



ST. PETER'S
CATHEDRAL BASILICA

St. Peter's Cathedral Basilica Parish

Strategic Plan

June 2014

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1 Introduction

In the fall of 2013, St. Peter's Cathedral Parish initiated a Strategic Planning Program for the community to cover the next three to five year period, starting with implementation in the fall 2014. The strategic planning program has been lead by a Strategic Planning Committee of parishioners supported by an external facilitator.

The need for a Strategic Plan for the Parish emerged based on the continuing change occurring within the parish community itself, within the downtown area, within the Catholic Church and Diocese and from other perspectives. The Parish Council and Leadership Team identified an opportunity to engage parishioners in identifying the needs, opportunities and related perspectives that could be developed into a plan to support how the Parish moves forward, both as a community and in terms of its interactions and connections with the downtown, Diocese, Catholic Schools and others.

In support of the strategic planning program, a comprehensive Environmental Scan was completed. This activity involved nine (9) focus groups, a parish member survey that attracted over 800 completed responses, two community workshops, interviews with Diocesan officials and a review of parish operations, finances, programs and related supports. The Environmental Scan Report is available under separate cover. The observations and strategic themes that emerged from this significant undertaking are available in Appendix I of this document.

A Parish Strategic Planning Workshop Team met for an all day session on March 22, 2014 to initiate development of a draft Strategic Plan. The Strategic Planning Workshop undertook a strengths, weaknesses, opportunities and threats assessment for the Parish which is available in Appendix II. They also developed key themes, ideas and words associated with a Vision, Mission and Principles, along with Strategic Directions and related strategies for implementation for the 2014 to 2018 period. The results of the March 22, 2014 workshop were augmented on May of 2014 by the Steering Committee that worked collectively to develop a draft Strategic Plan.

This document represents the Strategic Plan that emerged from the May Project Steering Committee meeting and amendments based on the June 5 and 14, 2014 parish workshops. It was presented to Parish Council on June 24, 2014 for amendment and approval. The Implementation Plan will be completed in the summer of 2014 and Plan implementation will be initiated in the fall of 2014.

2 What We Value and Our Vision

2.1 What We Value

In listening to our parishioners through the Environmental Scan consultation activities, they clearly identified what they truly value as a parish community and as participating Catholic members of St. Peter's Cathedral Parish. These important perspectives provided a vital foundation upon which to develop St. Peter's Cathedral Parish Strategic Plan.

What We Value...

Our Liturgies	The witness and quality of the liturgies, music and homilies where we can worship in the presence of God, rejoice in the Gospels and regularly nourish our faith.
Our Sacred Place	Our worship space, in terms of its reverence, sacredness, location, artifacts and prayerful environment.
Our Diversity	The Parish is strengthened by the diversity of cultures, ages, experiences and supports that contribute to the vibrancy and fullness of parish life.
The Engagement of Our People	The significant contributions that are made by the lay people in ministries, and as volunteers and the leadership team who together contribute to the vibrancy, programs and life of our parish community each day.
Our Stewardship	We are the stewards responsible for the exceptional history of our parish, the Cathedral and the long term financial sustainability of our parish via our volunteering and financial gifts that sustains St. Peter's for current and future parishioners and visitors.

These five values are what the parishioners identified as what they hold dear, what is important to them, what they see as the fundamental dimensions of the parish, community life, and their own faith development and lived experiences.

2.2 Vision

A Vision Statement is like a horizon, it has the capacity to galvanize the energy, goodwill and support of parishioners to all move in the same direction towards a common outcome. But like a horizon, it constantly moves as one approaches it which reflects the continuous change that exists around and within any community of people.

