



MARY MACKILLOP PLACE

OUT OF THE *Ordinary*



MARY MACKILLOP PLACE

STRATEGIC PLAN

2023 – 2025



Vision

Mary MacKillop Place is a sacred place of welcome, encounter and journey.

Our mission is embodied in our **Strategic Directions** document.

We strive to live our Core Beliefs of love, empowerment, faith, compassion, action and honesty expressed in our **Manifesto**.

Acknowledgement of Country

The Sisters of Saint Joseph stand in solidarity with the First Peoples of Australia. We are committed to actively work alongside the Indigenous People for reconciliation and justice.

We acknowledge the Cammeraygal People of the greater Eora Nation as the traditional owners of the land on which Mary MacKillop Place is located.

We advocate for, and actively support, the Uluru Statement from the Heart, to bring about the real and lasting change for Aboriginal and Torres Strait Islander Peoples to experience equitable social and economic participation and advantage.

Mary MacKillop Place is proud to support the delivery of the Sisters of Saint Joseph's 2023-2025 'Innovate' **Reconciliation Action Plan**.

Why is this strategic plan important?

Communities worldwide have been living in a state of crisis. Over the past few years, we've seen floods, droughts, fires, wars and a global pandemic which have changed the way that we communicate and connect.

During this same period, Mary MacKillop Place has made significant investments into the development of high-quality event and accommodation facilities and further developed the gardens and grounds of Mary MacKillop Place to embrace the spirit and sanctity of this Oasis in the heart of North Sydney.

These factors combined present the perfect opportunity to rethink our approach to building connection and offering support to a world in need.



Commitments to sustainability

Mary MacKillop Place works to ensure our operations and business practices are socially and environmentally responsible, and firmly anchored in sustainable economics, in alignment with the United Nations Sustainable Development Goals. Safety and support of the community remains our primary consideration.

Safeguarding: Mary MacKillop Place is actively committed to fostering communities and a culture of safeguarding that recognises and upholds the dignity and rights of all people.

Positive Relations: Mary MacKillop Place is committed to develop and foster respectful, inclusive and welcoming partnerships with all peoples.

Environmental sustainability: Mary MacKillop Place is committed to taking positive actions to support and advocate for the protection and sustainability of our earthly environment.

Good Governance: Mary MacKillop Place is committed to ethical and values-based governance in all its operations and how it makes decisions.

Financial sustainability: Mary MacKillop Place is committed to achieving and maintaining financial self-sufficiency. Every endeavour will be made to deliver this objective.

Intentional Inclusivity

The belief in the miracle of each person – their uniqueness and quintessential goodness – is why we, like Mary and Julian, pursue justice and practice compassion to all. We are called to have a concerted and intelligent alignment with inclusivity and hospitality to all, and to be genuinely interested in others – in the great diversity of cultures, languages, times and experiences that can gift us each day.

We are *intentionally* inclusive. We welcome and celebrate diversity in all its forms, including differences in gender, age, race, ethnicity, ability, sexuality, socio-economic circumstances and education. We welcome and celebrate diversity of thoughts and perspectives including political, cultural and religious beliefs.



Mary MacKillop Place

2023-2025 Areas of Focus



Spirituality:

Celebrating, and connecting with the mission of God

Engage in a heart-centred church, allowing the contemporary gospel message to be heard in every aspect of faith life.

- 1.1 Embrace diverse approaches to spiritual celebration. Inclusive and welcoming of all cultures and beliefs.
- 1.2 Create opportunities to encounter the spirit of God within the grounds of Mary MacKillop Place.
- 1.3 Spread the word of God, through better use of technology.



Pilgrimage:

A sacred journey

All spaces at MMP are sacred, imbued with the spirit of Mary MacKillop and Julian Tenison Woods.

- 2.1 Invites access to the Mary MacKillop Memorial chapel and tomb.
- 2.2 Create space for emotional, physical and spiritual enrichment.
- 2.3 Invite pilgrims to experience a sense of transformation within a place of safety, understanding, compassion, shared faith and pilgrimage.
- 2.4 Develop partnerships to reach pilgrims, both in person and virtually.



Education and Advocacy for Justice:

Thought leadership & positive action

Mary MacKillop Place is a safe environment that supports and enables challenging conversations.

- 3.1 Support and advocate for social justice issues.
- 3.2 Carry on the legacy of the Sisters of Saint Joseph, in focusing on education (e.g. theological discussions focused on education in faith).
- 3.3 Improve access to Mary MacKillop Place through technology, expanding its impact, power and truth (e.g., thought leadership and educational resources online).
- 3.4 Develop the site as a Sydney hub for partnerships with educational institutions.



