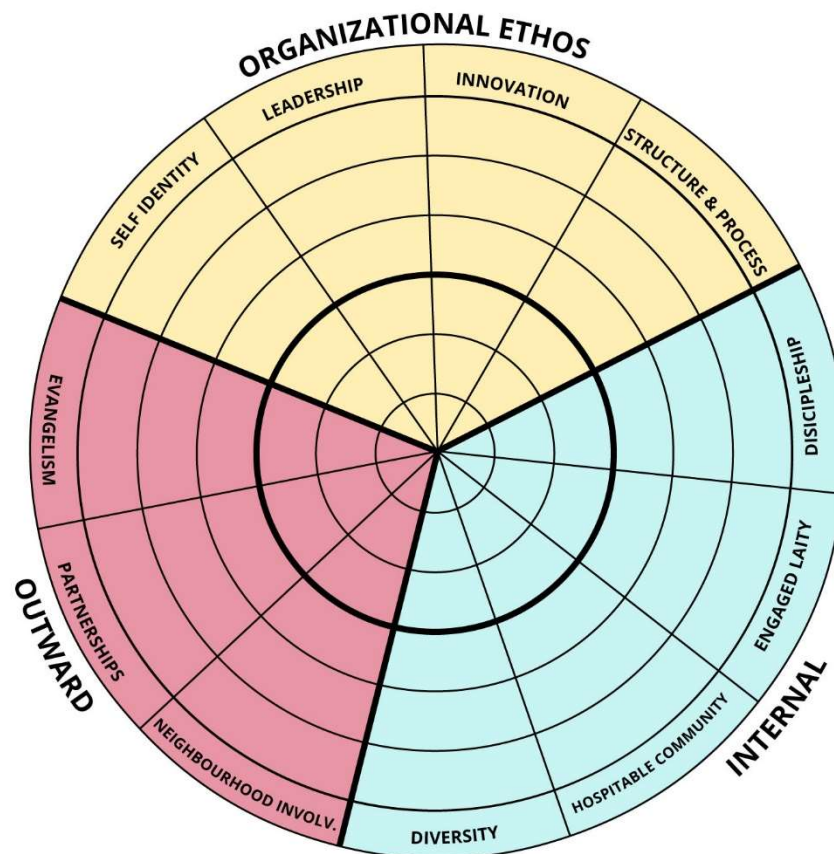


Flourishing Congregations Construct

We asked parishioners to convey their level of agreement/disagreement that “a flourishing parish ...” possesses the following features. We have provided the “mean” or average scores among those in your parish, on a scale of 1 (strongly disagree) to 5 (strongly agree).