The Vision identifies our faith journey that we are all on together. The following Vision Statement has been prepared for St. Peter’s Cathedral Parish:



The following material provides further understanding and perspective on the three dimensions of the Vision:

- Celebrating Our Faith** We come together as a community from all walks of life and backgrounds, to together celebrate the greatness, the excitement and the spiritual direction that our Catholic faith provides each day in enriching our daily lives.
- Journeying Together** Reflects the important perspective that we are not alone in our faith journey, as we are part of a community, who journey together, learn together, celebrate together and enrich our faith together.
It is this collective and shared perspective that anchors our sense of community, drives our faith experiences and connects us to our Lord.
- Experiencing the Joy of the Gospel** The Gospel gives light and life to our life journey as to what is important, how to help one another and to better grow in the understanding and practice of our Catholic faith.
- A Living Witness** Identifies our essential need to live our faith each day by reaching out into the community; to challenge our Church and community institutions to be fair and nurturing; to support those in need, the marginalized, fallen away and the challenged; and to evangelize each day.

3 Mission Statement

A Mission Statement informs the reader of the fundamentals and essence of the purpose and focus of an organization. In application terms, every strategic or operational decision made should align with the Mission Statement. If a decision is being considered that does not align, a question has been asked why such a direction would be taken or whether the Mission Statement needs to be reviewed.

The following Mission Statement has been developed for St. Peter’s Cathedral Parish.

**We are a Eucharistic faith community,
inspired by the Gospel, committed to
engaging each person in the joy of
living in the service of Christ.**

The following points provide additional understanding and perspective on the key themes within the Mission Statement:

We Are A Eucharistic Faith Community	St. Peter’s Cathedral Parish is a community of people who come together to celebrate the Eucharist and their faith.
Inspired By The Gospel	It is the foundation upon which each person within the St. Peter’s community is inspired to participate, to grow, to share and to celebrate their faith.
Committed To Engaging Each Person	As a community, St. Peter’s is committed to engaging each person in the life of the community through faith development and discovery, social interactions, contributing their time and talent, and celebrating together.
In The Joy Of Living in The Service Of Christ	Faith is about service, to one another and to Christ. Service is the basis upon which we engage with each other and serve God.

4 Principles

Principles have three roles within a Strategic Plan. First, they provide an opportunity to further understand key themes within the Mission Statement. Second, they define how relationships between the community and the people it interacts with will be valued and undertaken. Third, they provide the potential opportunity to develop key accountabilities.

The following Principles have been developed for St. Peter's Cathedral Parish.

We believe in...

Sacred Scriptures	The power of the word of the Gospels in nurturing our joyful and faith-filled relationship with Christ and each other.
Forgiveness and Love	In the power of forgiveness and love in developing faith-filled lives and relationships.
Lived-Experience	Our faith being a lived daily experience to be shared and celebrated both in our lives and our community
Invitational	Building a welcoming, diverse and dynamic Catholic community, open to and engaging of all people, supporting one another and celebrating our diversity.
Respect and Compassion	Treating each person as an individual and with dignity, worthy of our compassion, trust and respect as the basis to build positive, faith-filled relationships.
Outreach	Reaching out to those in need and the disheartened, and to evangelize each day.
Relevance	Creating a valued and faith-based community presence, that is open to change, fosters innovation and is increasingly relevant to our people and the diverse communities in which we live.
Communicating	Effectively communicating across generations to ensure that our community members are both informed and engaged in the life of the Parish.
Accountable	Being accountable to our members, our Diocese and our faith; acting responsibly as stewards; and ensuring integrity in all that we do.

5 Strategic Directions and Priorities

Strategic Directions represent the first level in operationalizing a Strategic Plan. They identify what the important areas of effort need to be over the five year life of the Strategic Plan and the priorities the community will focus on in achieving its Vision and Mission, as well as building on what is holds dear.

The following Strategic Directions have been identified for St. Peter's Cathedral Parish for the 2014-2018 period.

