



CONTINUE THE MISSION

STRATEGIC PLAN HIGHLIGHTS



MARTYRS'
SHRINE

MAY 2015

STRATEGIC PLAN

APPROVED BY THE BOARD OF TRUSTEES NOVEMBER 28, 2014



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As we examine this five year Strategic Plan for Martyrs' Shrine we can't help but look to its future with renewed hope. Given my background as a canonist, I take note of what canon law has to say about shrines. Canon 1234 states *"At shrines the means of salvation are to be supplied more abundantly to the faithful by the diligent proclamation of the word of God, the suitable promotion of liturgical life especially through the celebration of the Eucharist and of penance, and the cultivation of approved forms of popular piety."* Martyrs' Shrine has been consistently doing this since the blessing of the shrine in 1926. It is the most esteemed and treasured shrine within the Archdiocese of Toronto and has become a renowned place of peace, prayer and reconciliation for many cultures and religious traditions since its beginning.

We are so blessed to have this beautifully landscaped seventy-five acre National Shrine dedicated to sharing the story of the Canadian Martyrs, their companions and the First Nations peoples who lived, worked, and died here over 350 years ago. The Canadian Martyrs are collectively honoured as secondary patron saints of Canada. By honouring the rich heritage of this Shrine we honour the witness of the Canadian Martyrs and the significant contributions they made to the introduction of Christian faith into aboriginal culture, as well as the founding of our province and indeed of our nation.

As a universal Church, we are blessed by the courageous witness of another Jesuit from the Americas, namely Pope Francis. Amid this Year of Consecrated Life, and preparations for the Synod on the Family, our Archdiocesan Pastoral Plan encourages parish and family pilgrimages, and this is one more reason why we are truly blessed to have Martyrs' Shrine so close to our homes and hearts. As Saint John Paul II said to the country and indeed to the world during his visit in September 1984, *"this Martyrs' Shrine is a place of pilgrimage and prayer, a monument to God's blessing in the past, an inspiration as we look to the future"*. As an Archdiocesan family, it is likewise our hope that Martyrs' Shrine will continue to be a place of pilgrimage, a holy place for prayer, reflection and reconciliation for generations to come.

(Most Rev.) Wayne Kirkpatrick
Auxiliary Bishop of Toronto



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Martyrs' Shrine - 17th Century Mission to 21st Century Apostolate!

Our Jesuit forefathers came here in the 17th century sharing the Gospel of Jesus Christ with the First Nations people. In 1940, we bought the lands where our martyred forefathers and their companions lived in community with the First Nations. They were witnesses to God doing a new thing in these lands. Their own transformations in Christ have hallowed this ground and helped to begin the church in Canada.



In 1926, the Jesuits built the Martyrs' Shrine to commemorate the lives of these great people and since that time, we have been committed to developing these sacred grounds as a 'place of prayer and a home of peace' for all to come. Thousands of people from all cultures and religious beliefs have come to this holy place seeking healing, reconciliation, peace and spiritual renewal to encounter God as did the founding Christians here.

In 2004, we invited volunteers to form a Board of Trustees to assist us in the governance of the Shrine and to help navigate the Shrine's Future. In 2011, we celebrated here the 400th anniversary of the arrival of Jesuits in Canada. Most recently, in 2013, hundreds of years after the arrival of Jean de Brébeuf and his companions, the Jesuits in English Canada reaffirmed the mission of the Shrine to continue to tell the story of the martyrs and their companions with all its essentials: an intentional and inclusive Christ-centered identity steeped in the values and processes of the Spiritual Exercises of St. Ignatius, that inspired the Martyrs to bring the message of Christ to this land.

I am proud to be able to ensure the future development of this important and sacred place in today's society. The 5-Year Strategic Plan embodied herein is the guide for our steps forward. As the apostolate grows with the establishment of a year-round Jesuit community in 2016, the early 17th century commitment to this part of Canada and to the First Nations people is ensured well into the future.

I thank you all for your ongoing support to the Martyrs' Shrine today and I ask for your full support for the Shrine as it continues to embody the message of the early forefathers who arrived long ago in the 17th century with their important mission.

Peace of Christ,

Peter Bisson, SJ
Provincial Superior

Welcome to the Martyrs' Shrine 5 Year Strategic Plan for 2015 - 2019.
A sincere thank you for taking the time to read and review our mission, vision and values.



