

Martyrs' Shrine

Strategic Plan (January 2022 - December 2027)





This document has been prepared in dedication to our past and present pilgrims, and to our Indigenous sisters and brothers.

This Strategic Plan was approved by the Board of Trustees of Martyrs' Shrine on 13 October 2021.

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January 5th, 2022

Dear fellow pilgrims and friends of the Martyrs Shrine,

The experience of the Covid19 pandemic has been a challenging time for all of us and many have lamented the necessity to close our National Shrine of the Canadian Martyrs for the past two seasons. Thankfully, we are moving full steam ahead to re-open for the 2022 season. The attached pastoral/business plan 'Our pilgrim way – 2022' represents not simply a status quo return but also a renewed vision for the Shrine inspired by the witness of the Martyrs and the contemporary Jesuit vision found in the Universal Apostolic Preferences published by Jesuit Fr. General Arturo Sosa in 2018.

I am grateful to all who have kept the physical plant running and who are at this moment seriously engaged in planning the re-opening. The Shrine is a *sine qua non* apostolate of the Canadian Jesuits and a banner shrine for the entire Canadian church. More than ever, it is important to renew the mission of the Shrine as we gradually move out of an unprecedented time of pandemic.

The Martyrs Shrine looks forward to continuing to provide a place of spiritual healing and renewal to those many pilgrims who trust in the witness and intercession of Jean de Brébeuf and companions. Your continued support is essential to helping us to progress on our pilgrim way for the coming years.

With gratitude and prayers,

Very reverend Erik Oland, S.J. Provincial

A MESSAGE FROM THE DIRECTOR OF THE APOSTOLATE AND CHAIRMAN OF THE BOARD OF TRUSTEES

For almost a century, Martyrs' Shrine has been a sought-after place of prayer, healing, celebration, and cultural awareness. Honouring the lives of St. Jean de Brébeuf and his companions, it remains dedicated to helping each pilgrim journey with these Jesuit martyrs towards a deeper union with Jesus Christ.

Since its opening in 1926, remarkable changes in the Catholic cultural landscape of Canada, our relationship with Indigenous peoples, our environment, and economics have taken place. And, more recently, the effects of the COVID-19 pandemic, which will no-doubt be long lasting, have been keenly felt.

To shape our responses to these changes, opportunities, and new challenges, we look to root our efforts, over the next six years, on the Apostolic Preferences of the Society of Jesus. And, from these preferences, have developed this strategic plan, entitled: Our Pilgrim Way. A vision that puts our faith into action, that prioritises reconciliation and justice, works to aid in the ongoing formation of all Christians, and recognises the sacredness of God's creation that we inhabit. All of this in the spirit of both our Ignatian tradition and the particular religious worldview of the saints we honour.

We thank you for reading this document and hope that it will inspire you to join us in our mission.

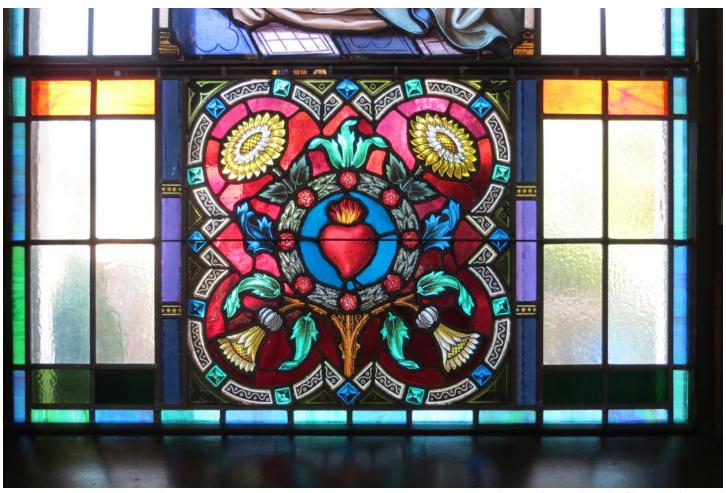
M. H. Michael Knox SI

Fr. Michael Knox, SJ
Director of Martyrs' Shrine

Mr. Brian Beal Chair of the Board of Trustees

Buen Beat





Stained glass work in the Church of St. Joseph

OUR PILGRIM WAY: AN INTRODUCTION

In 1639, Fr. Jérôme Lalemant, superior of the Jesuits serving the Wendat peoples, proposed to them the establishment of a single permanent residence and mission centre, at the heart of their nation, dedicated to Mary. His vision, to have a 'house apart', a place of 'retreat', 'meditation', and 'peace', from which to set out on mission 'conveying to the nations the holy name of our Lord'. The result, a centre of diverse apostolic ministry that offered spaces of cultural encounter, pastoral care, catechesis, retreat ministry and spiritual direction, writing and research, rest and renewal, medical care, and training, that was mostly self-sustainable and integrated into its natural environment.