1. Enriching our Lived-Faith Experience and Journey

- .1 Continue to strengthen the quality and daily life connections of the liturgies, music, homilies and sacramental experiences.**
- .2 Ensure the Cathedral remains a reverent, prayerful, safe and supportive home and gathering place.**
- .3 Provide diverse opportunities for members to learn about, to grow and to engage in their personal faith development**

2. Fostering a Greater Sense of Community and Member Engagement.

- .1 Develop enhanced communication plans and strategies that more effectively connect, through written, digital and other means, with members as a basis to inform them on and to invite them to increasingly participate in community life.**
- .2 Create social experiences and events that address the diversity of interests and perspectives of our members, allowing them to meet one another, to contribute and to be fully engaged parishioners.**
- .3 Develop specific initiatives that welcome and facilitate increased engagement with youth, young families, new Canadians and the growing downtown population.**

3. Reaching Out and Welcoming All

- .1 Actively reach out to the marginalized, disheartened, the fallen away and other people to support them in their journey, to evangelize, and to inspire hope.**
- .2 Engage in partnerships with other Catholic and community organizations and downtown faith communities in serving the needs of the broader community.**
- .3 Inspire within our members, a sense of community service, caring for one another and to make a positive difference in our community and the world.**
- .4 Engage with our political and community leaders and institutions to improve people's quality of life, equity and to instill and support fundamental societal values.**

4. Being Responsible Stewards

- .1 Through engagement and education, create awareness amongst our members of the importance of their contributions of time, talent and treasure in sustaining and growing a relevant faith community.**
- .2 Be wise stewards of our resources in building a growing and vibrant faith community for current and future generations of members.**
- .3 Continually recruit, develop and train our volunteers and staff in Ministry and other parish roles, to be leaders in the evolving new parish model, to serve the diverse needs of our members, and to improve and engage the broader communities in which we live.**
- .4 Actively foster a community culture of innovation and collegiality, that is always welcoming and supportive of change.**
- .5 Utilize our land and buildings to maximize opportunities to meaningfully serve and meet our changing and shared community needs.**

The **First Strategic Direction** builds on one of the most significant strengths of the parish and what is held most dear, that is being a community and a place that allows people to enrich their lived-faith experience and journey. In support of this Strategic Direction, three strategies are identified. The **First Strategy** involves continuing to strengthen the quality and daily life connections of the liturgies, music, homilies and sacramental experiences which are widely identified as being excellent and vital. The **Second Strategy**, is the need to sustain the Cathedral as a reverent place where one can pray, engage with our Lord and can be a haven and safe place. The **Third Strategy** involves the ongoing need to have a diverse array of faith development experiences where people can participate to strengthen and discover new dimensions of their faith, and to express their faith alone and with others.

The **Second Strategic Direction** focuses on building a stronger St. Peter's Cathedral Parish community. The sense of community was widely identified as being an area of strategic importance and development. Three strategies are identified.

The **First Strategy** involves the importance of communications in bringing all people together and providing an opportunity to know what is available, how to participate and to build ongoing support for the parish. Communications need to be diverse, reflect generational differences and use various formats and tools to continually reach out to all people. The **Second Strategy** focuses on the need for different social experiences and events that bring people together in small and large settings as a way for parishioners to come to know one another, to share common experiences and to build a deeper sense of community. The **Third Strategy** is centered on being more invitational, reaching out and working with specific populations that are felt to be under represented or have specialized needs in facilitating their presence and engagement in parish life. Youth was widely identified as an area of significant importance

that needs specific action and focus. Young families were also identified, as were new Canadians. Further, a need exists to reach out to new residents in the growing downtown area to bring them into the community to practice their faith, meet people and to enhance their lives.

The **Third Strategic Direction** focuses on reaching out and welcoming all. The **First Strategy** builds on the reality of the many disadvantaged and disheartened people that live in the downtown area and often seen around the Church. They should be respected, reached to and supported by the community. Also reaching out to people who have fallen away and to evangelize in the broader community are important in sustaining and growing the parish community. Specific initiatives are needed for all those who have had challenging life experiences and need unique invitations and opportunities to either engage or re-engage in parish life.

A **Second Strategy** involves increasing the level and scope of partnerships with downtown parishes, other Catholic and community organizations and other opportunities where the parish community can contribute meaningfully, help people, be more relevant and be of greater service to God.

The **Third Strategy** involves developing a stronger sense of community service amongst the parish members in caring for one another and making a difference in the broader community and the world where parishioners can play a role through mission work, contributions, prayer and many other activities.

The **Fourth Strategy** focuses specifically on the external reach, activism and role of the parish. It involves connecting and working with our political leaders, institutions, media and others to achieve a more equitable society, based on core values and building a community of hope and justice for all.