Since 2012, our Board of Trustees, staff and volunteers have been building a plan for The Shrine's future. It has been a lengthy process, rich in discussion, discernment, reflection and prayer. The Martyrs' Shrine has become a special haven to hundreds of thousands of pilgrims, students and visitors. Our task is to preserve this space as a place of renewal, reconciliation and learning how to find God in all things.

Our commitment to sharing the story of the early mission and vision of the Canadian Martyrs, their companions and the First Nations peoples, is our clearly expressed goal in this plan. We want to ensure that today's ministry at The Shrine is firmly rooted in the early mission and vision of our forefathers who arrived here in the 17th century.

Our Board of Trustees, our staff and volunteers look forward to the development of a permanent community of Jesuits who will reside at The Shrine year round, beginning in 2016. Their dedication to the Shrine's mission, vision and values, along with the driving influence of this plan's key priorities for the next five years, will serve as an opportunity to engage more deeply within our community and reach out more broadly.

The worldwide Jesuit commitment to the 'healing of the planet' is clearly stated in this plan in the delineation of our ecological priorities to be model stewards for the lands, waters and wildlife entrusted to us.

This 5 Year Strategic Plan is far reaching and will lead The Shrine into the future. The plan is open and involves collaboration with pilgrims, partners and visitors from all cultures and backgrounds. It will help build bridges in the pursuit of peace, justice and respect for all that God has created.

On behalf of the Shrine team, we are proud to share this document with you.

Peace of Christ,



Bernard Carroll, S.J.
Director of Apostolate



John Barrett-Hamilton
Board Chair

MISSION, VISION AND VALUES

Mission Statement

The Martyrs' Shrine invigorates pilgrims through the story of the Martyrs and their companions, who lived the mission of Jesus Christ.

Vision Statement

At the Martyrs' Shrine pilgrims of all faiths and cultures will be renewed in faith, hope and love, and inspired to continue the mission of this sacred place where saints walked.

Values

Peace

Prayer

Solidarity

Hospitality

Justice

Pilgrimage

Thanksgiving

Leadership

Healing

Contemplation

Reconciliation



STRATEGIC PLAN

“We are gathered at this site in Midland which is of great importance in the history of Canada and in the history of the Church ... here the first Christians of Huronia found a house of prayer and a home of peace.” (Pope St. John Paul II, during his visit to The Shrine in 1984)

A HOUSE OF PRAYER AND HOME OF PEACE

The Martyrs’ Shrine (The Shrine) is truly unique.

Since its inception in 1926, The Shrine has been an important sacred and holy pilgrimage site. It honours the heroic lives and precious heritage of the Canadian Martyrs and their First Nations and French companions. It does this in ways that are defined and determined by the Catholic Church.

The Shrine is a centre of Ignatian spirituality; a place of renewal and reconciliation. Pilgrims are able to experience the loving and saving presence of God and learn how to find God in all things. Away from daily distractions, pilgrims find a fruitful space for recollection, gathering personal thoughts, and time to recharge their inner spiritual health. As part of their life long journey of faith, pilgrims are transformed and ready to set the world on fire with their witness and conviction.

The Shrine resides in the company of other world famous Catholic Shrines such as Fatima in Portugal, Santiago de Compostela in Spain, Lourdes in France, Armagh in Northern Ireland, and Assisi in Italy. It is truly defined as a significant pilgrimage destination.

EXPRESSING THE LIFE, DEATH AND RESURRECTION OF JESUS CHRIST

The Shrine has been an essential face of the Society of Jesus in Canada for almost a century and has ministered to millions of pilgrims from more than 40 different cultural communities. The Shrine has been formed by the mystery of the life, death and resurrection of Jesus Christ. This is expressed through the lives of Jean de Brébeuf and his companions by:

- inviting people to journey with Jean de Brébeuf and his companions, as pilgrims, walking in life toward an encounter with Jesus Christ
- encouraging participation in the sacramental life of the Roman Catholic Church
- preaching a love for the crucified Christ the King
- modeling the Spiritual Exercises of St. Ignatius of Loyola
- healing the sick, bringing peace and nourishing the soul
- serving the First Nations people of Canada
- building the Christian Community

- fostering inter-cultural relationships among different faith traditions
- loving God in the beauty of his Creation
- honouring other martyrs who died for embracing their beliefs

ESTABLISHING A YEAR-ROUND JESUIT COMMUNITY

The Jesuits in English Canada, under the direction of Father Provincial Peter Bisson, S.J., have designated The Shrine an official apostolate and support the elevation of The Shrine into a twelve-month operation.