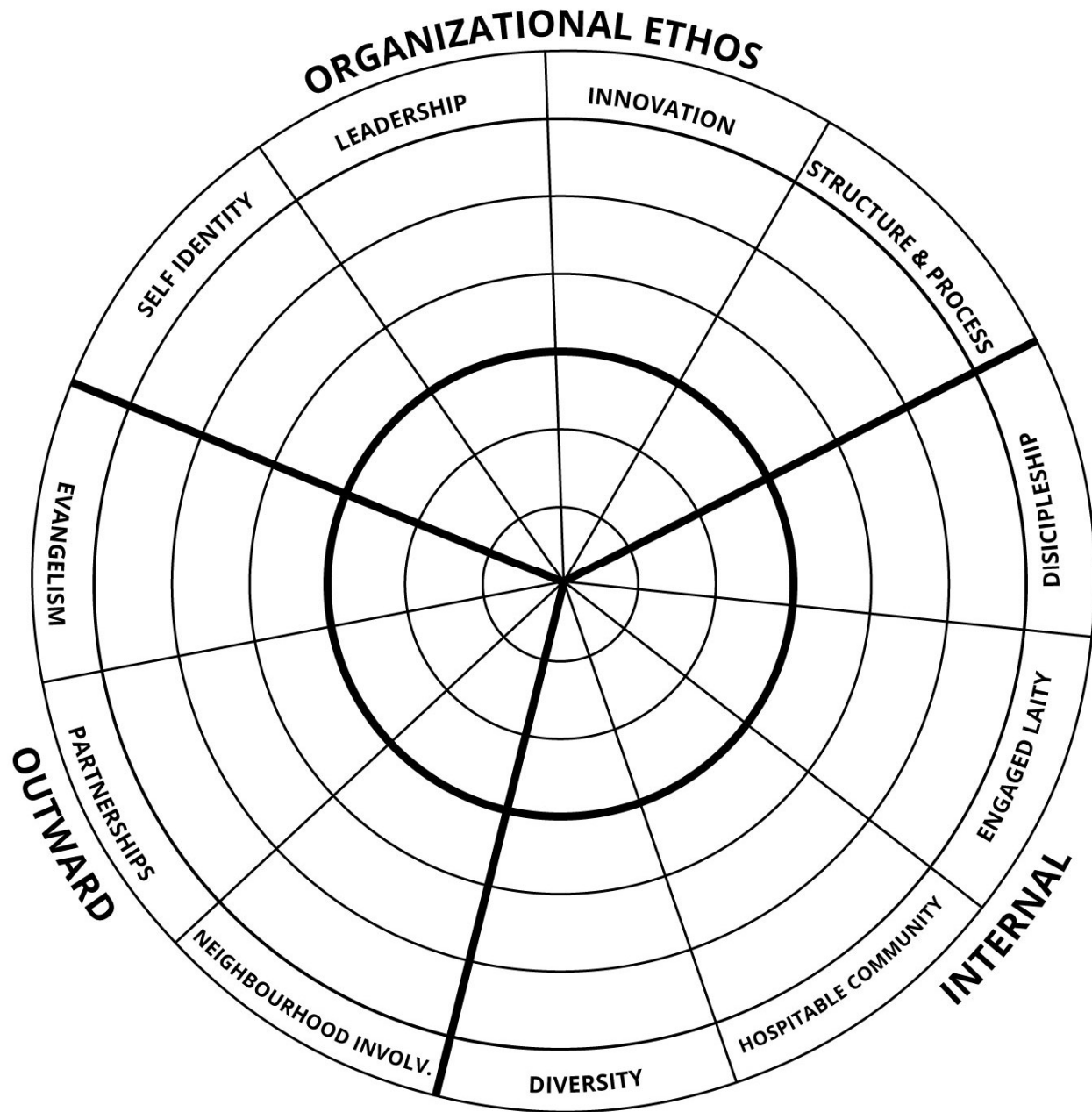
As you consider the dimensions and assume that every faith community will have some stronger dimensions than others, you may wish to positively consider the overall flourishing amongst these parishes by making use of the dimensions circumplex below.



As you think about survey responses received on many of these dimensions, together with your discernments and dialogue with others, to what extent do these parishes' evidence strengths in each of the dimensions?

Notice that there are concentric circles within the figure. Beginning in the centre and moving outward, shade-in the extent to which you sense that these parishes exhibit strengths for each dimension. Of course this is an informed but subjective activity. For example, you might shade in the space between the centre and the smallest inner circle for a particular dimension and shade in all the inner circles for another. As you do this for all the dimensions a larger picture or profile for your denominational strengths will emerge and you will be able to see patterns and connections within domains (organizational ethos, internal and external) and dimensions.

To assist we have provided you with a blank image that you can use for your purposes.



Next Steps

Sharing this Report

We encourage you to share this report with parish leaders, as well as with the denomination as a whole. In doing so, below are some suggestions for you to consider:

- The denomination may wish to share the report with parish leaders, such as parish priests and/or Parish Council, in a regular meeting that helps with strategic planning
- Use the materials as a basis for retreats for Diocesan leadership teams to discuss growth areas
- Use the results for preaching and teaching
- Use the data as a discussion starter for the various ministry areas of your parish
- Use this material as a discussion starter for small group leaders, and teachers, and so on

What Now?

As you and your colleagues look through and reflect on this report, you may conclude that for a variety of reasons certain dimensions or items are more important and others might not have as much relevance for this time and place in your parish's life. Of course this is entirely okay.

Our research team encourages you to process which of these dimensions might be most integral to your priestly vocation, geographic parish call, identity and functioning as a denomination. It may be helpful for you to single out a number of areas where you seem particularly strong, as well as the areas where opportunities for improvement might exist. In our experience, it is most advantageous to focus on and leverage your areas of strengths. These dimensions should not be ignored, despite our natural tendency to look first at apparent weaknesses. Of course there is wisdom to giving prayerful and diligent attention to those areas where gains might be made. Here are some broad questions and considerations to help you determine next steps:

- Share, discuss, and discern your way through this report and the following questions with those in your denomination – actively pursue transparent communication, open discussion and dialogue, and shared ownership and participation in the process and outcomes.
- What is our core reason and purpose for existing? How do we know if we are excelling in these areas?
- Where do we see signs of flourishing and how can we continue to celebrate and foster those areas?
- Where do we see opportunities for greater flourishing, and how do those areas align with who we believe God is calling us to be as The Church moving forward?
- Where do we want to see ourselves in one year, three years, and five years from now? How do these desires compare with where we currently are?