The evangelical efforts of the Jesuits and their lay collaborators in this mission, found its apex, in varied circumstances, that invited eight of them to offer their lives in the service of the Wendat people. Subsequently, Jesuit fathers Jean de Brébeuf, Gabriel Lalemant, Charles Garnier, Isaac Jogues, Antoine Daniel, Noël Chabanel, and lay companions Jean

de Lalande and René Goupil, were canonised martyrs by the Roman Catholic Church in 1930. Recognising the magnitude of both their role in the early history of Canada and their Christian virtue, the Church of St. Joseph was built as a site of pilgrimage in 1926 and their original mission of Sainte-Marie, at the feet of Martyrs' Shrine, was reconstructed by the Provincial Government of Ontario, as a historic site and living history museum, in 1965. Subsequently, in 2014, the Society of Jesus in Canada re-emphasised the importance of this National Shrine, and the ministry here, by establishing a permanent, year-round, Jesuit community and residence.

Martyrs' Shrine continues to serve, each year, some 110,000 pilgrims, representing thirty-six cultural communities. The direction provided by our last five-year strategic plan, Continue the Mission (2012), greatly diversified how this is achieved. Now, like centuries ago at Sainte-Marie, it has once again become a hub of complex and diverse ministries.

Martyrs' Shrine is wedded to its traditional promotion of the Canadian Martyrs, and its offering of Sacraments, devotions, and healing, its ministry to Indigenous Peoples, spiritual conversation and direction, youth ministry, Ignatian retreats, on-site university level courses and pastoral formation, recreational spaces for overnight guests, support to the local homeless and marginalised, agricultural programmes, pastoral care in regional parishes, schools, and healthcare centres, direct vocation promotion, and ministry to a growing online community.

The objective of this strategic plan is to draw together and further develop this complex and growing mission within both the discerned vision of the Jesuits of Canada – as articulated in its apostolic discernment document Pilgrims

Together: With Jesus on Mission (2021)— and the Apostolic Preferences of the Society of Jesus (the Jesuits). The four principal sections of this strategic plan are, therefore, the four Apostolic Preferences for the religious order, contextualised by elements from the lives of St. Jean de Brébeuf and his companions, the Mission, Vision, and Values of Martyrs' Shrine, and the fruits of an extended process of communal apostolic discernment with Jesuits, our Board of Trustees, and staff. The result, clear, integrated, and wholistic, directives for every facet of the apostolate's contemplation and subsequent future action over the next six years.

We have recognised the wholistic nature of the Universal Apostolic Preferences and, step by step, we will deepen the conversion which the preferences are aiming to promote in us and among us, a conversion that is individual, communal, and institutional.

- Pilgrims Together: With Jesus on Mission, p. 17

¹ Jerôme Lalemant, Jesuit Relation from the Huron (1639)

ON THE APOSTOLIC PREFERENCES

The four Universal Apostolic Preferences of the Society of Jesus (the Jesuits) are the fruit of a prayerful discernment which lasted some two years. All Jesuits were invited to take part, along with our partners in the mission, and the result was confirmed by the Holy Father, Pope Francis, in a special 2012 meeting with Fr. Arturo Sosa, the Superior General of the order.

Set within the spiritual worldview of St. Ignatius Loyola and the Roman Catholic tradition, the preferences provide all Jesuits, their partners, and various institutions (apostolic works), with both a general disposition and clear points of reference, from which they are to be at the service of others.

In this document, these preferences shape our own 'pilgrim way' over the next six years, identifying a synergy amongst them, the mission of the Jesuits in Canada, and the distinct and complex apostolic labours of Martyrs' Shrine.

"The universal apostolic preferences... have been above all the Society's response to the needs of the Church... They have expressed and should still express in concrete terms our readiness, as a universal apostolic body, to work beneath the banner of the cross, to serve the Lord alone and the Church, his spouse, under the Roman Pontiff. Thus, apostolic preferences create for us the tension of seeking the most universal good as the ultimate goal of the numerous apostolic activities the Society carries out...