Heritage:

Our story in a modern context

Embrace the power of storytelling to enable connection with the legacy, the life and the work of Mary MacKillop and Julian Tenison-Woods.

- 4.1 Host interactive exhibits, prioritising children and pilgrims to share a unique element of Australian history.
- 4.2 Preserve our artefacts with integrity.
- 4.3 Improve access to the museum's collection by improving the online resources and experience.



Hospitality:

Provide a vibrant and welcoming environment for all

A nurturing environment, where the Josephite spirit is experienced by all.

- 5.1 Build a culture that enables every visitor to experience the values espoused by the organisation.
- 5.2 Intentional inclusivity of the broader community, celebrating culture and diversity.
- 5.3 Offer high quality, professional and affordable event and accommodation experiences.
- 5.4 Function sustainably in a financially responsible fashion, with good governance and positive relationships.



Oasis:

A modern refuge, which offers peace, renewal & relief from chaos

A gathering place for all to experience healing and hospitality in a peaceful oasis.

- 6.1 Provide spaces for individuals to embrace quiet, peace and comfort.
- 6.2 Offer vibrant gathering places for all to experience hospitality within the Mary MacKillop Place oasis.
- 6.3 Pastoral care and volunteers extended to have a presence within the grounds, creating an environment of serenity and healing.
- 6.4 Host community events within the gardens, aligned to MMP's areas of advocacy and celebration.



Spirituality

Celebrating and connecting with the mission of God

Mary MacKillop Place inspires belief in self, in others and in God.

The heart of this sacred site is the Mary MacKillop Memorial Chapel where the tomb of [Saint Mary MacKillop](#) is located.

As the home of Australia's first saint, Mary MacKillop Place offers an opportunity for spiritual reflection and spiritual guidance, allowing the community to celebrate and connect with the Mission of God.

Voice of our community

When speaking to community members about Spirituality, they say:

"MMP should have a spirituality core – understand the tenants of catholic social teaching. Even if you don't understand who sisters are, you should understand who Mary MacKillop was." 2022 interview

"A presence. Formative experiences offered through the place. Just be there."

"Spiritual oasis and unashamedly catholic and opened to the world."

"Mary MacKillop Place should primarily be a place of God, for people to explore and nourish their spirituality."

Objectives

- Ensure community has access to the chapel and tomb for spiritual reflection.
- Ensure spiritual connection can be shared both in-person at Mary MacKillop Place, and online for broader members of the community.
- Demonstrate inclusive symbols and practices within the chapel, to engage a broad and diverse community.



Deliverables

Engage in a heart-centred church, allowing the contemporary gospel message to be heard in every aspect of faith life.

- 1.1 Embrace diverse approaches to spiritual celebration. Inclusive and welcoming of all cultures and beliefs.
- 1.2 Create opportunities to encounter the spirit of God within the grounds of Mary MacKillop Place.
- 1.3 Spread the word of God, through better use of technology.

Approach

1.1 Embrace diverse approaches to spiritual celebration. Inclusive and welcoming of all cultures and beliefs.

Symbols: The message we aspire to represent at Mary MacKillop Place is “you’re welcome”. Symbolism is incredibly important in representing this message to all members of our community.

1.1.1 We will expand our investment in signage, music and iconography to share our message of welcome to a diverse community.

1.1.2 We will aim to break down the perceived barriers of high walls, symbolically demonstrating our commitment to being open to all.

Practices: We demonstrate our inclusive approach through our actions.

1.1.3 We openly welcome all to Mary MacKillop Place.

1.1.4 We commence every mass and every event with an acknowledgement of country.

1.1.5 We celebrate cultural moments, with appropriate cultural practices. e.g., a smoking ceremony on Aboriginal Sunday.

1.1.6 We open the chapel to community groups wishing to celebrate Catholicism in their own way



1.2 Create opportunities to encounter the spirit of God within the grounds of Mary MacKillop Place.

1.2.1 Mary MacKillop Memorial Chapel is open and offers a Mass service every day of the week, other than Saturdays. Visitors are able to pray directly alongside the tomb of Mary MacKillop or encounter the spirit of God within the grounds of Mary MacKillop Place. Our dedicated volunteers are present to welcome visitors. We will continue to balance community expectations along with our volunteer capacity to adjust opening times as appropriate.