The **Fourth Strategic Direction** involves being responsible stewards for the significant resources and responsibilities held by the St. Peter's Cathedral Parish. Individual strategies involve educational initiatives in order to create awareness amongst members of the importance of their contribution of time, talent and treasure in sustaining and growing a relevant faith community. The **First Strategy** involves volunteering, taking on leadership roles, utilizing their talents and the ongoing funding of the parish community. The **Second Strategy** involves looking to the future and ensuring the current community builds the capacity and the strength of community to be relevant to current and future generations of community members. It is not just about today, but also about sustaining the legacy of this community for to-day's members and making sure the parish is strong, vibrant and faithful for future generations.

The **Third Strategy** involves the continuing recruitment, development and training of volunteers. Volunteers have been and will more than ever in the future, be a vital part of community life. It is important that the community actively recruit people into volunteer roles in ministry, on committees, undertaking leadership and a host of other areas of service. This work needs to be more active, more targeted, more invitational and more supported in order to sustain and grow the number of volunteers, and to ensure they have meaningful and positive experiences.

A **Fourth Strategy** is the importance of building a culture within the parish community that embraces innovation in terms new ideas and approaches, understands the importance of change on an ongoing basis in a world where change is constant, supports individuals, and is collegial amongst all its members. Culture is the life blood of any organization. An innovative, open, transparent and supportive culture is a key success factor for St. Peter’s today and tomorrow.

The **Fifth Strategy** focuses on exploring how the land and the buildings of the parish, which are owned by the Diocese, can be used in a collaborative manner to create opportunities to better meet the current and future needs of the Parish. The Environmental Scan identified interest in a new parish centre, as well as the need to sustain the reverence and magnificence of the Cathedral.

6 Implementation

6.1 Introduction

The following charts provide a framework for developing the implementation plan for St. Peter's Cathedral Strategic Plan 2014 to 2018 Strategic Directions.

The implementation plan represents a roadmap that guides the specific activities undertaken in support of the Strategic Directions and their aligned strategies. However, this roadmap must also remain flexible, as change continues to evolve within the parish environment and broader connected communities, and other impacts will occur that will adjust/amend priorities, methods and activities.

6.2 Strategic Plan Implementation Review

A three-part Strategic Plan review process is identified for the Parish:

- Semi-annually, the Parish Council and Leadership Team should complete a review on the following:
 - Actions taken
 - Barriers occurring
 - Recommendations on revisions and new inputs
 - Other key information
- Every year, the Parish Council and Leadership Team should allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three years, the Parish Council and Leadership Team should engage in a full review process similar to their current initiative in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving the Parish towards the realization of its Vision and Mission.

6.3 Parish Community Review

A three tiered Strategic Plan communication and updating process should be implemented to keep parishioners engaged and the Strategic Plan alive and relevant:

- Twice annually, the Parish Leadership Team and Parish Council should provide formal updates of the Strategic Plan's progress and relevancy to parishioners using written, electronic and verbal formats.
- When major milestones within the Strategic Plan are achieved, they should be announced and celebrated at the time of achievement to sustain momentum and relevance.

- Once every two years, a community workshop should be held to overview the progress being made; new data, trends and transitions emerging into the parish's operating environment; and to seek comments on keeping the Strategic Plan current and relevant.

Priority	Tasks	Responsibility	Timeline	Approval Requirements	Metrics
1.	Enriching our Lived-Faith Experience and Journey				
1.1	Continue to strengthen the quality of daily life connections of the liturgies, music, homilies and sacramental experiences.				
1.2	Ensure the Cathedral remains a reverent, prayerful, safe and supportive home and gathering place.				
1.3	Provide diverse opportunities for members to learn about, to grow and to engage in their personal faith development.				
2.	Fostering a Greater Sense of Community and Member Engagement				
2.1	Develop enhanced communication plans and strategies that more effectively connect, through written, digital and other means, with members as a basis to inform them on and to invite them to increasingly participate in community life.				
2.2	Create social experiences and events that address the diversity of interests and perspectives of our members, allowing them to meet one another, to contribute and to be fully engaged parishioners.				
2.3	Develop specific initiatives that welcome and facilitate increased engagement with youth, young families, new Canadians and the growing downtown population.				