The universal apostolic preferences, therefore, have been and are precisely what their name signifies: points of reference for the whole Society, that inspire its discernment in common and its apostolic planning at all levels of our life-mission. At the same time they are a guide for restructuring the Society's governance and for creating working networks, both among ourselves and with others, in this same ministry of reconciliation.

We are all too well aware of the disproportion between the needs of humanity which the Church seeks to meet and the resources we have at hand. The preferences provide us guidance about how to use those resources effectively, without dispersing them, so that they serve the greater glory of God, which has been the Society's aim since its foundation. The preferences do not establish a hierarchy of the needs of humanity or of the Church, but they do indicate the best ways for the Society to make use of the resources it has available for the service of Christ's reconciling mission in the world."

- Letter of Fr. General Arturo Sosa, October 3, 2017

SHOWING THE WAY TO GOD

Show the way to God through the Spiritual Excercises and discernment

WALKING WITH THE EXCLUDED

Walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice

JOURNEYING WITH YOUTH

Accompany young people in the creation of a hope-filled future

CARING FOR OUR COMMON HOME

Collaborate, with Gospel depth, for the protection and renewal of God's Creation





MARTYRS' SHRINE MISSION

That all people have joined St. Jean de Brébeuf and his companions in building a culture of love with Jesus Christ.

MARTYRS' SHRINE VISION

Martyrs' Shrine offers a holy and historic space of education, spiritual conversation, and Sacrament, sharing with people, of every faith and community, the divine mystery of self-sacrificing love, witnessed in the lives of St. Jean de Brébeuf and his companions, and fulfilled in Jesus Christ.

MARTYRS' SHRINE VALUES

Loving Service - We Lovingly offer ourselves in service to others; especially the sick, the poor, and the marginalised.

Sacramental Life - We profess the presence of Jesus Christ in the Sacraments of the Roman Catholic Church and share in His healing mission therein.

Stewardship - We recognise all human resource, and all of Creation, as gracefilled gifts from God, both caring for it and promoting it accordingly.

Hospitality - We welcome all as the person of Christ in our midst.

Education - We offer, to youth and adults, faith formation rooted in Roman Catholic teaching and articulated through the spiritual tradition of the Society of Jesus as expressed by the witness of St. Jean de Brébeuf and his companions.





OUR PILGRIM FAITH

"...To Show the Way to God through discernment and the Spiritual Exercises of Ignatius Loyola."

The apostolate lives within the world of the *Spiritual Exercises* of Ignatius Loyola... being a space where all might heal their divine relationships, grow in union with Christ, share in the gift of self-sacrificing love, and join in His salvific mission; recognising that God is present in each person and all things. The Martyrs' Shrine is a space in which this reality can be recognised in the hearts of pilgrims.

Steeped in the mystical landscape of the *Spiritual Exercises* of Ignatius Loyola, St. Jean de Brébeuf and his companions, in their radical witness to love of God and neighbour, provide qualities from our Ignatian tradition that shape every aspect of our mission. Their pilgrim journey with Jesus Christ shapes ours, and forms the content of our intentional effort to share the rich tradition of the *Spiritual Exercises* with each pilgrim that visits Martyrs' Shrine.

Experiencing the Spiritual Exercises and the spirituality derived from them is our preferred way of showing the pathway to God through commitment to the redemptive mission of Jesus Christ in history.

- Universal Apostolic Preferences of the Society of Jesus, p.2



PASTORAL VISION

Ignatian Identity – Through their experience, on-site, pilgrims should feel invited to grow in their personal relationship with Jesus Christ and, in doing so, be offered the graces of healing, peace, and vocational identity. Each programme should find, at its centre, the trajectory of healing and renewal set out in the *Spiritual Exercises*, creatively applying, when possible, its *Principle and Foundation*, as well its tools of 'examination', 'contemplation', 'discernment', and 'availability' whilst also integrating into the appropriate provincial curriculum guidelines (elementary and secondary).