The establishment of a Jesuit community living at The Shrine “in situ” will bring new energy to the spiritual dimensions of the Jesuits serving The Shrine, the local area and the region. The new community will infuse enthusiasm into current and new partnerships and have the time and confidence to engage more deeply in long term commitments with the First Nations people. Furthermore, it will have the talent to seek partners to deliver the martyrs’ mission and vision in ecological and environmental issues, in healthcare, and in the ongoing efforts to help the poor.

This strategic plan will play a critical role in ensuring the future success and sustainability of The Shrine, characterized by a vibrant Jesuit community.

“He who goes about to reform the world must begin with himself, or he loses his labour.” (St. Ignatius of Loyola)

FIVE-YEAR STRATEGIC PLAN

The five-year strategic plan for The Shrine is focused on two high-level core directions. Each direction has a specific plan of action (which have been called core actions), which will ensure that the core directions are met.

CORE DIRECTIONS

- Pastoral Programs
- Administrative Operations

PASTORAL PROGRAMS – CORE ACTIONS

1. **Ignatian Identity – to use The Shrine’s Ignatian Identity as a framework for all program development and implementation.**

- Ensure the Ignatian Identity is firmly established in all The Shrine’s services, programs and actions

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- Offer the Board of Trustees, staff and volunteers learning opportunities on the meaning and relevance of Ignatian Identity and the history of the Jesuits
- Include Ignatian Identity principles and guidelines in the annual Apostolic Plan, the Pastoral Plan, and all other programs related to The Shrine
- Develop a plan to ensure that the principles of Ignatian Identity and the mission, vision and values of The Shrine are integrated with the apostolic goals of all pilgrimages, events and pilgrim shrines
- Create an Ignatian Identity and Apostolic Mission Committee so best practices that reflect Ignatian Spirituality are instilled in every aspect of the apostolate
- Evaluate all current programs offered at The Shrine for their elements of Ignatian Identity

2. **Our Story, Our Programs – to recognize The Shrine story as fundamental information and incorporate it into all Program Development.**

- Evaluate all current programs offered at The Shrine for program content specific to The Shrine's story and strengthen
- Complete an in-depth review of all the significant First Nations people whose lives and stories intersect with Jean de Brébeuf and his companions and integrate their stories into The Shrine's story
- Collaborate with The Shrine's many cultural groups who have established shrines, altars, monuments and statues on the property to complete a comprehensive overview of the martyrs they honour
- Develop and implement a plan to integrate the stories of all martyrs remembered at The Shrine with that of Jean de Brébeuf and his companions and make this unified story available to all pilgrims
- Develop opportunities to share the story of The Shrine's unique global position in Canadian religious history in a manner that is relevant to all audiences

3. **First Nations – to expand the work of The Shrine to the First Nations.**

- Foster a relationship with First Nations communities especially with the Anishinabek communities of Christian Island and Manitoulin Island
- Continue to establish greater prominence of St. Kateri Tekakwitha and Joseph Chiwatenhwa
- Develop an approach to give a voice to the First Nations communities at The Shrine

- Develop an apostolic approach that supports an enhanced ability of the Jesuits to minister to the Beausoleil First Nation of Christian Island
- Develop the theme of ‘culture contact’ in the story of the missionaries and the First Nations people
- Ensure there will always be a First Nations representative on The Shrine’s Board of Trustees, who is assigned to sit on the Ignatian Identity and Apostolic Mission Committee

4. Ecology – to develop a comprehensive ecological policy to guide the healing, renewal and rise of The Shrine’s natural resources to new levels of beauty and organization.

- Implement The Shrine’s Apostolic Design Principles policy and develop new policies to bring an integrated approach to caring for creation
- Use the Jesuit Province’s Mission and Ecology Commission to guide the study and review of all Shrine lands and natural resources in current and future uses
- Assess all Shrine lands to ensure that ecological standards are applied across the organization with consistency to eliminate or minimize the ecological impact of current and future activity and development
- Create public awareness of the Jesuit Mission and Ecology Commission’s views on the “stewardship of creation” as expressed in *Healing A Broken World*, to ensure that Shrine properties and neighbouring lands are protected

5. The Shrine Collections – to preserve and integrate knowledge from the collections held in The Shrine’s museum and archives into the programs.