1.2.2 The Mission Coordinator is included as a member of the MMP Executive team and the Mission and Formation Committee.

1.3 Spread the word of God, through better use of technology.

1.3.1 People around the globe are looking for ways to connect spiritually with the legacy of Mary MacKillop. We are aiming to offer access to spiritual connection through the use of technology. Examples, to be explored, include a prayer app and a live stream of the daily mass.





Pilgrimage

A sacred journey

The Mary MacKillop Place Pilgrim is any person that finds Mary MacKillop Place aids them in connecting to their inner self, spirituality or religion.

As we make connections with a wide variety of pilgrims at Mary MacKillop Place, there is the intention to continue the legacy of Mary MacKillop with an inspired and evolving approach for generations to come.

Voice of our community

When speaking to community members about Pilgrimage, they say:

"The whole immersive experience is just very special. The spiritual, emotional and physical..."

"Purification of the heart to focus on one thing that matters – finding the way home."

Objectives

- Launch the Theology of Pilgrimage which informs the purpose and intent of pilgrimage.
- Provide formal programs for pilgrims to engage with.
- Provide space and flexibility for individual pilgrimage.

Deliverables

All spaces at MMP are sacred, imbued with the spirit of Mary MacKillop and Julian Tenison Woods.

- 2.1 Invites access to the Mary MacKillop Memorial chapel and tomb.
- 2.2 Create space for emotional, physical, and spiritual enrichment.
- 2.3 Invite pilgrims to experience a sense of transformation within a place of safety, understanding, compassion, shared faith, and pilgrimage.
- 2.4 Develop partnerships to reach pilgrims, both in person and virtually.



Approach

2.1 Invites access to the Mary MacKillop Memorial chapel and tomb.

Access to the chapel and the tomb will now remain open, following some disruptions due to COVID.

We will continue to balance community expectations along with our volunteer capacity to adjust opening times as appropriate (*resource requirements captured in 1.2.1 above*).

2.1.1 A donations app will be created to allow pilgrims to contribute to the ongoing upkeep and maintenance of Mary MacKillop Place.

2.2 Create space for emotional, physical, and spiritual enrichment.

We will work to integrate a sense of the pilgrim experience into all aspects of Mary MacKillop Place.

Walking within the grounds represents a sacred experience. This is supported through with dedicated quiet spaces for reflection and prayer.

2.3 Invite pilgrims to experience a sense of transformation within a place of safety, understanding, compassion, shared faith, and pilgrimage.

A proactive approach is taken to renewing the site's practices to enhance the pilgrim experience. Examples may include:

- A pilgrimage trail designed within the grounds, taking visitors to monuments, icons, buildings and sacred spaces to understand the history and allow space for reflection and spiritual enrichment.
- Pastoral care provided within the grounds, in a safe and compassionate environment (*resource requirements captured in 6.3.1 below*).
- A pilgrimage experience, curated, and delivered by, the Sisters of Saint Joseph, or volunteers.
- Pilgrimage resources are available for sale in the shop.



2.4 Develop partnerships to reach pilgrims, both in person and virtually.

Mary MacKillop Place will seek to develop partnerships with other Catholic organisations to explore ways to reach broader areas of the community and enhance the pilgrim experience. This may include, but will not be limited to, discussions with:

2.4.1 Other Mary MacKillop sites around Australia and the globe, to connect the pilgrimage experience, both in-person and online.

2.4.2 Harvest Pilgrimage, to seek advice on ways to best utilise the space and explore partnership opportunities for engaging pilgrims.

2.4.3 Other pilgrimage centres around Australia (e.g. Sacred Heart Fathers) where there may be opportunities to work together to support pilgrims.

2.4.4 Accommodation within Mary MacKillop Place is offered as part of the pilgrim experience.





Education and Advocacy for Justice

Thought Leadership and Positive Action

The vision shared by Mary and Julian was to provide an education for all and they very intentionally went about making the vision a reality. Their purpose was to include everyone. Education didn't stop at the schoolhouse, nor did it stop with children.

Through the years, the Sisters of Saint Joseph have continued focus on education and to advocate for an equitable and intentionally inclusive society.

Voice of our community

When speaking to community members about Education and Advocacy for Justice, they say:

"Students come to feel the power of reflection. Mary MacKillop teaches children to reflect and the power of quietness."

"A forum for the marginalised to have a voice, to be nurtured by scripture and an opportunity for faith in a safe space."