Sharing Our Story – The unique context in which we will always offer this tradition, and the larger traditions of the Catholic faith, is the witness of St. Jean de Brébeuf and his companions. Their lived experience in the mission to New France, their spiritual lives, and their offering of themselves in love of Christ and the Indigenous peoples they served, will be our principal story and, broken open, in every programme, the context through which we express the mysteries of our faith. Martyrs' Shrine is a place of intellectual and spiritual experience where faith and history meet in the mind of the visitor. An experience which draws them to reflect on core human experiences (e.g., life and death, sacrifice, loving service, human diversity, cultural, etc.).

Our Sacramental Life – At the geographic heart of our apostolate, in the Church of St. Joseph, are housed the relics of St. Jean de Brébeuf, St. Gabriel Lalemant, and St. Charles Garnier. Though not exclusively, it is there that the Sacramental life of the Church is lived. The Church itself, should, in every way, both speak to the story of the Canadian Martyrs and, in its infrastructure, properly accommodate the various numbers and needs of our visitors. Likewise, the monuments that are situated throughout the grounds of Martyrs' Shrine. So as to consider all of these programmes onto themselves. The liturgies offered at Martyrs' Shrine should too, reflect this integration of story and Sacrament, while also reflecting a level of beauty and reverence that draws more people into their Sacred meaning.

Spiritual Conversation – A unique contribution to this effort is our providing of Jesuits, each day, in the office, for, among other things, a personal connection with pilgrims and the possibility of spiritual conversation. This is a feature to emphasise and enhance, providing an important Ignatian character to our apostolate. It is also, among the other Shrines in Canada, a unique offering that is integral to our apostolic efforts.

Prayer and Contemplation – Martyrs' Shrine should be a place filled with intentional, well indicated, and intimate spaces of prayer and meditation where individuals or families are guided into a retreat of quietude with God.

On-Going Faith Formation – Drawing on its early history, as a space of catechesis and spiritual formation at Sainte-Marie among the Hurons, the apostolate, utilising its unique story, Sacred spaces, and Magis Guesthouse, will have a focused effort on the development of itself as a premiere site for the faith formation of clergy, religious, and lay woman and men.

Interactive Experience – Utilising the latest technologies, the apostolate will make our faith-filled story both more interactive and accessible to more people; with a new emphasis on our growing on-line community.



The Shrine Votary



Christian Community Breakfast

JESUIT COMMUNITY LIFE

The presence of a vibrant, intentional, authentic, and active community life of Jesuits, on-site, for the apostolate, both witnesses to its Ignatian roots and serves as an on-going means of deepening its core apostolic disposition.

PILGRIMAGE

A national Shrine, honouring the lives of St. Jean de Brébeuf and his companions, the apostolate will chiefly promote and facilitate the Christian experience of pilgrimage and devotion to our saints, recognising this as the chief experience in which all other aspects of our apostolic efforts come to life.

HOSPITALITY

Martyrs' Shrine will be a sought-after place of rest and renewal, with the Magis Guesthouse for priests and religious guests offering year-round accommodation along with onsite camping and hostel services.

PROMOTING VOCATIONS

As a place of witness to extraordinary lives that reflect the depth of grace that can come from responding in love to the call of Christ, Martyrs' Shrine, through the language of the Ignatian spiritual tradition, will be a space of vocational discernment; providing spaces, programmes, and opportunities for this important aspect of the Christian life.

FORMING IGNATION LEADERS

Martyrs' Shrine provides its Senior Staff resources for ongoing human growth in self-awareness, ingenuity, love, and heroism; providing spaces of communal apostolic discernment; and providing opportunities for professional training to make them the best formed staff in the county.



Canoe Pilgirmage



OUR PILGRIM PREFERENCE

"...To walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice."

It is the grace of love, and offering oneself in love, that distinguishes the witness of St. Jean de Brébeuf and his companions. Towards Indigenous or European alike, each of the martyrs strived to love all equally, and believed that the sacrifices bound to the act of loving brought about great grace. It is this disposition that Martyrs' Shrine holds, and labours to share, that all might grow in the graces of fundamental human solidarity, justice, peace, reconciliation, and authentic relationship.

Care for indigenous peoples, their cultures, and their basic rights occupies a special place in our commitment to reconciliation and justice in all their dimensions.

- Universal Apostolic Preferences of the Society of Jesus, p.3









SERVING A DIVERSITY OF CULTURES

A place that welcomes a variety of cultural communities – affirming a diversity of Catholic cultural traditions – while introducing new Canadians to the earliest history of Catholic Canada and creating spaces for other faith traditions.