- Update the inventory and complete an assessment of the significant and unique collection of artifacts, objects, books, documents, photographs, etc., in The Shrine’s museum, archives and research library
- Identify objects, artifacts, documents, records, etc. that are on loan to other institutions from The Shrine
- Develop a collections management policy for the museum, archives and research library that will guide the future growth, stewardship and governance of the collections and give priority consideration to the information on the eight martyrs associated with The Shrine
- Identify how the museum, archives and research library will support the full Shrine story in future programs and initiatives
- Clarify the connection that the museum and archives will have with the main Jesuit archives in Montreal, Quebec

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6. **Community Partnerships – to continue to build community partnerships and strategic alliances.**

- Review current relationships and partnerships with a view to greater collaborative successes and achievements within the mission, vision and values of The Shrine
- Consider new partnerships with individuals and groups who share the ecological goal to heal the broken world at the local, regional and national levels (including the Archdiocese of Toronto's network of youth groups and parishes)
- Continue to incorporate Sainte-Marie among the Hurons into the day-to-day pastoral life at The Shrine

ADMINISTRATIVE OPERATIONS – CORE ACTIONS

1. **The Shrine Leadership – to strengthen the role of The Shrine's Leadership Team, with a focus on the Office of the Director.**

- Provide ongoing evaluation of the Director's new role to ensure that human and financial resources and time are available to him to sustain and support all aspects of the new priorities. These priorities will include a new focus on the important themes from the Martyrs' stories related to justice, healing and removal of poverty
- Complete the corporate reorganization which began in 2012 establishing a Leadership Team focused on the implementation of the Core Directions identified in this Strategic Plan
- Reaffirm the position of the Director as the primary representative for those who bring pilgrims to The Shrine, including pilgrimage leaders, local businesses, benefactors, volunteers, bishops, educational boards, and religious and secular coordinators
- Support the Director in building and maintaining a positive relationship with Sainte-Marie among the Hurons and the Government of Ontario related to the reconstruction of Sainte-Marie on Jesuit lands and in telling the Martyrs' story
- Support the Director in The Shrine's initiatives regarding ecological practices, the promotion of justice and the ongoing elimination of poverty

2. **Revenue Generation – to develop a comprehensive revenue generation plan for The Shrine.**

- Use financial planning strategies to develop and plan an increase in donations and gifts, bequests, retail and food service businesses as well as Shrine annual memberships

- Continue to work in partnership with the Knights of Columbus to ensure the continuation of reducing operating costs and supporting Shrine ecological policies
- Develop and implement a plan to pursue other partnerships to bring forward new sources of funds for operational sustainability and capital development of The Shrine
- Develop and implement a capital plan to secure funding that will ensure the completion of the water project, and other capital projects, identified for the next five years

3. The Welcome Centre – to make recommendations on The Shrine Welcome Centre project.

- Complete a review to consider the rationale for a Welcome Centre
- Make a decision by the fall of 2015 whether to proceed with a Welcome Centre or to incorporate the needs identified in the Welcome Centre project via other options

4. Infrastructure – to develop a five-year infrastructure plan for The Shrine.

- Ensure that the Apostolic Design Principles will be followed across all structures
- Produce a detailed survey of all ground disturbances of The Shrine property including, but not limited to buildings, monuments, shrines, underground services, trees and forests, and archaeological resources
- Prepare an inventory of future land uses in keeping with ecological and heritage policies that will meet the needs and expectations of the predicted demographics, expectations of pilgrims in the long term and Welcome Centre priorities
- Assess the current infrastructure and prepare a five-year maintenance plan for the grounds and environs, buildings, shrines, statues, roads and pathways that supports the mission of The Shrine
- Upgrade the drinking water and sewage systems to ensure compliance with the Ministry of the Environment

5. Revitalization – to revitalize The Shrine program and corporate service units.

- Update the Human Resources manual for Shrine staff to ensure that it is current with industry standards and regulations
- Implement human resource management best practices to ensure that all staff has annual performance plans and appraisals, current job descriptions and above all policies that embody a workplace based on respect for individuals, integrity and fairness