Priority	Tasks	Responsibility	Timeline	Approval Requirements	Metrics
3.	Reaching Out and Welcoming All				
	3.1	Actively reach out to the marginalized, disheartened, the fallen away and other people to support them in their journey, to evangelize, and to inspire hope.			
	3.2	Engage in partnerships with other Catholic and community organizations and downtown faith communities in serving the needs of the broader community.			
	3.3	Inspire within our members, a sense of community service, caring for one another and to make a positive difference in our community and the world.			
	3.4	Engage with our political and community leaders and institutions to improve people’s quality of life, equity and to instill and support fundamental societal values.			
4	Being Responsible Stewards				
	4.1	Through engagement and education, create awareness amongst our members of the importance of their contributions of time, talent and treasure in sustaining and growing a relevant faith community.			

Priority	Tasks	Responsibility	Timeline	Approval Requirements	Metrics
4.2	Be wise stewards of our resources in building a growing and vibrant faith community for current and future generations of members.				
4.3	Continually recruit, develop and train our volunteers and staff in Ministry and other parish roles, to be leaders in the evolving new parish model, to serve the diverse needs of our members, and to improve and to engage the broader communities in which we live.				
4.4	Actively foster a community culture of innovation and collegiality, that is always welcoming and supportive of change.				
4.5	Utilize our land and buildings to maximize opportunities to meaningfully serve and meet our changing and shared community needs.				

Appendix I

Environmental Scan Report
Observations and Strategic Themes

Observations and Strategic Themes from the Environmental Scan

1. Observations

The following material provides a consolidation of the key observation themes that arose from the various dimensions of the Environmental Scan research.

Parish Profile

- A parish of approximately 3,220 registered parishioners and over 2,200 visitors, whose members are proportionately from all over the City of London, with significant representation from the Counties of Middlesex and Elgin.
- Approximately 22% of the registered parishioners use envelopes, along with another 100 direct deposit users, which is a small percentage of total membership.
- The Sunday 10:30 a.m. Mass is the most attended based on pew counts, the Sunday 6:30 a.m. Mass, the least attended. Pew count attendance over the last four years has declined each year from 2010 to 2012 but was up in 2013, with approximately 1600 to 1700 attendees per weekend.
- The parish has a significant array of organizations across liturgies, outreach, sacramental preparation and other areas, however some of the consultation input indicated variable levels of activity and intensity for these groups.
- Offertory collections have declined between 2010 and 2012, as has overall revenues. The net financial operating result of the parish has moved from approximately \$43,000 positive to a more of a breakeven position by 2012. A trend has been a declining net result for the parish finances.
- The parish currently has an eleven staff member complement fulfilling various roles plus the Bishop, to support a large parish congregation of parishioners and visitors, as well as significant infrastructure.

Parish Consultation Results

Strengths

The strengths identified were highly consolidated into four major perspectives followed by a wide distribution of substantially less identified strengths.

- The dominant strength across the parishioners survey, community workshops and focus groups was the quality of the liturgies, music and the choirs. The rate of identification was typically in the 75%+ range.
- The second most dominant perspective, but noticeably less proportionately than for the liturgies, was the Cathedral building in terms of its location, traditions, artifacts / icons, environment and reverence.
- The homilies and parish leadership were the third most identified strength.
- Opportunities for faith development, sacraments, solitude and reverent experiences were identified as the fourth highest strength.
- Other strengths identified involved:
 - A small, but dedicated core group of volunteers;
 - Having a Parish Centre, and the value of the land base that could provide alternatives / options for sustainability;
 - The ecumenical work undertaken with other downtown parishes;
 - Being the home of the Bishop, and the Diocesan ceremonies and rites held at the Cathedral;
 - The number of Masses available on the weekends and weekdays, as well as parking;
 - The social events, the activities for young people and the emerging young adult group.