SERVING THE INDIGENOUS PEOPLES

Martyrs' Shrine is a centre of pastoral care for Indigenous communities, supporting ongoing actions towards greater truth and reconciliation. A principal means of achieving this is in highlighting elements of the early Catholic Wendat Communities in our programming and the incorporation, on the site, of programmes and spaces reflective of the efforts of the Society of Jesus at truth and reconciliation.

SERVING THOSE WHO ARE SUFFERING

Martyrs' Shrine, in its ministry of prayer and healing, nurtures the sacred character of human and family life by working with local health and social service networks, to both build social awareness to the needs of those in our society who suffer from chronic poverty, mental illness, and physical disabilities and to serve them.



Blessing of St. Kateri Tekakwitha



Blessings from the Relics of the Martyrs



Celebration of Jospehine Bakhita at the Papal Altar





OUR PILGRIM PERSPECTIVE

"...To accompany young people in the creation of a hope-filled future."

In the writings of St. Jean de Brébeuf and his companions, clearly shown is their profound love for Jesus Christ, and their desire to share what they loved amongst the Indigenous peoples. Spurred by this same feeling, the apostolic labours of Martyrs' Shrine include a desire to share the treasure we have received. Through preaching, spiritual conversation, education programmes, publishing, and in-class instruction, we journey with those of all ages to grow in our common understanding of the faith that brings us to Christ.

...Responding to the call of the universal apostolic preferences necessitates that we strive more than ever for the intellectual depth that our foundational charism and tradition demand; such depth must always be accompanied by an attendant spiritual depth.

- Universal Apostolic Preferences of the Society of Jesus, p.9



THE WITNESS OF JEAN DE BRÉBEUF AND HIS COMPANIONS

All new and existing programmes are rooted in the story of the martyrs and their journey with Jesus Christ. Moreover, the definition of 'programme' is expanded, creatively integrating the lives of St. Jean de Brébeuf and his companions into each and every experience that touch upon the mind, body, and soul of all pilgrims.

THE WITNESS OF EARLY MODERN WENDAT CHRISTIANS (INCULTURATION)

The lives of Joseph Chewahtenwha and St. Kateri are a part of all programming, thereby incorporating, into them, a consistent Indigenous perspective. This is buttressed by spaces on the grounds that lead to reflection on both the early modern and current experience of Indigenous Christians. All of which offering a clear explanation of the efforts made by the Jesuit missionaries at inculturation in a manner that describes early Wendat culture.

IGNATIAN MEDITATION AND DISCERNMENT

The tools and practice of Ignatian meditation and the Examination of Conscience, supported by our story and appropriate spaces, are a clear part of any ministry with youth and young adults. While, at the same time, Martyrs' Shrine is a space that promotes, supports, and encourages communal apostolic discernment amongst all Christians.

GOD AND CREATION

Utilising our natural environs, our programmes incorporate the important understanding of human stewardship over God's Creation, gifted to us, and left in our care

BEAUTY AND TRUTH

Martyrs' Shrine becomes a well-established centre of support for the arts and culture that provides experiences of beauty that nourishes the mind, body, and soul.

SUPPORTING THE ROMAN CATHOLIC SCHOOL SYSTEM IN ONTARIO AND PARISH PROGRAMMES

The apostolate becomes a centre of spiritual formation for the parishes and school boards in the various diocese within its proximity.

INTELLECTUAL MISSION

The apostolate is a centre of reflection and publication on the role of the Jesuits in New France during the 17th century; a centre of intellectual support to Sainte-Marie among the Hurons.

A SHARED MISSION WITH SAINTE MARIE AMONG THE HURONS

Martyrs' Shrine and Sainte-Marie among the Hurons become, in effect, one holistic experience for all pilgrims and visitors.



Concert Series held inside the Church of St. Joseph



School field trip by the Papal Altar



Prayer walk to the Mission of St. Ignace II



OUR PILGRIM LANDSCAPE

"...To collaborate in the care of our Common Home."

Often offering Sacraments in the open air, where forest canopies were their cathedrals and rivers their baptismal font. Not just chapels but groves for personal prayer, and around a fire for spiritual conversations of greatest import, St. Jean de Brébeuf and companions shared a special connection with Creation. All the more so as their own blood fed the land as they offered themselves to Christ and for the Indigenous people they had come to serve. Today, the natural environment that surrounds Martyrs' Shrine continues to provide these spaces of prayer, ritual, and conversation. Moreover, Creation itself inspires visitors, of all kinds, towards greater communion. It is a place that moves the heart towards a gratitude for God's creation, and where pilgrims can grow in an understanding of their role as faith-filled stewards of it.