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- Make recommendations for alternative models of service delivery including the potential role of volunteers, laypersons, deacons and others to be engaged in delivering The Shrine's services to the public
 - Ensure transparency of all financial management systems, and full compliance with all Revenue Canada and Chartered Accountant regulations as well as all generally accepted accounting principles in all financial procedures and practices
 - Develop a centralized filing system and records schedules for retention, disposal and archiving
6. **Increase Attendance of Visiting Pilgrims – to develop a five-year marketing plan to increase overall attendance that includes a focus on shoulder seasons and mid-week in the peak season.**
- Conduct a visitor/pilgrim intentions survey to gain an understanding of who comes to The Shrine, their expectations, and their interest in visiting during the shoulder seasons and mid-week
 - Forecast the future demographics and target groups coming to The Shrine with a focus on mid-week and shoulder seasons visitation
 - Develop a five-year plan for the shoulder seasons to sustain the attendance of existing pilgrim groups, including cultural pilgrimages, and to attract new pilgrim groups to The Shrine

CONCLUSION

The implementation of this strategic plan will consolidate The Shrine's mission, vision and values and place The Shrine on solid financial footing.

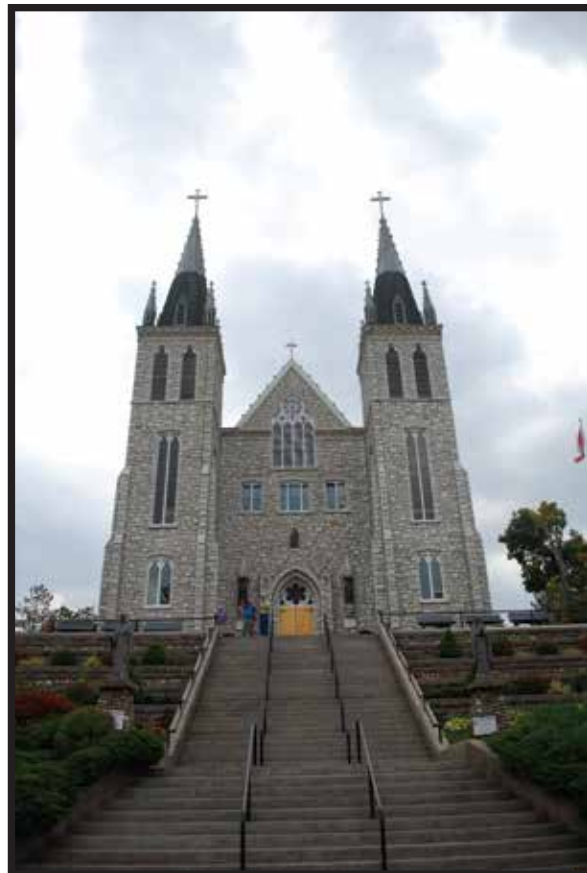
In particular, it will lay the base for long-term thinking by establishing the pilgrim groups of the future, identifying their needs, and understanding how they are to be treated to ensure a valuable life experience.

In addition, the plan will audit current land uses and identify limitations on current infrastructures that will enable The Shrine to plan for long-term changes to the lands, shorelines, and forest areas, and to modernize The Shrine.

Over the next five years, using data gathered from visitor surveys, land-use studies, and other data banks, The Shrine's leadership team and the Board of Trustees will prepare the terms of reference for a strategic planning document focused on the next twenty years of Shrine development.

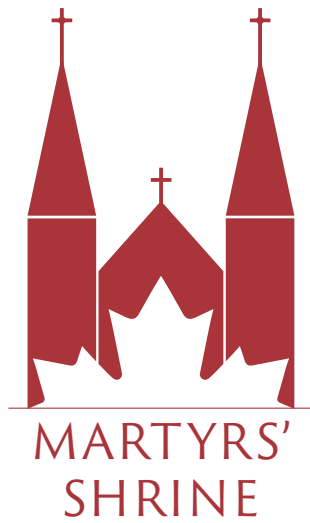
With the house in order and the data in place to make informed decisions The Shrine will be positioned to "live with one foot raised" and execute long range plans from 2020 and beyond.

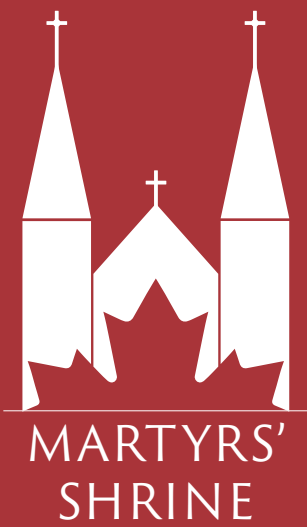
"Go forth and set the world on fire." (St. Ignatius of Loyola)



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