- What aspects of our parishes' activities might we release or let go of, in order to more intentionally fulfill our core purposes for existing as parishes and a denomination in Canada?
- Identify one area that you wish to give greater attention to moving forward, identifying and pursuing definable actions and measurable outcomes at different time intervals (e.g., 30-days, 60-days, 90-days, 6 months, 1 year).

Flourishing Congregations Institute Resources and Consultation

Some reading this report may wish to engage further the Flourishing Congregations Institute, to help process and implement some next steps. There are several ways to do so:

- Read our book, *Signs of Life: Catholic, Mainline, and Conservative Protestant Congregations in Canada*. This book is aimed at Canadian church and denominational leaders and groups across theological traditions, and draws on data from our national interviews, focus groups, and surveys, plus offers several theological considerations as well as practical insights regarding the eleven dimensions of our Flourishing Congregations Construct.
- Reach out to our research team for additional consultant services (for a fee) to assist your congregation/parish with possible next steps.
- Sign up for our newsletter. Approximately two times a month, our Institute circulates resources electronically to assist Canadian congregations – a short blog, a suggested book/article/video, and so forth. If you would like to receive those resources, sign up on our [website](#).
- Consider [taking the survey at a future point in time](#), to compare future perceptions and experiences in your congregation/parish with those presented in this report.

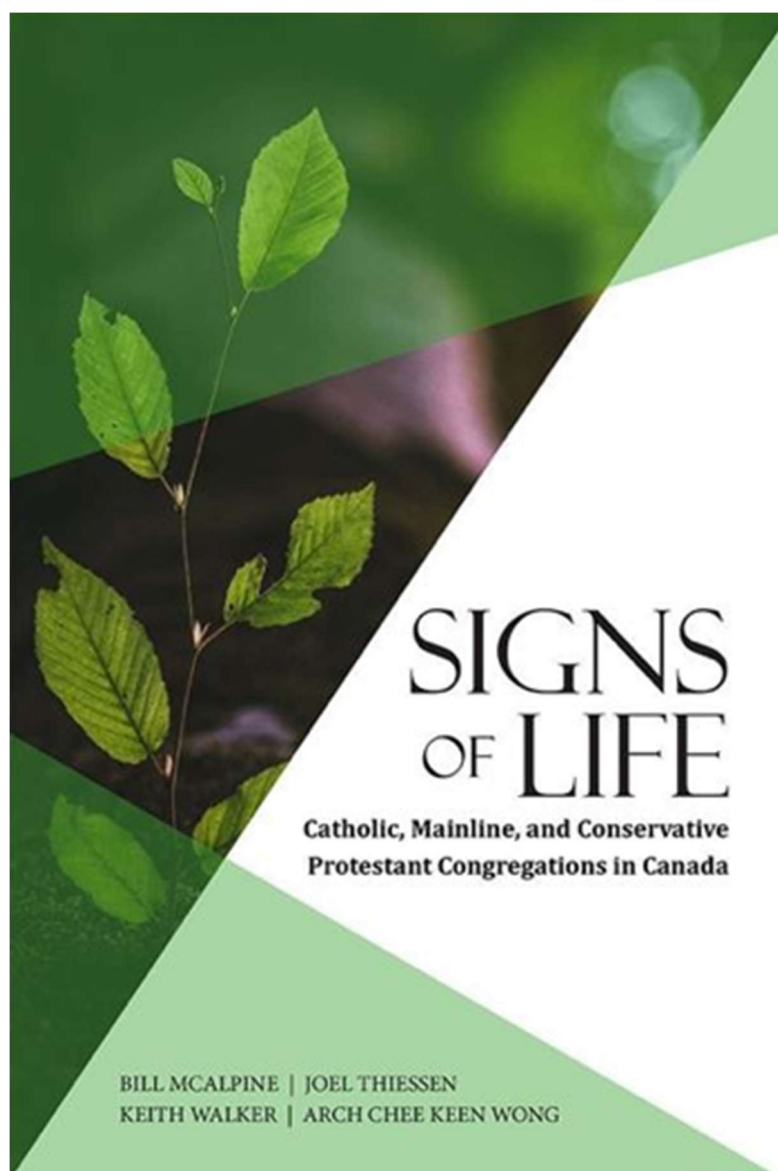
This document is offered to provide a service to your denomination. We are aware of its limits but hope you will receive this with our prayers with you for vibrant and thriving parishes throughout Canada. You may wish to consider obtaining a copy of Signs of Life (book released in Winter of 2021) that goes into more depth on each of the dimensions indicated here:

