

**Pastoral Plan Implementation**  
**Goals by Core Direction**  
**The Cathedral as a Sign of our Mission**

| Year | Core Direction                         | Objectives and Narrative  |
|------|--|---|
| 1    | The Cathedral as a Sign of our Mission | <p><b>The Restoration of the Structure of St. Michael’s Cathedral</b></p> <p>1. The Office of Temporal Affairs and the Office of Properties, Planning and Housing, with the Rector and Finance Committee of the Cathedral will ensure that the multi-year plan of restoration and physical enhancement of the exterior of the Cathedral Church is completed.</p>  |
| 1    | The Cathedral as a Sign of our Mission | <p><b>The Enhancement of the Interior Space of St. Michael’s Cathedral</b></p> <p>1. The enhancement of the interior space of the Cathedral is to be achieved through a multi-year plan developed by the Sacred Art and Architecture Committee of the Archdiocese, the Office of Temporal Affairs and the Office of Property Planning and Housing, with the Rector and Finance Committee of the Cathedral.</p> <p>Both of these Objectives are being addressed simultaneously in three phases. The first phase is from 2012 to 2014, the second phase is from 2014 to 2016 and the third phase is from 2016 to 2018.</p> <p>The Sacred Art and Architecture Committee for the Archdiocese will review and endorse the plans for the enhancement of the interior space of the Cathedral.</p> <p>The Archdiocese and the Cathedral are the stakeholders responsible for the implementation. The Archdiocese will be responsible for the budgetary requirements. The Cathedral will contribute in small ways where possible.</p> <p>The multi-year plan will outline both the historical and future scope of work and financial costs for the restoration of the Cathedral, approved by the Finance Committee of the Archdiocese. The communication of this multi-year plan and the projected timeline for the future scope of work will be completed by 2018.</p>         |
| 1    | The Cathedral as a Sign of our Mission | <p>Objective 1.2: The Enhancement of the Interior Space of St. Michael’s Cathedral</p> <p>1. The enhancement of the interior space of the Cathedral is to be achieved through a multi-year plan developed by the Sacred Art and Architecture Committee of the Archdiocese, the Office of Temporal Affairs and the Office of Property Planning and Housing, with the Rector and Finance Committee of the Cathedral.</p> <p>Both of these Objectives are being addressed simultaneously in three phases. The first phase is from 2012 to 2014, the second phase is from 2014 to 2016 and the third phase is from 2016 to 2018.</p> <p>The Sacred Art and Architecture Committee for the Archdiocese will review and endorse the plans for the enhancement of the interior space of the Cathedral.</p> <p>The Archdiocese and the Cathedral are the stakeholders responsible for the implementation. The Archdiocese will be responsible for the budgetary requirements. The Cathedral will contribute in small ways where possible.</p> <p>The multi-year plan will outline both the historical and future scope of work and financial costs for the restoration of the Cathedral, approved by the Finance Committee of the Archdiocese. The communication of this multi-year plan and the projected timeline for the future scope of work will be completed by 2018.</p> |

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| 1    | The Cathedral as a Sign of our Mission | <p><b>Electronic Outreach of the Cathedral</b></p> <p>1. The Office of Public Relations and Communications, the MIS department and the Rector of the Cathedral will strengthen the electronic outreach of Cathedral liturgies and events. Multiple platforms of media and social communications technology are envisioned.</p> <p>There is need for the development and delivery of programs for the Archdiocese as well as for the Cathedral as a parish. The electronic cabling of the Cathedral is being done now and it will be used as it becomes available. This cabling and the installation of cameras will allow for podcasts of the Cardinal’s homilies, web broadcasting and live streaming. A media booth will be placed in the basement.</p> <p>With the new electronic outreach there is the possibility of offering virtual tours of the Cathedral, highlighting the significance of sacred art, artifacts and furnishings that aid our Catholic worship and devotion. Not only will this electronic outreach outline the importance and significance of our Cathedral but it will provide catechesis about the essentials of our faith.</p> <p>The cabling will allow for live streaming of Masses and other Sacred Events such as Lectio Divina, Choir School Concerts of Sacred Music, Parish Missions, Day Retreats that may be offered for Confirmation Candidates and First Communion Candidates, Seniors, Moms and Dads home with children.</p> <p>The Choir School could provide Webinars on liturgical music, especially what is proper for weddings, funerals. Since our parishes have different needs some with little or no resources the Choir School could offer Webinars for parish directors of music.</p> <p>The Archdiocese and the Cathedral are the stakeholders responsible for the implementation. The Archdiocese will be responsible for the budgetary requirements. The Cathedral will contribute in small ways where possible.</p> |

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| 1    | The Cathedral as a Sign of our Mission | <p><b>Cathedral to be a Place of Pilgrimage and of Welcome</b></p> <p>1. The Office of Public Relations and Communications and the Rector of the Cathedral will publish a yearly calendar of Cathedral events e.g. Archdiocesan celebrations, liturgies, Lectio Divina, events open to the public, tours, pilgrimages, etc. As space becomes available with the completion of each phase of development, the Cathedral will be able to offer tours and pilgrimages.</p> <p>The focus of outreach should extend also to parishes and lay associations.</p> <p>There is a need to increase the sense of “ownership” and awareness of St. Michael’s Cathedral across the Archdiocese through the Office of Public Relations and Communications through brochures, posters, events and visits. Pamphlets and other such material concerning programmes and services of the Cathedral will be made available.</p> <p>The Cathedral will be responsible for implementing this objective.</p> <p>The Archdiocese and the Cathedral are the stakeholders responsible for the implementation. The Archdiocese will be responsible for the budgetary requirements that enable the completion of each phase of development. The Cathedral will contribute in small ways where possible.</p> <p>Fees for pilgrimages and tours may be covered by parish or Archdiocesan funds or user fees for visitors.</p> |