We have made a good start in our collaboration with others, with Gospel depth, for the protection and renewal of our Common Home . . . But we have many challenges ahead of us if we are to be credible and our conversion firmly rooted.

- Universal Apostalic Preferences of the Society of Jesus, p.13-14



ECOLOGICAL AWARENESS

Utilize our natural resources, gardens, grounds, buildings, and structures to encourage a deeper sense of stewardship of the earth in all pilgrims.

THE GARDENS AND GROUNDS

Acknowledging its sacredness, the apostolate aligns our story and mission with our natural environment and has natural spaces of prayer and meditation that highlight the flora of the region. In doing so, it will foster award-winning gardens that preserve and develop spaces of peace and reverence while remaining functional to the needs of our pilgrims as well as a developed strategy for traffic and people control that is safe and protects our natural resources.

OUR NATURAL RESOURCES

Live out a responsible and multifaceted plan to protect the rich God given resources of our aquafer, forests, shorelines, and lands, while, in communion with Creation, encouraging creative ways for the apostolate to be as self-sustaining as possible.

THE CHURCH, BUILDINGS, AND MONUMENTS

Responsibly preserve our structures; align our story and mission with our buildings and structures; ensure that they are spaces that both spiritually and practically coalesce with the envisioned experience of all pilgrims.

ADVANCEMENT AND COMMUNITY PARTNERSHIPS

Act as ethical stewards of our financial resources (note: province guidelines); encouraging benefactors to share their resources in the advancement of our mission; building bridges of mutual support with local and national corporate partners; utilising our 100th anniversary as a step into the next phase of invigoration for Martyrs' Shrine (2025-2026).

PRESERVING AND PROTECTING INDIGENOUS HERITAGE

Ensure as stewards, that the Fournier prehistoric archaeological site on Martyrs' Shrine grounds is not disturbed by machinery in future land development and that it remains inaccessible through natural vegetation to pilgrims exploring the property.



Sainte-Marie among the Hurons



The Skull of St. Jean de Brébeuf



The call is to share the life and mission of Jesus Christ. At the heart of this call is the love of the One and Triune God ... who sends Jesus to take on our humanity and give his life in order to open the gates to divine life and love for all human beings. In dying, Jesus expresses the supreme love that vanquishes death. To accept that call is to give one's life for love expressed in deeds of reconciliation and justice; it means being transformed into authentic followers of Jesus and active members of the Church and the Society that serves the mission ... Conversion empowers us to take part in the mission: conversion to faith in the Good News that the Reign of God is at hand, and conversion to a living faith that expresses itself in works that make possible the fulfilment of God's promise in human history.

- Universal Apostolic Preferences of the Society of Jesus, p.8

CONCLUSION

The implementation of this strategic plan will consolidate the efforts of Martyrs' Shrine to serve others inspired by its Ignatian tradition, rooted in the stories of the lives of St. Jean de Brébeuf and his companions, and anchored in the Apostolic Preferences of the Society of Jesus.

In particular, it will ensure, in various ways, the orientation of our pastoral care and programming, an emphasis on reconciliation with Indigenous peoples and care for the complex populations of pilgrims that visit us, a unique role in education and formation, as well as a holistic relationship with God's creation.

This is, however, not a vision to be taken on alone. It will require the hard work and dedication of not only the Jesuits on staff, but our Board of Trustees, benefactors, pilgrims, and friends. Not unlike St. Jean de Brébeuf and his companions, we step from the canoe to the shore, and begin our 'pilgrim way'. We look ahead, in hope, and with prayer, to build upon the grace that has sustained Martyrs' Shrine, and to do so with a heartfelt desire to grow in our service of all.

St. Jean de Brébeuf and his companions: pray for us...



The resident Jesuit Fathers of Martyrs' Shrine standing beside relics from the Canadian martyrs. From left to right: Fr. Louis-Martin Cloutier, Fr. Patrick Coldricks, Fr. Robert Foliot, Fr. Michael Knox (Superior), and Fr. Steve LeBlanc.



www.martyrs-shrine.com