Concerns / Issues / Weaknesses

Overall, the concerns / issues / weaknesses individually each attracted relatively small numbers percentage wise, generally always under 20% identification, and were widely variable.

- The evident division in parishioner expectations between being significantly more traditional (Latin Masses and prayers) to being more liberal, open and flexible.
- Concerns relative to the quality of the homilies connecting with contemporary life, the lack of discussion on key societal and value issues, the ability to understand some of the homilists and related preaching perspectives.
- A broad sense that there is a generational divide emerging within the parish community as members age and they are not being offset by new and younger individuals. There is not enough targeted opportunities for young families, youth and young adults to attract and retain them in the parish.
- A significant perspective amongst some that the parish has lost its sense of welcoming, being invitational and is not really a unified community. The lack of social events and engagement

opportunities, the increasing trend towards people taking the Cathedral and the parish for granted, and simply attending Mass without being full members of the community, is seen as a significant challenge.

- A view that there is not enough faith development experiences available for people to grow and enrich their faith, such as novenas, adorations, retreats, missions, small faith development groups, etc. The Arise Program was widely cited as a strength and something to build upon.
- The diversity of views on the music being too high scale for ordinary individuals to participate in, being too contemporary or not contemporary enough and not fairly distributed across Masses was cited.
- Increased times for confessions, especially for students and young professionals; the need to reintroduce the Saturday morning Mass; and to consider realignment of some of the Sunday Masses were identified.
- A sense, particularly in the workshops, that the parishioners are not listened to enough; that the communication processes, both traditional and electronic, are not at the level necessary for the diversity of the community. Communications and listening were seen as underdeveloped and challenging as people do not know who is doing what, or what is available or get adequate accountability reporting as members.
- Parking, particularly for weekday Masses, was seen as a concern, often cited as the loss of spaces to 'poachers'.
- A view by many that the loss of the Parish Nurse and other changes has reduced the parish's outreach efforts and ability to work in the local community. Outreach is now more nominal than active.
- Concerns expressed in all forums, about panhandlers in terms of security, aggressiveness, their impact on the washrooms, etc.
- Concerns expressed about the ability of the parish to sustain the large infrastructure of the Cathedral, and the need to improve lighting, the washrooms, the sound system and other elements.
- The ability for a parish as diverse as St. Peter's, to be able to effectively respond to the range of needs and expectations that have been expressed within the resources available and sustain a unified perspective.
- Priest availability, aging Priests, young Priest turnover and related perspectives were identified as issues, as was the impact of growing expectations on a reduced number of Priests relative to their health and capacities.

- A perspective that the volunteer pool is diminishing, it lacks replacements and that lay leadership development and proactive volunteer recruitment are not at the levels necessary to sustain the community.
- Some concerns expressed about decorum at Mass, ranging from people in the pews to some of the Ministers, the level of training that some Ministers receive, what occurs on the altar and other perspectives, principally from a more traditional viewpoint.
- The Parish Centre is a school, aging and not the type of space for an active parish with multiple programming and service needs.
- A sense there is an inability to excite people, to engage them, to re-establish the vibrancy and goodwill of a strong and growing faith community.
- For some within all the consultation formats, a sense of a spiralling downward towards an unknown end game of loss, diminished value and giving in to modernism at the expense of the traditions and fundamental values of the Catholic Church.

Opportunities / Improvements

The items that emerged from the consultation program tended to be far ranging and somewhat individualized but were provided with a great sense of hope.

- Outreach to the poor and homeless in the downtown community; visiting the seniors and people in jail; re-engaging with people who have fallen away from the Church; and other activities were widely cited.
- Creating dynamic, diverse and strong young adult, youth and families initiative to re-engage and bring younger people back to the Church was seen as paramount in overcoming the declining and aging membership and the future sustainability of the parish and the Church.
- Pursuing opportunities that create greater social interaction within the community so people get to know one another, volunteer, are trained, are appreciated and see themselves as active members of the community and not just passive attendees.
- Building a much stronger platform of multiple faith development initiatives that reach out to a wide range of interests and needs, from small groups to novenas and missions, to enhanced personal prayer and experiences.
- Develop a new Parish Centre that is more contemporary, provides a greater sense of parish identification and has the capacity to meet the multiple emerging needs of various groups and programs within the parish, and potentially externally.
- Undertake opportunities to be stronger advocates in teaching the faith and to give parishioners the reasons and understandings they need as to why they are Catholic, how they can express it and evangelize.