Objectives

- Select 2-3 key areas of social advocacy where MMP can make an impact and develop metrics for measuring impact.
- Education strategy to be developed and agreed with MMP board, including clearly defined metrics for impact.
- One significant education partnership to be developed, exploring opportunities for research, curriculum, student engagement and potential revenue.



Deliverables

Mary MacKillop Place is a safe environment that supports and enables challenging conversations.

- 3.1 Support and advocate for social justice issues.
- 3.2 Carry on the legacy of the Sisters of Saint Joseph, in focusing on education (e.g. theological discussions focused on education in faith).
- 3.3 Improve access to Mary MacKillop Place through technology, expanding its impact, power and truth (e.g., thought leadership and educational resources online).
- 3.4 Develop the site as a Sydney hub for partnerships with educational institutions.

Approach

3.1 Support and advocate for social justice issues.

- 3.1.1 Mary MacKillop Place will continue to be a place that can be hired by community groups for their advocacy and social impact.
- 3.1.2 The Mary MacKillop Place leadership team will lead a strategic advocacy review, with the board and the Congregational Leadership Team, to develop the approach to advocacy, by:
 - Defining the social issues and community groups that Mary MacKillop Place will proactively support through its advocacy programs (e.g. Women in Leadership).
 - Agreeing the strategic framework and measures of success.

3.2 Carry on the legacy of the Sisters of Saint Joseph, in focusing on education (e.g. theological discussions focused on education in faith).

- 3.2.1 An education officer will be employed to develop the education strategy to broaden the impact and appeal of Mary MacKillop Place in connecting with students, pilgrims and community. An implementation plan will include impactful activities such as, theological discussions to build capability in areas such as, faith and social justice. *(Resource and budget requirements for Education Officer captured in 4.1.1. below)*



3.3 Improve access to Mary MacKillop Place through technology, expanding its impact, power and truth (e.g., thought leadership and educational resources online).

3.3.1 Sisters of Saint Joseph will share thought leadership papers or host online discussions on the social issues defined in the strategic advocacy review (*see 3.1 above*).

3.3.2 The education officer will review content available for teachers in the classroom to ensure its effective and aligned to national and state-based curriculum.

3.4 Develop the site as a Sydney hub for partnerships with educational institutions.

Mary MacKillop Place will seek to formalise a partnership with the Australian Catholic University, which will explore ideas such as:

3.4.1 Developing a Catholic precinct in North Sydney, blurring the lines between the two campuses to look for opportunities for mutual benefit.

3.4.2 Working with faculties to investigate the prospect for research projects or education opportunities, aligned to the legacy of Mary MacKillop.

3.4.3 Mary MacKillop Place Café to service ACU students and staff

3.4.4 Work with Campus Ministry to identify key moments in a student's journey e.g. Inductions for first year students, or blessings.



Heritage

Our story in a modern context

Mary MacKillop Place offers a range of exhibition galleries, artefacts and historical landmarks that offer visitors a window into the mid colonial to the pre federation period of Australian history. Offering the sanctity of the Mary MacKillop Memorial Chapel and Mary MacKillop's tomb, alongside the vibrancy of a museum and gardens, Mary MacKillop Place celebrates the legacy of a humble woman and the priest, scientist and explorer who forged a new approach in serving the poor.

Voice of our community

When speaking to community members about Heritage, they say:

"Come and read what has been written – the contemporaneous stories. Understand the values and lived experiences and the principles and values behind them."

"Mary is a face of Australian Catholicism – we have our own story and our own symbolism."

"The stories must be transformative, inspirational, animates people in present challenges of their lives."

"Personalise the stories through storytelling. Kids connect with the stories behind the miracles."

Objectives

- Learning outcomes at the museum are measured and exhibits are continually improved based on feedback. *Education Officer and Museum Curator to create learning outcomes measurement approach.*
- Learning outcomes for online resources are measured and resources are continually improved based on feedback. *Measured through targeted surveys and focus groups.*
- Visitors to the museum feel motivated to recommend Mary MacKillop Place to others, based on their positive experiences. *Measured through customer engagement surveys.*



Deliverables

Embrace the power of storytelling to enable connection with the legacy, the life and the work of Mary MacKillop and Julian Tenison Woods, including:

- 4.1 Host interactive exhibits, prioritising children and pilgrims to share a unique element of Australian history.
- 4.2 Preserve our artefacts with integrity.
- 4.3 Improve access to the museum's collection by improving the online resources and experience.