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| 1    | The Cathedral as a Sign of our Mission | <p><b>Master Plan for the Development of the Entire “Cathedral Block”</b></p> <p>1. The Archdiocese will engage in a process to develop a Master Plan for the revitalization of the Cathedral to meet Archdiocesan and parish needs and the development of the “Cathedral Block” as a “Centre of Evangelization”.</p> <p>The three year simultaneous multi-phase development to restore and enhance the architectural beauty along with the interior space of St. Michael’s Cathedral will not be completed until 2018. The time frame needed for redevelopment and construction of a new Choir School is expected to be five plus years.</p> <p>Discussions are underway between the Office of Temporal Affairs and the Office of Property Planning and Housing, in collaboration with the Choir School Advisory Board and the Toronto District Catholic School Board. These discussions will need to be integrated into the process of developing a Master Plan.</p> <p>Given all this information, it is expected that in order to complete development of the entire “Cathedral Block” as a “Centre of Evangelization” a realistic time frame for completion of this Objective would be between 2018 and 2020.</p> <p>Other stakeholders will need to be identified and invited to be part the Master Plan process. There is need for the creation of a Master Plan Committee comprised of visionary professionals. The Strategic Planning First and Second Phase Reports for the Cathedral and the Cathedral Block will be important resource documents in undertaking a Master Plan.</p> <p>Since achieving this Objective will require the building of a new Choir School, it will be the responsibility of the Archdiocese of Toronto working with the Toronto District Catholic School Board to implement this Objective.</p> <p>The Archdiocese will be responsible for all budgetary requirements but they will require the Toronto District Catholic School Board to assume some financial responsibility for the completion of this Objective.</p> <p>A capital campaign will be necessary for the construction of a Centre of Evangelization and the redevelopment of the entire “Cathedral Block”.</p> |

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| 2    | The Cathedral as a Sign of our Mission | <p><b>The Enhancement of the Interior Space of St. Michael's Cathedral</b></p> <p>1. The enhancement of the interior space of the Cathedral is to be achieved through a multi-year plan developed by the Sacred Art and Architecture Committee of the Archdiocese, the Office of Temporal Affairs and the Office of Property Planning and Housing, with the Rector and Finance Committee of the Cathedral.</p> <p>Both of these Objectives are being addressed simultaneously in three phases. The first phase is from 2012 to 2014, the second phase is from 2014 to 2016 and the third phase is from 2016 to 2018.</p> <p>The Sacred Art and Architecture Committee for the Archdiocese will review and endorse the plans for the enhancement of the interior space of the Cathedral</p> <p>The Archdiocese and the Cathedral are the stakeholders responsible for the implementation. The Archdiocese will be responsible for the budgetary requirements. The Cathedral will contribute in small ways where possible.</p> <p>The multi-year plan will outline both the historical and future scope of work and financial costs for the restoration of the Cathedral, approved by the Finance Committee of the Archdiocese. The communication of this multi-year plan and the projected timeline for the future scope of work will be completed by 2018.</p> |

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| 2    | The Cathedral as a Sign of our Mission | <p><b>Choir School to Develop Formal Program of Outreach to Parishes</b></p> <p>1. The Choir School will increase its contribution to the music and liturgy across the Archdiocese through formal programs of outreach to regions and parishes, including institutes of training.</p> <p>Once this Objective 3.1 has been completed the Choir School will be in a better position to develop formal programs of outreach to the parishes.</p> <p>Once a new facility is built the Choir School will be better able to develop and implement a formal program of outreach to the parishes. The Choir School could begin to develop a program of outreach immediately but it may need better facilities before it can implement such a program of outreach.</p> <p>The Choir School may also need more qualified and dedicated staff to develop parish programs which would assist in training parish cantors and music leaders.</p> <p>Since our parishes have different needs, some with little or no resources perhaps the Choir School could offer Webinars for parish directors of music.</p> <p>The Choir School could work with the Office of Formation for Discipleship, the Archdiocesan Liturgy Commission, and the Regional Bishops, to offer summer institutes in sacred music to train parish musicians and liturgists.</p> <p>It will be the responsibility of the three stakeholders, that is, the Choir School, the Toronto District Catholic School Board and the Archdiocese to implement this Objective.</p> <p>Archdiocesan funding would be required in addition there would be user fees from the parishes to cover the costs of achieving this objective.</p> |
| 3    | The Cathedral as a Sign of our Mission | <p><b>Re-locate and Build a New Choir School on the West Side of Bond Street</b></p> <p>1. Build a new Choir School on the west side of Bond Street with minimal disruptions to regular studies and the music program.</p> <p>Since it will takes two years to set up zoning and redevelopment and then a further two years for construction the time frame to build a new Choir School on the west side of Bond Street will take at least five plus years to complete.</p> <p>Another option that is being examined is the redevelopment of the United Church property on the south side of Shuter Street and Bond Street. This project would certainly be of shorter duration to achieve the Objective but it still could be about four years before completion.</p> <p>It is the joint responsibility of the Archdiocese of Toronto and the Toronto District Catholic School Board and to implement this Objective. They are currently actively involved in preliminary discussions.</p> <p>The Archdiocese of Toronto and the Toronto District Catholic School Board will be jointly responsible for all budgetary requirements.</p>   |