- Using the surplus St. Peter's school property through a possible sale, to create an endowment and develop a new Parish Centre that enhances financial sustainability.
- Target key populations to come to the parish, i.e., UWO and Fanshawe students in the downtown; the residents in the new condominium and residential developments that are increasing in number; the multi-cultural communities that have been growing in London; seniors which is a growth population that will increase substantively over the next twenty years; and other groupings.
- Develop some Masses around possible distinct themes and / or parish demographic groupings, though this was not supported by some, particularly from a liturgical perspective, where all Catholics should feel comfortable and welcomed at any Mass or ritual.
- Need to substantially improve the digital and social media communications capabilities of the parish in reaching out in more formats to different demographics. Ensure the website is more dynamic, has abilities to learn and grow, has better information and can become a key centre point in connecting people to the parish and the parish to its members.
- Create a greater presence of the Bishop, the Seminary and other Catholic leaders; use more guest speakers; and apply other resources that could enhance the overall parishioner experience.

Challenges / Threats

The challenges / threats were consistent within all formats.

- Not changing or doing anything.
- Not listening and understanding the community / using the surveys.
- Not being able to engage the youth and young people, and simply experiencing a fading out of an aging parishioner population.
- An inability to create a financially sustainable parish if participation decreases, offertory collections continue to fall and an aging building becomes more costly.
- Giving into secularism and modernism and not sustaining the core values of the Church as the front and centre of the parish and people's lives. This will be difficult to achieve within the range of expectations that have been cited.
- Priest availability, aging and turnover will have a big impact, especially for the Cathedral which should be the strongest parish within the Diocese.
- Becoming too much like a community / gospel type church and losing our focus.
- Being overwhelmed by societal, Church abuse and other trends and impacts beyond the control of the parish.

- Not having the funds and human resources to facilitate change, enhance parishioner experiences and to build and move the community towards a new and more engaged future.

Strategic Theme Questions

The following strategic themes have been developed based on the outcomes of the Environmental Scan. They represent a basis upon which to facilitate strategic discussions that will support the development of a Strategic Plan for St. Peter's Cathedral Parish.

- How can the parish build on the significant, almost universally identified strength of the quality of its liturgical, music and choirs to enhance parishioner and visitor experiences, to create a sense of faith excellence and to expand and develop parishioner engagement?
- How can sermons, preaching and homilies be more contemporary, uplifting, connected to daily life, and more understandable and impacting as one of the pillars of the parishioner experience?
- As a large parish with an extensive diversity of cultures, ages, geographical distribution and other perspectives, how does it find the balance needed to meet the range of often competing needs, interests, expectations and faith positions?
- How does St. Peter's create a significantly greater level of engagement amongst its parishioners, going beyond simple Mass attendance to attending events and faith development experiences, financial giving, volunteering and advocating?
- How does the parish create the financial and human resources needed to offer a more intensive range of faith development and religious experiences, social events and other programs and services that parishioners see as vital to being able to create a vibrant and sustainable parish?
- How to develop a strategy that deals with the physical facilities and systems' requirements of the parish in terms of a more capable and contemporary parish centre as a focal point for growth in faith development and social activities; upgrading the Cathedral, particularly with respect to its interior; as well as to invest in the digital and social media tools needed to facilitate and heighten communications, accountability reporting and member feedback systems?
- Can there be a comprehensive and more partnered outreach program to reach the homeless, those in jail, the house bound, those who have fallen away and other populations that need support, encouragement, connectivity and special consideration?
- What is the opportunity to focus on the needs of seniors, multi-cultural communities, the growing downtown populations, young adults, families and others in order to build enhanced engagement with and within the St. Peter's community?
- How to overcome the sense amongst some of the older members, that a negative spiral is unfolding, the ability to attract young people is not evident and that the future is on the wrong trajectory?