Approach

4.1 Host interactive exhibits, prioritising children and pilgrims to share a unique element of Australian history.

- 4.1.1 An Education Officer will be employed at the museum to focus on the educational outcomes for visitors to the site.
- 4.1.2 The Education Officer will work alongside the museum's curator, to review the current approach and develop the education strategy to broaden the impact and appeal of Mary MacKillop Place in connecting with students, pilgrims and community.
- 4.1.3 Investment will be made in the on-site experience, adopting simple but effective technologies within the museum and around the grounds to support educational outcomes. This may include the use of QR codes to receive more detailed information, or translations in language. It may also include reviewing the experience with the smart table in the museum and much more.
- 4.1.4 The education officer will develop clearly defined educational outcomes for the museum and regularly measure the impact and refine exhibits based on feedback.

4.2 Preserve our artefacts with integrity.

- 4.2.1 Develop a plan for the future that accommodates modern conservation, preservation and storage of both artefacts and the buildings, assessing the historical and spiritual significance to ensure the stability and sustainability of the collection.
- 4.2.2 Ensure the Mary MacKillop Place team has clarity on roles, responsibilities and best practices to ensure conservation of both artefacts and buildings for future generations.



4.3 Improve access to the museum's collection by improving the online resources and experience.

4.3.1 Investment will be made in online experience, allowing Mary MacKillop's legacy to be shared with people around the globe, through the use of engaging and impactful online storytelling.

4.3.2 The education officer will develop clearly defined educational outcomes for content shared online and regularly measure the impact and refine resources based on feedback.





Risk

If the online experience is developed as an alternative to the on-site experience, it may deter people from visiting Mary MacKillop Place. The two experiences should be developed to complement each other, meaning the greater reach of the online experience should generate more visitors to the site.





Hospitality

Provide a vibrant and welcoming environment for all

"Find happiness in making others happy." Mary MacKillop

At Mary MacKillop Place, we invite all members of the community into the grounds and our staff aim to create the same sense of welcome that Mary herself would have shown as she greeted and cared for people who visited.

From 2019-2022, significant investment has been made in the meeting and accommodation facilities at Mary MacKillop Place, which now has an auditorium which seats up to 190 people, along with nine additional flexible meeting spaces and affordable accommodation and parking.

Voice of our community

When speaking to community members about Hospitality, they say:

"When people come here, they recognise the staff, they know their favourite spots, they are served good food – they feel at home"

"A place where all are welcomed, in particular, all faiths, all ethnic groups and all ages. A place where all members of society can congregare particularly the marginalised."

"When you come to Mary MacKillop Place, expect it to be different in a respectful, gentle and unobtrusive way."

Objectives

- Staff and volunteers are proud to work for Mary MacKillop Place and consider the environment to be a great place to work. Measured through employee engagement surveys.
- Visitors feel motivated to recommend Mary MacKillop Place to others, based on their positive experiences. Measured through customer engagement surveys.
- Demonstrate inclusive symbols and practices within Mary MacKillop Place, to engage a broad and diverse community.
- Maintain a sustainable business model, with profits from hospitality supporting the overall management, maintenance and upkeep of Mary MacKillop Place.



Deliverables

A nurturing environment, where the Josephite spirit is experienced by all.

- 5.1 Build a culture that enables every visitor to experience the values espoused by the organisation.
- 5.2 Intentional inclusivity of the broader community, celebrating culture and diversity.
- 5.3 Offer high quality, professional and affordable event and accommodation experiences.
- 5.4 Function sustainably in a financially responsible fashion, with good governance and positive relationships.

Approach

5.1 Build a culture that enables every visitor to experience the values espoused by the organisation

- 5.1.1 The Mary MacKillop Place leadership team will lead a process, engaging the staff and the Board, to define the desired culture of Mary MacKillop Place. This will include a review of the mission, vision and values of the organisation.
- 5.1.2 The leadership team will develop a purposeful action plan to ensure that every staff member is aligned to the culture of the organisation and creates experiences for visitors that are consistent with the desired culture.

5.2 Intentional inclusivity of the broader community, celebrating culture and diversity.

Symbols: To ensure Mary MacKillop Place is seen as a place of welcome:

- 5.2.1 Signage will be more clearly displayed to encourage the community to enter the grounds (*resource and budget referenced in 1.1.2 above*)
- 5.2.2 Signage throughout Mary MacKillop Place is accessible e.g. large font and braille alternatives
- 5.2.3 The Australian, Aboriginal and Torres Strait Islander flags will be permanently displayed on the grounds. Flags for other nations are also displayed on select national days or in solidarity with nations requiring support (e.g. Ukraine).