<https://www.biblescanada.com/tyndale-academic-press?orderby=10&pagenumber=2>

Or

Amazon.ca:

https://www.amazon.ca/Signs-Life-Conservative-Protestant-Congregations-ebook/dp/B08WDXN1P5/ref=sr_1_1?crid=1LTW55D7XMRH7&dchild=1&keywords=signs+of+life&qid=1630174147&sprefix=signs+of+life%2Caps%2C199&sr=8-1



Resources

Below is a sample of resources that might be helpful to your parish as you process this report and take the next steps.

Bibby, R., & Reid, A. 2016. *Canada's Catholics: Vitality and Hope in a New Era*. Novalis.

Bickers, Dennis W. 2005. *The Healthy Small Church*. Kansas City: Beacon Hill Press.

Bowen, John, ed. 2013. *Green Shoots out of Dry Ground: Growing a New Future for the Church in Canada*. Wipf and Stock.

Breen Mike. 2011. *Building a Discipleship Culture: How to Release a Missional Movement by Discipling People like Jesus Did*. 3 Dimension.

Bruce, T. 2017. *Parish and Place: Making Room for Diversity in the American Catholic Church*. Oxford University Press.

Bullivant, Stephen. 2019. *Mass Exodus: Catholic Disaffiliation in Britain and America Since Vatican II*. Oxford University Press.

Bullivant, S., Knowles, C., Vaughan-Spruce, H., & Duncan, B. 2019. *Why Catholics Leave, What they Miss, and How they Might Return*. Paulist Press.

Byron, William J. 2017. *Parish Leadership: Principles and Perspectives*. Clear Faith Publishing.

Carroll, Jackson W. 2006. *God's Potters: Pastoral Leadership and the Shaping of Congregations*. Eerdmans.

Conner Benjamin. 2011 *Practicing Witness: A Missional Vision of Christian Practices*. Eerdmans.

Coutts, Peter. 2013. *Choosing Change: How to Motivate Congregations to Face the Future*. Alban.

Hegy, P. 2011. *Wake up, Lazarus! On Catholic Renewal*. iUniverse.

James, Christopher B. 2018. *Church Planting in Post-Christian Soil*. Oxford University Press.

Jewell, M.R., & Mogilka, M. 2020. *Open Wide the Doors to Christ: A Study of Catholic Social Innovation for Parish Vitality*.
https://www.fadica.org/images/initiatives/FADICA_2020_CSI_Parish-Vitality-Report-ff.pdf.

Kelly, M. 2012. *The Four Signs of a Dynamic Catholic*. Beacon Publishing.

- Mallon, James. 2014. *Divine Renovation: From a Maintenance to a Missional Path*. Novalis Publishing.
- Mallon, James. 2016. *The Divine Renovation Guidebook: A Step by Step Manual for Transforming your Parish*. Novalis.
- Mallon, James. 2020. *Divine Renovation: Beyond the Parish*. The Word Among Us Press.
- Pathak, Jay and Runyon, Dave. 2012. *The Art of Neighboring: Building Genuine Relationships Right Outside Your Door*. Baker.
- Pentland, John. 2015. *Fishing Tips: How Curiosity Transformed a Community of Faith*. Edge.
- Proeschold-Bell, Rae Jean and Jason Byassee. 2018. *Faithful and Fractured: Responding to the Clergy Health Crisis*. Baker Publishing Group.
- Schnase, Robert. 2007. *Five Practices of Fruitful Conversations: Revised and Updated*. Abingdon Press.
- Simon Jr., W.E. 2016. *Great Catholic Parishes: How Four Essential Practices Make Them Thrive*. Ave Maria Press.
- Strohm, K. 2019. *Ablaze: 5 Essential Paradigm Shifts for Parish Renewal*. The Word Among Us Press.
- White, M., & Cororan, T. 2013. *Tools for Rebuilding: 75 Really, Really Practical Ways to Make your Parish Better*. Ave Maria Press.

For more information please visit:
flourishingcongregations.org