- How to manage the diversity of ideas, opinions, perspectives, expectations, needs and faith values within such a large community in order to keep harmony / unity and engagement, to reduce angst and criticism, and to build parish capacities?
- Within such a diverse community, how can St. Peter's achieve a greater, more intensive sense of community by becoming more welcoming, invitational, show concern for individuals and families, reach out, and be more evident, genuine and honoring? Does St. Peter's need to decide, due to its size and diversity, if it is a unified parish community or a multiple set of linked communities within a single parish structure?

APPENDIX II

Summary of Strengths, Weaknesses, Opportunities and Threats from the March 22, 2014 Strategic Planning Workshop

Strengths, Weaknesses, Opportunities and Threats Assessment

The following points were identified by the workshop participants with respect to the primary strengths, weaknesses, opportunities and threats associated with St. Peter's Cathedral Parish.

Strengths

- The quality of the liturgies offered within the parish.
- The Cathedral building and its location, in regards to the history, the ambience, the sense of reverence, the artwork and being a haven for prayer, personal reflection and participating in the Mass and sacraments.
- The physical and social presence of the Cathedral building and parish within the London community, particularly the downtown area.
- The size and scale of the parish community with over 3,000 registered members and 2,000 regular visitors that creates significant capacity in terms of volunteers, collections and associated contributions.
- The diversity of the parish members across multiple dimensions: ages, cultures, education, families and beliefs.
- The capacity to facilitate and undertake change based on the resources, capabilities of the members and aligned perspectives.

Concerns / Issues / Weaknesses

- Only 22% of members use envelopes, and they are essentially carrying the other 78%.
- The community has significant infrastructure operating and renewal costs, and needs significant ongoing funding support.
- The typical one hour engagement profile of most members who simply come to Mass on weekends and tend not to participate outside of that contact.
- The perceptions cited of poor communications within and around the parish, the commentary received on listing challenges, the sense of relevance when communicating, and the limited digital and social media capabilities, particularly with younger generations.
- The availability of staff and financial resources to sustain the parish, and to facilitate innovation, change and related perspectives.
- Not using program evaluation to determine if existing programs continue to bring value, and the ongoing continuity of some programs.

- The diversity in the range of expectations that members have for the parish which are very broad, and in some cases highly prescriptive and absolute around faith and beliefs, social interaction, being welcoming, etc.
- The inherent capability to facilitate change when a significant number of members are focused around polarized traditional and contemporary perspectives.

Opportunities

- The identified interest in increased faith formation opportunities, and the cited focus on increased member engagement.
- Significantly celebrating who we are, what is achieved, why the parish community is successful and what it has to offer, which needs to be better communicated and connected to people's expectations, along with being continually re-evaluated.
- Building on the evident strength of member commitment to the community, and growing that commitment to be more vibrant, exciting and open.
- Tying into the residential growth and redevelopment of downtown London which has the potential to increase membership, as well as working more collaboratively with other downtown parishes on social, spiritual and related initiatives.
- Undertake change initiatives which will create positive momentum within the community, increase member involvement, overcome the expressed sense of loss and uncertainty, and create a more engaged and valued parish community.
- Enhance the engagement of members as per the laity taking greater responsibility for leadership roles in the community that will also support increased volunteerism, giving and strengthen the overall sense of community.
- Developing St. Peter's Cathedral Parish as a destination for a wide range of diverse groups and interests that collectively can contribute to stronger faith development, sense of community and build overall capacity.

Threats

- Complacency.
- Not communicating to the members the results of this process, their comments and perspectives, and a way forward.
- A possible overwhelming lack of acceptance of change, along with potential resistance, not understanding what it takes to change and change timelines that are too long.
- Significant declines in the number of members, their giving, and / or volunteerism, as well as people migrating to competitive 'spiritual experiences'.

- Not having or appropriately allocating the resources necessary to facilitate change, as well as to achieve the buy-in and support necessary.
- Having an unreasonable range of unattainable expectations of and for the community.
- Not starting the change process off strongly and with the right team, as well as not having good targets, timelines and measures that members understand and support.