Practices: We celebrate diversity in all of its forms and demonstrate our inclusive approach through our actions.

5.2.4 Mary MacKillop Place hosts events, inviting members of the community into the grounds to celebrate and connect (*resource and budget referenced in 6.4.1 below*).

5.2.5 We support the delivery of the Sisters of Saint Joseph Reconciliation Action Plan and commit to recognition, education, truth telling, healing and reconciliation.

5.2.6 Mary MacKillop Place staff are welcoming and confident to communicate with people with disability and have sound disability awareness.

5.2.7 Meeting and event facilities are accessible including, wheelchair access, accessible parking, visibility and acoustics.

5.2.8 Cuisine caters to a broad range of specific dietary and cultural requirements.

5.3 Offer high quality, professional and affordable event and accommodation experiences

5.3.1 The marketing strategy will be developed, initially focusing on other Catholic organisations. The MMP team will clarify its target audience for marketing and engagement (may be different for spirituality/pilgrimage, hospitality/oasis, education/heritage) and build the marketing plan.

5.3.2 We will continue to simplify our booking systems for both events and accommodation and evolve the approaches to make working with Mary MacKillop Place more accessible and flexible to the needs of individuals and groups. This includes standardising online booking systems and appropriately resourcing phone and email bookings.





Oasis

A modern refuge, which offers
peace, renewal & relief from chaos

"The place is beautifully retired: though near one of the chief streets, it is as quiet as if miles from other people. We have no noise, bustle or excitement, have a nice little garden and paddock with high fences, and little birds singing around us." Mary MacKillop

In 2022, Mary MacKillop Place continues to be a quiet refuge from the chaos outside the gates. Visitors feel the power of the site upon entry. This is a place of safety and peace. However, an oasis doesn't need to be a hidden secret. There are opportunities to open the gates to pilgrims and members of the community, to benefit from, and contribute to, the vitality of Mary MacKillop Place.

Voice of our community

When speaking to community members about Oasis, they say:

"There's something special about Mary MacKillop. Sisters are around, the space and decorations. It all gives an atmosphere of modern refuge – peace, renewal and release from chaos."

"Entices people to feel like they've discovered something special, calming and beautiful."

"A place of safety and welcome and you won't be turned away."

Objectives

- Quiet spaces are available for reflection and prayer
- Community engagement events are hosted by Mary MacKillop Place. Visitors have positive experiences on site and are motivated to recommend Mary MacKillop Place to others. Measured through visitor engagement surveys.
- Pastoral care is available onsite, through a range of engagement approaches.



Deliverables

A gathering place for all to experience healing and hospitality in a peaceful oasis.

- 6.1 Provide spaces for individuals to embrace quiet, peace and comfort.
- 6.2 Offer vibrant gathering places for all to experience hospitality within the Mary MacKillop Place oasis.
- 6.3 Pastoral care and volunteers extended to have a presence within the grounds, creating an environment of serenity and healing.
- 6.4 Host community events within the gardens, aligned to MMP's areas of advocacy and celebration.

Approach

6.1 Provide spaces for individuals to embrace quiet, peace and comfort.

Continue to ensure spaces within chapel, reconciliation garden and other identified reflective places around Mary MacKillop Place remain places for quiet reflection.

6.2 Offer vibrant gathering places for all to experience hospitality within the Mary MacKillop Place oasis.

Symbols: The message we aspire to represent at Mary MacKillop Place is "you're welcome". Symbolism is incredibly important in representing this message to all members of our community. For example:

- 6.2.1 We will place deck chairs and bean bags on the lawns each day, inviting the space to be used in different ways

Practices: We will further develop our marketing and engagement approach to actively encourage people to visit Mary MacKillop Place and enjoy the oasis.

6.3 Pastoral care and volunteers extended to have a presence within the grounds, creating an environment of serenity and healing.

- 6.3.1 We will aim to have Sisters of Saint Joseph or volunteer staff walking around the grounds to engage with visitors. A dedicated pastoral care room will allow for private discussions and support to be provided in a safe and compassionate environment.



6.4 Host community events within the gardens, aligned to MMP's areas of advocacy and celebration.

6.4.1 Mary MacKillop Place will hire an events manager to develop a strategy and deliver community events, with two areas of focus:

- Alignment to the community groups and the social issues defined in the strategic advocacy review (*defined in 3.1 above*).
- Celebrations to engage the broad community (e.g., Friday night music and drinks on the lawn through summer).





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