THE
CATHOLIC
DIOCESE
OF HONG KONG
天主教香港教區

30 March 2026

Dear Brothers in Christ,

Formulating a Three-Year Parish Development Plan

May the joy and peace of Easter be with you!

The renewal of parish community is crucial, as emphasized in the Instruction *"The pastoral conversion of the Parish community in the service of the evangelising mission of the Church", of the Dicastery for the Clergy, 20.07.2020)*. A renewed vitality is required that favours the rediscovery of the vocation of the baptised as a disciple of Jesus Christ and a missionary of the Gospel, in light of the Second Vatican Council and subsequent Magisterium. *(n.11, The pastoral conversion of the Parish community in the service of the evangelising mission of the Church", 20.07.2020).*

In response to the Church's expectations for parish communities, our Diocese has requested all parishes to formulate a Three-Year Development Plan in Year 2021. The overall response was positive and some continue to this day. Indeed, in order to make the development of parishes more directional, it is necessary to transition from maintaining the status quo to a "three-year development plan" model.

The enclosed guidelines are intended to assist you in formulating a Three-Year Development Plan for the parish community, and that we can work hand in hand with the lay faithful, have the task of being "salt and light of the world" (cf. Mt 5:13-14), a "lamp on a lamp-stand" (cf. Mk 4:21). *(n.13, The pastoral conversion of the Parish community in the service of the evangelising mission of the Church", 20.07.2020).*

We would be grateful if you could email us the Three-Year Development Plan before the First Sunday of Advent, 29 November 2026, and the relevant Vicars General will follow up separately.

Thank you for your continued cooperation! God bless!

In Christ

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Guidelines for Formulating a Three-Year Parish Development Plan

When formulating a Three-Year Parish Development Plan, the parish communities need to take into account the needs of pastoral care, the mission of evangelisation and practical resources, while adopting a spirit of Synodality to reach a concrete and feasible action plan. The following are key areas and considerations:

1. Formulating Plans in the Spirit of "Synodality"

The pastoral staff of the parish, together with the Parish Council, shall arrange a one-day "Planning Day" to formulate plans together with a sense of being inspired by the Holy Spirit in "Spiritual Conversation".

2. Establishing a Parish Vision

How does this vision align with the pastoral direction of a parish community as a whole: working hand in hand with the faithful to fulfil the mission of being "the Salt of the Earth and the Light of the World" and "a Lamp on a Stand"?

- To determine "What kind of community do we aspire for our parish to be in three years' time?"
- How does this vision respond to the overall pastoral direction of the parish community?
- How to comply with the Church's teaching and the evangelising mission for parish communities: Rediscovering the calling of every baptized believer as a disciple and evangeliser of Jesus?
- To define an effective and compelling vision statement, please consider the following aspects:
  (1) Who are we?
  (2) What do we want to achieve?
  (3) Where do we want to go?
  (4) Why?
  (5) How do we achieve it?

Recommended references: Documents of the Universal Church (such as "The Joy of the Gospel", "The Final Document of the XVI Ordinary General Assembly of the Synod of Bishops", and diocesan documents (e.g. "Advent Pastoral Letter" from Cardinal Stephen Chow, S.J. in 2025).

3. Analysis of the Current Situation

3.1 Basic information

3.1.1 Community situation

- What kind of community is the parish located in?
- What is the general social status and educational attainment of ordinary residents?

3.1.2 Parishioner

- Number of participants in activities, gender and age demographics;
- Active members of a parish, associations of the faithful and small faith groups;
- Those who regularly attend Sunday Mass, registered parishioners, etc.

3.1.2 Current situation of key faithful groups

- Parish Council, Finance Committee, catechumenate, Sunday School, etc.;
- Is the number of individuals in leadership roles sufficient enough?
  How is their calibre? Do we implement a succession plan or not?
  What is the personnel relationship in between?